



CORPORATE  
ASSET MANAGEMENT PLAN  
2012 to 2016

2011 REVISION

**FOREWORD**

The effective use of assets is a key factor in delivering to the community of Torbay the objectives and priorities they have set for the Council. This plan sets the agenda for us to achieve that by adopting the following guiding aim:

*“The principle aim of an Asset Management Plan should be to ensure that the opportunity cost of financial resources tied up in land and buildings is minimised, and that capital and revenue expenditure on the portfolio is directed efficiently and effectively to provide value for money.”*

The Council is fully committed to the principle of the most efficient use of assets and this document establishes the objectives, processes and actions that all Council Members and Officers will follow to achieve that aim.

.....  
Mayor & Leader of Torbay Council  
Gordon Oliver

.....  
Torbay Council Chief Executive  
Elizabeth Raikes

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## **EXECUTIVE SUMMARY**

This Plan defines Torbay Council's Corporate Asset Management Strategy for the five-year period commencing April 2012 to 2016. It is reviewed annually.

Torbay Council has a considerable number of assets, which are not only essential to service delivery but underpin much of the Bay's economy. Unfortunately many of these assets are in poor condition and not fit for purpose. This plan sets out strategies to rationalise the number of assets, replace them where appropriate and improve the condition of those remaining.

The overarching objectives of the Corporate Asset Management Plan (CAMP) are to:

- Identify and explain the importance of effective Asset Management
- Identify and explain the best practice processes that need to be followed in order to deliver effective Corporate Asset Management with regard to best practice:
  - Audit Commission recommendations in their national publication "Room for Improvement"
  - The Governments Operational Efficiency Programme (Asset Management and Sales & Property)
  - RICS Public Sector (CLG) Asset Management Guidelines
  - RICS Local Authority Asset Management Best Practice Guidelines
- Identify the specific issues that currently affect Torbay Council's land and building assets and the ability of those assets to deliver the current Community and Corporate Plan objectives
- Identify strategies to address and resolve systemic backlog maintenance to reduce Category D and Priority 1 (Health and Safety) maintenance items by 2015.
- Integrate the objectives of the adopted Local Plan, the emerging Torbay Local Development Framework and the Torbay Economic Strategy with the Council's regeneration property objectives
- Link previously separate policies relating to Strategic Asset Management, Energy Efficiency, Carbon Reduction and the centrally funded Corporate Repairs and Maintenance programme
- Establish a Property Strategy Action Plan summarising the required actions arising from those recommendations
- To incorporate the Heritage Strategy and in particular the Action Plan

The plan is set out in six sections briefly summarised as follows.

1.0 Plan Context	Sets the CAMP within context of delivering the Council's vision and priorities
2.0 Asset Management Practice, Objectives & Principles	Defines the good practice aims, objectives and principles for the Council's use of assets
3.0 Organisation	Outlines the processes adopted by the Council
4.0 Consultation	Describes the processes adopted to ensure corporate asset management planning is correctly aligned to Community priorities
5.0 Performance Monitoring	Describes the processes for monitoring and reporting progress to the Council and Community
6.0 Challenges & Opportunities	Identifies the challenges and opportunities for Torbay Council's assets

## **1.0 PLAN CONTEXT**

Torbay Council's vision is:

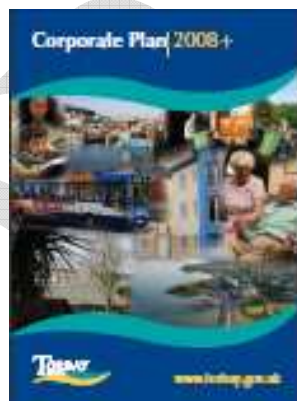
**“Working for a healthy, prosperous and happy Bay”**

The means of delivering this vision for the built environment has been developed by Torbay Council in consultation with the community and is defined within the Council's key strategic documents:

Torbay Community Plan – “Turning the Tide”  
Torbay Council Corporate Plan 2008+  
Torbay Economic Strategy 2010  
Torbay Local Plan  
Heritage Strategy  
Geopark Management Plan  
Biodiversity and Geodiversity Action Plan  
Torbay Local Development Framework  
Service Strategies

A relatively small number of major assets are in very poor condition but there is little prospect of funding the repair or renewal without accompanying enabling redevelopment e.g. Oldway Mansion. This plan outlines a generic approach to tackle the repair of these assets through engagement with the private sector.

The effective use of council owned assets can also help stimulate the economy and act as the catalyst for regeneration and house building. This Plan makes this link and contains plans to invest in the Local Authority Asset Backed Vehicle (LABV) a formal partnership between Sir Robert McAlpine, Deeley Freed and Torbay Council to develop key assets owned by the Local Authority.



All actions recommended within the Corporate Asset Management Plan strive to promote the use of assets in a way that positively assists the Council deliver the current Community and Corporate Plans and the following pledges:

- Sympathetic regeneration
- Boosting local employment
- A cleaner, greener, healthier Bay
- Expansion of our tourism and heritage offer
- A safer Bay
- Value for money
- Protecting vulnerable children and adults

## **2.0 ASSET MANAGEMENT PRACTICE, OBJECTIVES & PRINCIPLES**

### **Best Practice in Asset Management**

The efficient use of resources by Local Authorities is a specific Government requirement embodied in NI179 where Asset Management efficiencies can be measured.

The government have sponsored various reports which have been published in 2008/9 regarding best practise in asset management.

National Government has developed a Public Sector Operation Efficiency Programme (OEP) which has work strands on Property and Asset Management and Sales. This was developed by the Audit Commission In their "Room for Improvement" document reviewing Asset Management practice in Local Government. The culmination of this work is the publication by the RICS on behalf of CLG of Public Sector Asset Management Guidelines and Best Practice Guides for Local Government Asset Management.

It is pleasing to note that this Asset Management Plan reflects many of the key steps advised in those documents - although there is always room to strive for continuous improvement.

### **Service Objective**

The Council's Best Value Performance Plan historically stated the overriding property objective applicable to all the Council's Services is:

*"To hold property needed for service delivery that is fit for purpose in terms of condition, sufficiency, suitability and cost."*

### **Regeneration Objectives**

The Economic Strategy has been developed as a response to the challenging economic conditions within Torbay and looks to create the environment for investment from businesses and others to take the Bay forward. A number of physical regeneration opportunities are projects which sit on Council land. Torbay is therefore well placed to combine the economic prosperity ambitions of the Bay with its own corporate service property objectives. The new Torbay Economic Development Company and the Local Asset Backed Vehicle / JV which the TEDC has developed for the Council will be well placed to deliver this Commission.

### **Heritage**

The 2004 Heritage strategy was developed to: "to protect our heritage and direct it towards economic social and environmental wellbeing of Torbay". The Council has a large number of Heritage Buildings within its portfolio and therefore there is appropriate regard to and priority given in planning asset management to those Council properties within the Built Heritage Action Plan. The Council through the Torbay Development Agency has updated this Heritage Strategy and the 2010 strategy will reinforce this message of protecting its heritage assets.

## **Asset Management Principles**

To achieve these objectives, it is proposed that the Council manage the use of assets in a manner that adheres to the following guiding principles:

### **To manage assets strategically:**

- To provide effective property solutions for service delivery using assets in a way that promotes not constrains service delivery
- Establish five year Service Asset Management Plans for all services, which address the property needs of the service
- Establish a Regeneration Plan that best utilises the council's assets to realise the combination of corporate and regenerative objectives
- Where possible utilise surplus land for Housing purposes, whereby a higher than planning policy level of affordable housing could be delivered in a range of formats to preserve as far as is possible the land value
- Provide a clear Corporate process for the Council to prioritise and endorse specific plans and initiatives
- Ensure appropriate technical resources are available to support the development and implementation of Council endorsed initiatives
- Ensure buildings are suitable, accessible and fit for the purpose they are used

### **To continuously maintain and improve assets:**

- Maintain accurate records of elements in need of repair
- To consider the optimum utilisation of all assets whether operational or non operational
- Establish clear responsibilities for rectifying items of disrepair
- Establish clear responsibilities for addressing major replacement items
- Ensure appropriate technical resources are available to manage repair works
- Ensure major repair projects are procured to provide best value for money and in a manner that complies with Government regulations
- Ensure statutory obligations such as DDA, Asbestos and Water Hygiene are complied with

### **To release value and minimise cost:**

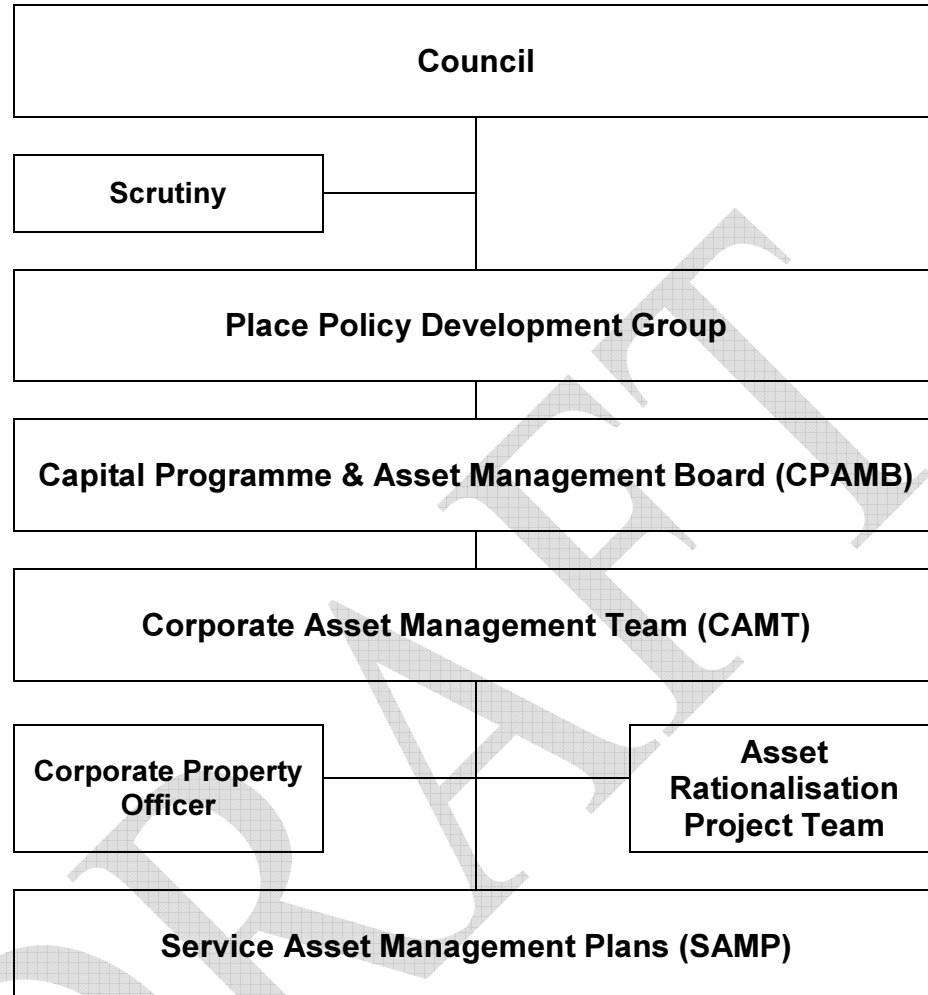
- Challenge and review the manner of use of assets
- Periodically review all assets to identify appropriate assets for alternative use or disposal
- Ensure the Council's disposal list is effectively implemented
- Ensure that non operational investment properties are performing
- Monitor running costs to target potential savings and implement more cost alternative solution
- Provide effective facilities management to assets, including energy efficiency and carbon reduction programmes

### **To provide accurate data for informed decision-making**

- Develop improved information databases
- Ensure data is actively managed to remain accurate
- Establish protocols for the responsibility of updating data
- Ensure appropriate technical resources are available to carry out surveys to update data

### **3.0 ORGANISATION**

Torbay Council has adopted the following processes and procedures for the delivery of Corporate Asset Management Planning.



#### **Service Asset Management Plans (SAMP)**

Formal SAMP's for all services for a five-year period have been developed and completed by services in 2010-11. A key action point for the Strategic Action Plan will be to use the outcomes to drive the current Corporate Asset Management Plan. This will provide a fully integrated line of asset management planning and consultation from front line service delivery to corporate planning.

An example template of the formal SAMP's layout is attached at Appendix AM-B.

#### **Corporate Property Officer (CPO)**

The Chief Executive of the Torbay Development Agency is responsible for advising CAMT and CPAMB and managing the Council's overall Corporate Asset Management process. Professionally trained property officers within the Council's Asset Management Team provide support and expertise on Asset Management.



### **Corporate Asset Management Team (CAMT)**

The team's prime function is to provide a forum to ensure that accommodation and asset issues are considered and dealt with in a manner that reflects the Council's corporate priorities.

CAMT comprises of Senior Council Officers from each Business Unit and Partner Public Sector Organisations, now including Devon & Cornwall Constabulary, Devon and Somerset Fire and Rescue Service and Torbay Care Trust. This should assist with Local Strategic Partnership targets and our Comprehensive Area Assessment.

The current organisation, membership and terms of reference are attached at Appendix AM-A. Tasks undertaken by CAMT include:

- To develop and evaluate proposals for change of use, alteration, development, acquisition or disposal of service delivery assets
- To prioritise and manage the maintenance of assets and compliance with statutory obligations such as DDA, asbestos and water hygiene
- To implement the Council's prioritisation process for Capital Expenditure
- To carry out yearly reviews of the Corporate Asset Management Plan and Capital Strategy

Council Members or the appropriate Senior Council Officers will ratify all recommendations prior to implementation.

### **Capital Programme & Asset Management Board (CPAMB)**

The Board's prime function is to provide a method for ensuring Council Members are properly consulted in respect of all proposals and recommendations considered by CAMT. This Board also monitors the Capital Programme, the Torbay Development Agency Programme Manager reports to the board on progress of the projects, spend and budget monitoring. Several tools are in place to effectively monitor the Capital Programme and projects that have major variances from plan/budget are asked to provide exception reports. Projects that are over spent/over time have a Quality Review looking into reasons for the variance.

For current organisation, membership and terms of reference see Appendix AM-A.

### **Capital Strategy and Plan**

The Council's Capital Strategy is dealt with in detail in a separate strategic plan. However, as the Capital Strategy and Asset Management Plan have such strong fundamental links both are dealt with through CAMT to ensure a common approach.

The purpose of the Capital Strategy is to define the policies and processes adopted by Torbay Council in planning and delivering built environment capital expenditure on Community and Corporate Priorities. Key elements include:

- A prioritisation process for service bids for capital scheme funding
- A Four Year Capital Plan stating approved schemes and funding sources
- A Reserve List of capital schemes to be initiated when additional funding becomes available
- The process for performance monitoring of capital scheme delivery
- The sources and processes for funding the Capital Plan including receipts from disposals of assets
- The process by which Asset Management Plan objectives feed into the Capital Strategy

The Capital Strategy (Appendix B) should be referred to for further detail.

## **4.0 CONSULTATION**

### **Consultation with the Community**

The Corporate Asset Management Plan is set specifically in context of the Community Plan and Corporate Plan to ensure that all of the extensive consultation carried out by Torbay Council with the community of Torbay is reflected within it.

### **Consultation with Stakeholders and Services**

Effective consultation with Stakeholders and Services is ensured in a number of ways.

#### *CAMT Membership*

All service Business Units are represented at CAMT through service representatives. The representatives have a clear mandate and role as follows:

- Highlight the role and aims of CAMT to all Business Units and Services within the service area
- Establish asset issues as a standing item on all management meetings within the services
- Collate any issues via the Business Unit Representative each month and present them to CAMT for consideration
- Feedback to all relevant Business Units or Services information from CAMT each month
- Provide any information on funding bid applications

#### *Business Unit Business Plans*

Each Business Unit sets yearly Business Plan that feeds into the Best Value Performance Plan. Guidelines on the preparation of business plans require the use of assets to be considered within the plan. Asset issues can then be identified by CAMT by a review of the plans and by referral by the CAMT representative. It is recognised that the Torbay Economic Development Company (TEDC) and Housing through the Employment & Regeneration programme along with other regeneration initiative will require use of assets to deliver their objectives.

#### *Best Value Reviews*

The guidelines for each Business Unit include a requirement to address the extent to which land and property can be used to improve service delivery.

#### *Stakeholders*

The CPO meets when appropriate with major Stakeholders to consult on asset issues potential disposals and specific project delivery. This includes consultation with the relevant Community Partnership. Any relevant issues are included on subsequent CAMT agendas.

## **5.0 PERFORMANCE MONITORING**

### **Corporate Asset Management Monitoring**

The overall progress and performance of the Corporate Asset Management Plan aims and objectives are monitored in of the following ways

- CAMT will review progress of major action points at each monthly meeting
- The Corporate Asset Management Plan will be reviewed by Council each year

### **Key Asset Management Performance Indicators**

The following performance indicators have been adopted by the Council for use in asset management performance monitoring. These indicators have been developed by the property industry and approved by Government as follows:

PI1	Condition and Maintenance Indicators
PI2	Energy, Water Consumption and CO2 emissions
PI3	Suitability
PI4	Building Accessibility

The PI out-turns are reported to Council within the yearly review of the Corporate Asset Management Plan. The outcomes for 2010 to 2011 with comparison to previous years and comments on trends and specific issues is included attached at Appendix AM-C

### **Benchmarking**

The Council is a member of the Institute of Public Finance (IPF) Asset Management Forum and regularly attends and participates in events. The Council is also a member of the National Best Value Benchmarking Scheme (NBVBS).

## **6.0 CHALLENGES AND OPPORTUNITIES**

The asset portfolio is large, diverse in nature, includes large numbers of very low value assets and includes 65 listed buildings with restrictions on use.

There are a number of specific challenges listed below for Torbay Council's assets that arise from a combination of the Council's history, Community Plan and Corporate Plan objectives, proposed changes to service delivery and the nature & condition of the asset portfolio.

- 6.1           Regeneration and Housing
- 6.2           Suitability of Assets
- 6.3           Asset Rationalisation Project
- 6.4           Economic Development of Council Assets
- 6.5           Repair and Maintenance
- 6.6           Asbestos and water hygiene
- 6.7           Energy Management
- 6.8           Business Hub & Civic Hub
- 6.9           Data Management
- 6.10          Community and Shared Use
- 6.11          Tenanted Non Residential Properties

## **6.1 Regeneration and Housing**

### *Where we are now*

Since the launch of the New English Riviera economic regeneration study in 2008, over 300 ideas were put forward by the public and various organisations, which were prioritised and showcased in an accompanying Action Framework Plan, which won a Landscape Institute Award for Communication and Presentation in 2008. The launch event in February 2008 attracted national attention and considerable inward investment over the following years.

It is anticipated that further investment will flow from the delivery mechanisms established to support the New English Riviera study, such as the Local Authority Asset Backed Vehicle (LABV) a formal partnership between Sir Robert McAlpine, Deeley Freed and Torbay Council to develop key assets owned by the Local Authority.

The emphasis going forward will be to focus on an Employment & Regeneration programme that brings employment, new homes, offices, retail opportunities, business development, improved tourist facilities and public realm improvements to Torbay.

### *Actions to date*

- Progression of the 'Planning for a successful Torbay' Strategy & the adoption of the Affordable Housing and Planning Contributions Supplementary Planning Document (part of the Torbay LDF)
- Preparation of Strategic Housing Land Availability Assessment (Baker Associates)
- Buildings Heights Strategy produced and released Jan 2011
- Competitive tender process undertaken for the Local Asset Backed Vehicle (LABV) partner
- Establishment the Torbay Economic Development Company (TEDC) including the role in affordable housing delivery
- Heritage Strategy 2011 produced showing how the Heritage Strategy can complement regeneration

### *Where we need to be*

- Joined up and able to promote inward investment / regeneration projects
- Working to a business plan which promotes greater economic and regeneration activity using the council's land bank e.g. Asset's through a Local Asset Backed Vehicle (LABV)
- Working together including with the private sector to deliver Employment & Regeneration programme which will include Council assets
- Ensuring all investment in the Bay has regenerative benefits
- Ensure all projects are consistent with the Council's planning policy framework (Adopted Torbay Local Plan and emerging Local Development Framework)
- Ensure all projects consider the Heritage Strategy
- Ensuring maximum funding is secured from all possible public sector forms
- Promoting the new link road between Torquay and Penn Inn

## Issues

- Considerable resources may continue to be required to deliver the stepped changes required
- Current state of the property market will delay progress on projects
- Public sector investment will be required to stimulate the market
- Public sector investment, particularly grant, is shrinking given the national financial picture, innovative solutions are required
- The LABV approach may provide opportunities to secure permissions and land assembly to create schemes ready for the next property market up cycle but the approach will require political support

## Action Plan

Action	Target Date	Responsibility	Current Status
• Deliver an inward investment programme	Ongoing	TEDC	Ongoing
• Working with LABV partners to deliver a regeneration business plan	Ongoing	TEDC/ LABV partner	Ongoing
• Maintain rolling Employment & Regeneration programme	Ongoing	TEDC	Ongoing
• Deliver LABV partnership	Ongoing	TEDC/ JV partner	Ongoing
• Working with the Council/ colleagues to facilitate and encourage the link road implementation	Ongoing	TEDC / Torbay Council	Ongoing

## Risks

- The Property Market
- Public Sector funding sources
- Human Resources – the right people for the right job
- Political support may waiver

## Benefits

- A joined up regenerated Bay
- Public sector partnership & involvement through LABV delivery vehicle
- Improved economic prosperity for the Bay circa 2000+ jobs
- To increase supply of affordable homes for rent and shared ownership to meet the needs of local people
- Improved Corporate property values by raising and improving the economic profile of the Bay

## **6.2 Suitability of Assets**

### *Where we are now*

Torbay is a geographically diverse area with a highly transient population and limited economic resources. A wide variety of public services need to be provided requiring a wide variety of assets. The current asset portfolio was inherited from a number of sources when the authority gained unitary status in 1998. Under these circumstances maintaining suitable assets is extremely challenging and will remain a constantly ongoing task.

### *Actions to date*

The Council has raised the importance of the need to change the use of assets through the CAMT process and the following actions have been implemented:

- Service Asset Management Plans have been developed for all services
- Opportunities for change of use are specifically considered cross service at CAMT
- A number of surplus assets have been disposed of or identified for disposal
- A review of assets with potential for affordable housing use has been carried out
- A comprehensive review of Cultural Services assets has been instigated
- Development of a five year rolling programme of condition surveys and a five year maintenance plan
- Suitability survey template established and completed by most services which then feeds into the Suitability Performance Indicator

### *Where we need to be*

Torbay Council needs to develop the review of assets in a way that ensures:

- All assets are suited to the purpose for which they are used
- An effective means to constantly review and challenge the use of assets
- A review of the council's substantial portfolio of Tenanted Non Residential Property (TNRP) principally around the reasons for holding the assets. See Section 6.11 for further details
- Disposal of assets that are surplus to the Council's requirements

### **Issues**

- Continuation of the Service Asset Management Plans and Suitability Surveys are essential to provide the background information required to develop a 5 year property plan and investment strategy. These will form the basis of a property review. The plans will be subject to a challenge process by CAMT
- There is now a data management system for Facilities Management and planned maintenance. The development and full utilisation of this programme will assist in rolling out a strategic review of the condition of the Council's assets
- The Disposal Programme is being progressed
- The Action Plan particularly in regard to service asset management plans is a comprehensive project which will require resources if it is to be delivered

## Action Plan

Action	Target Date	Responsibility	Current Status
• Completion of all Service Asset Management Plans	Ongoing	CPO with service heads	100% Achieved. To be reviewed yearly by all Services
• Complete suitability surveys	Ongoing	Service users / CPO	Achieved
• Develop and fully utilise Planned Maintenance data	Ongoing	CPO	Ongoing
• Maintain 5-year rolling Maintenance Programme	Achieved	CPO / Project Management	Achieved and Ongoing
• Maintain rolling programme of Condition Surveys	Achieved	CPO / Project Management	Achieved and Ongoing
• Continue programme for asset disposal	Ongoing	CPO / Heads of Service	Ongoing

### *Risk*

There is a high risk that without these actions to deliver a more structured and comprehensive approach opportunities for improvement and reduction in costs will be missed.

### *Benefits*

The proposed strategy will deliver:

- A coordinated planning process from front line service delivery to corporate decision making
- Clear identification of areas requiring priority action
- Improved data and information to enable informed decision making
- A clear plan for the improved use of assets for all services linked to Council and Community priorities
- Better identification of surplus assets and potential capital receipts for funding priority schemes
- A direct benefit to all the Community and Corporate Plan Key Objectives



### **6.3 Asset Rationalisation Project**

#### *Where we are now*

The further development of Torbay Online Asset Database (TOAD) has produced significant levels of data that has assisted in a comprehensive review of the Council's Assets. This initially identified circa 100 potential assets for disposal. These were all scored and reviewed for planning, ownership and valuation issues in order to produce a matrix and disposal programme and community consultation took place. In May 2008, a report went to Cabinet agreed that 36 were declared surplus, 5 will be retained and the Council will invite community interest for the possible transfer of 2 assets. A further 5 Assets were approved for disposal in July 2009 and another 5 in October 2010. Agents have been appointed to deliver the disposal programme and work is progressing. This process needs to be ongoing to ensure an annual review of further assets that can be sensibly disposed of where they are proven to have no operational or financial justification to be retained.

#### *Actions to date*

The Council has developed a working group to deliver the objectives and the following actions have been completed:

- Thirteen assets have been sold (September 2011) and a further 9 are under offer
- There have been total receipts of £2,391,000, a £323,500 saving on Repairs and Maintenance and further yearly savings of £33,800
- The sale of vacant sites has enabled the provision of 56 new residential units
- A Comprehensive Matrix Based Assessment of each asset including legal, planning and valuation matters
- Consultation on the possible disposal list to all elected Members, Community Partnerships, Brixham Town Council and Members of Public
- Community interest currently for the possible transfer of 9 assets
- The development and Member approval of a Community Asset Transfer Policy
- The appointment of an agent to lead the disposal programme
- Press advertisements and notices erected on sites inviting Community organisations to confirm/make an initial expression of interest in any of the confirmed disposal list of properties
- Generic Disposal Assessment procedure prepared and flowcharted

#### *Where we need to be*

Torbay Council needs to dispose of more non essential and poorly utilised assets to:

- Maintain efficiency
- To service the capital programme by bringing forward assets for disposal as the programme dictates
- To achieve wider regeneration objectives as appropriate
- Priority to disposal of assets that no longer have valid use or are not cost effective

## Issues

- The number of potential assets for disposal present some considerable challenges to ready them for disposal - this is an intensive and time consuming project
- The current state of the property market may delay progress on sales
- If it is seen appropriate to obtain planning permissions prior to selling assets this will cause a delay
- Demand from services for assets which have been declared potentially surplus
- Future Government Legislation and Local Policies such as Local Development Orders to create enterprise areas

## Action Plan

Action	Target Date	Responsibility	Current Status
• Regular review of assets for disposal	Ongoing	CPO with service heads	Ongoing
• Provide Interface with Internal Stakeholders	Ongoing	CPO with service heads	Ongoing
• Prepare Generic Disposal Assessment procedure	Achieved	CPO with service heads	Ongoing as requirements change
• Progress Community Asset Transfer Requests through Stage 2	Ongoing	CPO, Community Partnership Officer, Asset Panel Members	Ongoing
• Progress the Disposal Programme	Ongoing	Agents, Disposal Officer, CPO	Ongoing

## Risks

- There is a high risk that without these actions and more resource, opportunities for driving value or delivering regeneration may be missed
- The Property Market
- There is a high risk that demand from services for assets will have an effect on receipts

## Benefits

The proposed strategy will deliver:

- A coordinated process of disposals and asset rationalisation
- Assets from which to drive capital receipts
- Assets that can help the economic and social regeneration of the Bay

## **6.4 Economic Development of Council Assets**

### *Where we are now*

Torbay has limited economic resources and is heavily reliant on a narrow economic base with dominant sectors including hospitality and retail being primarily low pay and other large sectors facing challenges.

To rebalance the economy attracting new investment is essential and creating the physical environment for growth is important. Council assets therefore have a direct role in developing growth and should be developed in a way that supports that aim.

Further focus is required on how assets can stimulate wider economic activity for instance by using underused assets to support work and enterprise clubs, ensuring appropriate assets are transferred to the local community and that employment land is brought forward..

### *Actions to Date*

The Council has recognised the impact of assets on developing the economy and the following actions have been implemented:

- The establishment of the Torbay Economic Development Company (TEDC) with a specific commission to create economic initiatives and develop and implement strategies including inward investment, the physical regeneration programme and the tourism strategy
- Development schemes to further improve Torquay harbour area and Torquay town centre
- A regeneration scheme for Brixham harbour area
- A regeneration scheme for Paignton town centre
- A new Innovations Centre providing business incubator units has been constructed in Torquay and further locations are being considered
- A new Paignton and Community library/advice centre

### *Where we need to be*

Torbay Council needs to develop the use of assets in a way that delivers:

- A high quality holiday / tourism environment
- Attractive growth and relocation opportunities for new and existing businesses that supports delivery of the inward investment programme, new business and an increase in the business rate base for Torbay
- Business and employment opportunities for young local people to remain in Torbay
- Economic diversity
- Good working partnerships with community, voluntary and private sectors
- Improved retail environment
- Realistic opportunities for asset transfer
- The right infrastructure for growth in the marine and maritime sectors
- To bring forward service and employment land for future development

## Issues

- There is a need to continue linkages and communication through the commissioned services to ensure a coordinated approach to development opportunities
- Disposal process needs to be co-ordinated with the economic development strategy
- The ongoing financial pressures facing the Council

## Action Plan

Action	Target Date	Responsibility	Current Status
• Establish regular dialogue between services and TEDC	Immediate	CPO / TEDC	Ongoing process
• Progress Employment & Regeneration Programme through various delivery routes including the LABV for the portfolio of projects	15 – 20 year delivery programme	TEDC Programme Manager	Ongoing
• Develop planning application for Claylands site in Paignton for commercial use	Winter 2012/13	Council/TEDC	ongoing

## Risk

There is a high risk that without these actions the economy of Torbay will stagnate and hinder delivery of the Council's Strategy.

That employment land designated elsewhere will be land banked or not developed quickly enough to respond to growth needs within the local economy.

## Benefits

The proposed strategy will deliver:

- Assets that benefit economic growth wherever possible
- Partnership approaches to regeneration and development schemes
- Additional receipts to fund Corporate objectives
- Increased business rate income for the Council
- A direct benefit to the Community and Corporate Plan

## **6.5 Repair and Maintenance**

### *Where we are now*

Torbay Council has a significant and serious issue regarding the disrepair of assets in common with many other local authorities. Backlog repairs totalling £29.2 million (excluding schools) have currently been identified of which almost £12.4 million (excluding schools) are categorised as urgent (Priority 1). An additional repairs backlog of £9.7 million has been identified where the repairs responsibility is with Torbay Council's tenants. Expenditure on repairs totalled almost £1.5 million during 2010 to 2011 and the backlog will not be eradicated without additional activity. In excess of £10 million of additional areas of capital expenditure have been identified over the last 3 years. This is as a result of the improved data collected and as a result of TOAD becoming more comprehensive and areas such as piers and multi storey car parks amongst others being further investigated. This is not necessarily new repairs but repairs that have been outstanding for a long period of time and have now been formally identified and assessed.

Estimated backlog value presently excludes costs relating to major repairs at Torre Abbey (Phase 2), Sea Defences, some promenades and decorative lighting.

### *Actions to date*

The Council continues to implement a repair programme to address disrepair that has succeeded in sustaining assets in a condition that has enabled continued service delivery. The following actions have been implemented:

- Expenditure is prioritised through an assessment system managed by CAMT
- Delivery of the repair programme is monitored at the bi-monthly property CAMT meetings
- A rolling record of outstanding repairs is updated by condition surveys carried out by the TEDC technical team. The data is kept within TOAD and is managed by CAMT
- The repair and maintenance budget and responsibility for expenditure has been centralised in the role of the Assistant Corporate Asset Manager
- A five year rolling Condition Survey programme is underway
- An imminent introduction of CAFM I.T. system to help record and set reminders for cyclical works following set life cycle predictions for building elements by the Assistant Corporate Asset Manager
- A four+ year Repair and Maintenance programme has been developed. This is attached at Appendix AM-F. The programme priorities and scores maintenance items to give the absolute priority items reflecting service delivery requirements
- A move to a 70:30 split between planned and reactive maintenance

### *Where we need to be*

Torbay Council needs to continue implementing repair programmes and developing strategies to deliver:

- Year on year reduction in backlog repairs that will ultimately remedy the backlog
- A reduction in Category D /Priority 1 repairs by 2015
- Comprehensive and accurate data defining the current condition of all assets and data management to track all works
- Integration of schools maintenance programme
- A move to life cycle costing and the development of a long term planned maintenance programme
- Keep risk registers up to date

- In some instances there is no prospect of sufficient funding being made available to repair an asset. Solutions need to be developed linking to regeneration or asset rationalisation or private sector investment need to be considered, including the use of Prudential borrowing

#### Issues

- Based on current levels of R&M expenditure the overall backlog is increasing to such an extent that the Council's planned expenditure is not currently keeping place with inflation and whilst the overall backlog continues to deteriorate, some individual assets are deteriorating beyond repair
- The Council's total central Repairs and Maintenance expenditure (including schools) represents 1.2% of the Council's gross budget
- A budget increase is required if there is to be any meaningful progress in reducing backlog repairs
- Significant issues have been identified with areas such as Multi Storey Car Parks and piers amongst others
- In some instances other services are unilaterally commissioning repairs and maintenance e.g. Children's Services. Further service consolidation should improve efficiency and reduce overheads
- Data management has been significantly improved and is a very useful and integral management tool in the effective management of R&M

#### Action Plan

Action	Target Date	Responsibility	Current Status
• Develop and fully Utilise Planned Maintenance Data	Ongoing	CPO	Ongoing
• Maintain rolling programme for Condition Surveys	Achieved	CPO	Achieved and Ongoing
• Maintain four+ year rolling programme of prioritised R&M	Ongoing	CPO	Achieved and Ongoing

#### Risk

Whilst there is no immediate risk of failure of any particular asset there is a high risk that without these additional actions the current poor condition of assets will continue to deteriorate.

#### Benefits

The proposed strategy will deliver:

- A continual improvement in the condition of assets and service delivery
- Improved data and understanding regarding the condition of assets
- Best value for money procurement of remedial works complying with procurement regulations
- Effective project management of major works
- A reduction in the fall in value of assets due to deterioration in condition
- A direct benefit to all the Community and Corporate Plan Key Objectives

## **6.6 Asbestos/Water Hygiene**

### *Where we are now*

Torbay Council has many assets of an age, use and type of construction that results in the presence of asbestos within their construction. A Corporate Policy for Asbestos has been put in place in recognition of that and the need for effective data and control to avoid health risks. The aim of providing up to date and maintainable asbestos registers for all assets has been set and an implementation plan put in place. A Corporate Policy on water hygiene has been prepared. A Water Hygiene monitoring programme has been implemented. A Water Hygiene Risk Assessment of each asset has been completed and remedial works are in progress.

### *Actions to date*

The Council has nominated a specific service team to take responsibility for asbestos and the following actions have been implemented:

- A formal Asbestos Policy outlining roles, responsibilities and action plans has been ratified by the Council
- A post to provide specific contact point for asbestos has been established and filled with a candidate with the required level of technical expertise
- An external partnership asbestos consultant has been appointed to provide the required level of technical expertise for fully detailed survey work
- A survey programme has been commissioned
- All corporate assets have now received a Type 2 asbestos survey and the reports are available on TOAD
- Assets which have incidences of asbestos containing materials are re-inspected upon an annual basis to check for possible deterioration of the asbestos which may be harmful to occupants and visitors
- Water Hygiene Draft Corporate Policy has been completed
- A Water Hygiene contract commenced 2008 ensuring that all corporate assets are monitored and maintained to help reduce the risk of an outbreak of Legionnaires disease in line with current legislation
- A Water Hygiene risk assessment has been completed upon the appropriate corporate assets before the end of the financial year 2010
- Bi-annual Water Hygiene risk assessments are in place
- Asbestos Report and Water Hygiene Reports have been integrated and made available from TOAD
- Asbestos reports have been made available to Service Heads and explained to building managers

### *Where we need to be*

Torbay Council needs to continue implementing the structured action plan to deliver:

- Awareness of and compliance with the Council's Asbestos and Water Hygiene Policies

### *Issues*

- Continuing the ongoing annual Asbestos inspections are required together with weekly and monthly water hygiene monitoring of assets.

## Action Plan

Action	Target Date	Responsibility	Current Status
<ul style="list-style-type: none"><li>Introduce enhanced control and monitoring to ensure Contractors are aware of Asbestos issues</li></ul>	Immediate	TOAD Administrator / Asbestos Officer	Achieved and Ongoing
<ul style="list-style-type: none"><li>Maintain rolling programme of re-inspection</li></ul>	Achieved	CPO / Property Services	Achieved and Ongoing
<ul style="list-style-type: none"><li>Introduce a Water Hygiene Monitoring process with an approved contractor</li></ul>	Achieved	CPO / Asset Management	Achieved and Ongoing
<ul style="list-style-type: none"><li>Introduce a bi-annual Risk Assessment of water systems</li></ul>	Achieved	CPO / Asset Management	Achieved and Ongoing

### *Risk*

There is a high risk that without these actions health and safety regulations will be breached resulting in health risks and the closure of assets.

### *Benefits*

The proposed strategy will deliver:

- Improved data and understanding of assets
- Compliance with statutory requirements and duties of care
- Safe working environments for contractors carrying out works
- A direct benefit to the Community and Corporate Plan



## **6.7 Energy Management**

### *Where we are now*

Torbay Council spend on energy in the financial year 2010/2011 was £1.23 million (excluding schools), £0.13 million less than the previous year. The Council spend on water rose by £285,000 to £806,000 despite a 3% reduction in consumption.

Effective energy management will continue to reduce consumptions and lower emissions across Torbay Council's Corporate Estate, reducing costs to the tax payer. Torbay Council's Corporate Energy Management Strategy strives to promote the use of energy and water in a way that positively assists Torbay Council in delivering the priorities from the Corporate Plan.

### *Actions to date*

- Torbay Council has recognised the matters of carbon management and associated topics with the production of the Corporate Energy Management Strategy
- Short listed carbon reducing projects being implemented and further projects being identified
- Salix fund of £280,000 85% spent, but being re-plenished by loan repayments. Managed by the Carbon Reduction Officer.
- Projects have achieved savings of £114,000 during the previous year which will continue into the future
- The Carbon Trust Standard was achieved which forms part of the early action metrics for the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme In addition automated meter reading has been rolled out across the major energy using sites of Torbay Council
- Voltage optimisation is to be installed in the Town Hall and the BMS (Building Management System) is to be installed into Tor Hill House to manage the working environment of the re-furnished offices.
- Signed up to the Collaborative Low Carbon Schools Service in partnership with the Carbon Trust

### *Where we need to be*

Torbay Council needs to continue with the implementation of the structured action plan to deliver:

- Consumption reduction of 5% per annum
- Efficiency savings of £1,750,000 over 5 years
- Carbon emissions reduction of 20% over 5 years
- Identify and explain the objectives, importance and best practice processes of effective corporate energy management
- Identify the specific issues that currently affect Torbay Council's energy usage in buildings, street lighting and decorative lighting

## Action Plan

Action	Target Date	Responsibility	Current Status
<ul style="list-style-type: none"> <li>Reduce consumption by 5% per annum</li> </ul>	Ongoing	Corporate Energy Manager	Ongoing
<ul style="list-style-type: none"> <li>Deliver efficiency savings of £1,750,000 over 5 years</li> </ul>	March 2013	Corporate Energy Manager	Ongoing The Local Authority Carbon Management Plan has shown savings of £2million to Torbay Council for actual expenditure against the Business As Usual scenario in the first three years of operation.
<ul style="list-style-type: none"> <li>Reduce carbon emissions by 20% over 5 years</li> </ul>	March 2013	Corporate Energy Manager	Ongoing
<ul style="list-style-type: none"> <li>Identify and explain the objectives, importance and best practice processes of effective energy management</li> </ul>	Review Yearly	Corporate Energy Manager	Ongoing
<ul style="list-style-type: none"> <li>Identify the specific issues that currently affect Torbay Council's energy usage in buildings, street lighting and decorative lighting</li> </ul>	Review Yearly	Corporate Energy Manager	Ongoing
<ul style="list-style-type: none"> <li>Assist fitting photo voltaic panels to corporate property to benefit from feed in tariffs</li> </ul>	March 2012	Senior Environmental Officer and Corporate Energy Manager	Ongoing

### *Risk*

The activities that will deliver the year on year targets for the reduction of utilities costs and carbon emissions are set out in the Carbon Management Plan and the Climate Change Strategy. These can only be delivered with the cooperation of all the Council staff, together with top down support and 'buy in' from the Council management structure.

### *Benefits*

The strategy will deliver:

- Reduced energy consumption
- Lower emissions
- Reduced costs

## **6.8 Office Rationalisation**

### *Where we are now*

In July 2010 the previous administration took the decision to scale back the civic hub project so that it was solely an office rationalisation project (ORP). At the same time a decision was also taken to de-couple the business hub project from the civic hub project and from that time the projects, whilst closely linked, have been separate schemes.

Since July 2010 the ORP team have been undertaking work to build a new business case so that the Authority can 'rationalise' the number of offices it occupies. A revised business case was developed following the change in administration in May 2011 with options about the way forward.

Nevertheless since July 2010 the project team have also been undertaking work, initiated by the original project team, to refurbish Tor Hill House so that the Authority can fit more staff into this building from October 2011 onwards.

Finally, the project team have also initiated and undertaken a sub-project to reduce the Authority's paper and non-paper storage requirements. Significant work has been done with service areas to reduce their in-house and external storage requirements. Alongside this work the team have worked closely with the Information Governance team to mitigate the risks around inappropriate data being stored incorrectly.

### *Actions to date*

- Undertaken detailed research to gather baseline data to build a new business case
- Analysed data collected to build assumptions for new business case
- Produced business case which assumes Oldway is relinquished
- Produced business case which assumes Oldway is retained
- Completed phase 1 refurbishment of Tor Hill House with new space saving layouts and furniture
- Completed move of TEDC and portion of Children's Services to new floors in Tor Hill House
- Part way through phase 2 refurbishment of Tor Hill House – due to be complete October 2011
- Undertaken work to reduce the Authority's paper and no-paper storage requirements

### *Where we need to be*

- Political direction is required about which business case is taken forward
- Phase 2 refurbishment of Tor Hill House needs to be complete by October 2011 so that subsequent moves of staff can take place

### *Action Plan*

<b>Action</b>	<b>Target Date</b>	<b>Responsibility</b>	<b>Current Status</b>
• Refurbishment of Tor Hill House complete	October 2011	ORP Project Manager	Ongoing
• Political decision required on business case to be taken forward	September 2011	ORP Project Manager	Ongoing

### *Risk*

If rigorous action is not pursued on the ORP then the Authority risks continued inefficient use of office space in its buildings and therefore significant savings are not being harvested. This risk is all the more serious when one considers that the costs of refurbishing Tor Hill House need to be met from savings made from ORP.

### *Benefits*

- Efficient use of office accommodation
- Savings generated through the efficient use of office accommodation
- Authority possesses an office building in Tor Hill House which is an improved asset
- By undertaking some office moves service transformations can take place to improve service delivery e.g. Children's Services

## **6.9 Data Management**

### *Where we are now*

Torbay Council has inherited assets from several sources during development to unitary status in 1998 and has a large and diverse portfolio. Gathering consolidated and maintainable data has therefore proved challenging and underpins progress in many other areas. An option appraisal resulted in the development of the Torbay Online Asset Database (TOAD) being chosen as the best solution. This is a long-term and staged project addressing processes and IT development.

### *Actions to date*

The Council has achieved significant progress in improving asset data systems and the following actions have been implemented:

- The central register of assets has been reviewed and fully reclassified to reflect the Council's existing structures
- Modules providing valuation, condition, lettings and DDA data have been developed and linked to the TOAD central register
- Facilities for attaching CAD plans, Asbestos Reports, Water Hygiene Reports, location plans and photographs have been developed and linked to the TOAD central register
- Formal protocols have been established for the entry and update of existing categories of data
- An operators manual and training programme has been completed
- The reporting module has been further developed
- Significant changes to the TOAD system have been completed to enable the system to manage the new International Financial Reporting Standards (IFRS) reporting requirements

Examples of TOAD data information screens are attached at Appendix AM-D.

### *Where we need to be*

Torbay Council needs to continue implementing the structured action plan to deliver:

- Asset data that is comprehensive, accurate, maintainable and easily accessible
- Integration of data on Infrastructure Assets including Harbours, Highways and Bridges
- Asset data that can be readily realigned to changes in service delivery and partnering
- Linkages to risk management software
- A comprehensive Health and Safety module on TOAD

### *Issues*

- IT to agree priority additions to fields on TOAD to accommodate the above
- Insurance module to be linked to TOAD
- There is still no electronic linkage of Risk Assessment survey data to TOAD

## Action Plan

Action	Target Date	Responsibility	Current Status
<ul style="list-style-type: none"> <li>Develop linkages between TOAD and Risk Management software</li> </ul>	Ongoing	CPO / TEDC	Achieved and project is ongoing
<ul style="list-style-type: none"> <li>Complete Training manual and establish training programme</li> </ul>	Ongoing	TOAD Administrator	Achieved and training is ongoing as Modules develop
<ul style="list-style-type: none"> <li>Continue to update and maintain the asset data</li> </ul>	Ongoing	TOAD Administrator	Ongoing
<ul style="list-style-type: none"> <li>Develop a linkage between MapInfo &amp; TOAD</li> </ul>	Ongoing	TOAD Administrator	Ongoing
<ul style="list-style-type: none"> <li>Develop a Health and Safety Module</li> </ul>	Ongoing	TOAD Administrator	Ongoing
<ul style="list-style-type: none"> <li>Develop Insurance Module</li> </ul>	Ongoing	TOAD Administrator	Ongoing

### *Risk*

There is a risk that without continuing these actions and without support from Commissioned Services asset data will become inaccurate and hard to access hindering effective analysis and decision making.

### *Benefits*

The proposed strategy will deliver:

- Comprehensive asset data held at one source
- Ease of access to data for all relevant persons
- Asset data in a form that can be updated and maintained as a live and current record
- An enhanced ability to identify specific issues, excessive costs and inefficient use
- An enhanced ability to monitor and report performance
- A direct benefit to all the Community and Corporate Plan Key Objectives

## **6.10 Community and Shared Use**

### *Where we are now*

Torbay Council operates in partnership with many other organisations in delivering services to Torbay. The need for providing integrated services to the community results in shared use providing many advantages. Shared use also enhances the opportunity to use diverse assets in more suitable ways. The need and desire to use assets in a shared way will increase and provide opportunities for resolving other asset issues.

The Quirk Review looked at the clear benefits to local groups owning or managing community assets – such as community centres etc. The review is focused on how to optimise the community benefit to publicly owned assets by considering options for transfer of asset ownership and management to community groups. In response to the Quirk Review the Cabinet approved the Community Asset Transfer Policy on 27 May 2008 and the policy was enacted from August 2008.

### *Actions to date*

The Council is pursuing a number of specific shared use initiatives and has implemented a number of actions as follows:

- The development of a joint community library and advice centre in Paignton in partnership with the Police, Age Concern and South Devon College who run the Adult and Community Learning Service
- Shared occupation of administrative buildings with the Torbay Care Trust
- Multi health and care teams located within Council and Health Trust properties
- Invitation and engagement of other Agencies to participate in the accommodation review
- Police and Fire Authorities & Primary Care Trust representation on CAMT
- Torbay has already been leasing assets to community based organisations for many years
- Invitations continue to be invited from Community Organisations to confirm/make an initial expression of interest in any of the confirmed disposal list of properties
- Torbay worked with the Development Trusts Association (DTA) through their Advancing Assets Programme to ensure best practise is adhered to in the new Community Asset Transfer process
- DTA identified a case study community asset transfer in Torbay which they assessed for submission to the Department for Communities and Local Government (DCLG)
- The Communities Team is currently working with 5 community groups on Stage 1 applications, and another 4 to develop business plans for their stage two Community Asset Transfer assessment
- Torbay is one of two national pilots working with Community Matters to deliver multiple asset transfers in Paignton Town Centre and Clifton with Maidenway
- Transfer of the Babbacombe Cliff Railway to friends of the Cliff Railway
- Lease of land at Hollicombe for use as a community garden following the successful stage 2 application under the Community Asset Transfer Policy process.

### *Where we need to be / Issues*

Torbay Council needs to develop and implement strategies that deliver:

- Increased numbers of shared facilities both in Council and other ownership by working with other public sector partners
- Uses for existing Council assets that are better suited to purpose
- Closer partnership working relationships

- The identification of assets that can be offered to the community
- Sustainable transfer of assets to interested community groups
- To seek member approval for the freehold transfer of Brixham Town Hall (excluding the library and museum)

#### Action Plan

Action	Target Date	Responsibility	Current Status
<ul style="list-style-type: none"> <li>• Identify new opportunities from Service Asset Management Plans</li> </ul>	Ongoing	Service heads / CAMT	Achieved and Ongoing
<ul style="list-style-type: none"> <li>• CAMT to continue to monitor all partnership initiatives</li> </ul>	Ongoing	CAMT / Service heads	Achieved and Ongoing
<ul style="list-style-type: none"> <li>• Review all stage two applications for Community Asset Transfer requests received in 2009 as a result of the Asset Rationalisation Project</li> </ul>	End December 2010	CPO, Community Asset Support Officer, Asset Panel Members	Ongoing
<ul style="list-style-type: none"> <li>• Continue to work with all community groups at stages one and two of the asset transfer process</li> </ul>	Ongoing	CPO, Community Asset Support Officer, Asset Panel Members	Ongoing
<ul style="list-style-type: none"> <li>• To continue the work of the Partnership Asset Management Steering Group with other Public Sector Partners on the Torbay Strategic Partnership to work together on a joint way forward to maximise the value of partnership assets and streamline related operational activities</li> </ul>	Ongoing	CPO / TEDC	Project is ongoing
<ul style="list-style-type: none"> <li>• To work with Brixham Town Council concerning their request for the transfer of Brixham Town Hall</li> </ul>	April 2012	CPO, Community Asset Support Officer	Ongoing

#### Risk

There is a risk that without these continuing actions opportunities to maximise the potential for shared use will not be delivered. There has to be balance between the sale of assets for profit and transfer for social gain to benefit the community.

There is a risk that the other Public Sector Partners may not be committed to working together to look at the use of assets.

#### Benefits

The proposed strategy will deliver:

- Enhanced opportunities to identify and deliver shared use facilities
- Development of initiatives in line with Community and Corporate Objectives
- Additional resource to support local charities and organisations to effectively develop initiatives
- The transfer of assets to community organisations could see a reduction in the maintenance backlog
- In the cases where there are restrictive covenants on land or building it would be beneficial to transfer these to communities as the value of the land or buildings on the open market could be reduced due to the covenants



## **6.11 Tenanted Non Residential Properties**

Torbay Council holds a variety of Tenanted Non-Residential Properties (TNRP) on which it has granted either leases or licences to third parties. These assets range from golf clubs, industrial sites, Quaywest Water Park to leases to sports clubs and other voluntary sector groups and licences to run donkey ride and ice cream concessions.

There are currently 727 leased assets and licences, which generate income of circa £2.6M per annum. The amount of income per agreement varies greatly with 49 assets generating an annual income in excess of £10,000 each and 64 generating an annual income between £5,000 & £9,999 each. The rest of the agreements are below these figures. The Gross Value of these leased assets and licences is £64,285,332

These assets are held either as investments or for service delivery / socio-economic purposes. The definition of investment assets is narrow (Cipfa regulations) with them being defined as assets which are used solely to earn rentals or for capital appreciation or both. For Torbay Council the Chief Accountant has taken the view that, unless there is strong evidence to the contrary, the assumption is that all council property is linked to a service objective e.g. regeneration, tourism etc. Examples of TNRP held as investment assets include Torquay Golf Club and Unit 3 Riviera Park, Torquay.

### *Actions to date*

- The TEDC continues to manage the TNRP to maximise revenue and to minimise costs.
- The Council has commissioned condition, asbestos and water hygiene surveys on the TNRP with the tenants having been informed of the outcome.

### *Where we need to be*

Torbay Council needs to develop and implement strategies to ensure that:

- The justification for holding the TNRP is linked to the corporate goals and objectives.
- The performance of the TNRP is reviewed to determine whether they should be retained or disposed of.
- A disposals policy is set up for the TNRP.

### *Issues*

- To review the performance of TNRP it is useful to consider 3 fundamental questions:
  - Why are TNRP assets held?
  - How well are they performing in meeting the purposes for which they are held?
  - Are there better ways in which these purposes could be fulfilled?
- Need to determine criteria for measuring performance.
- Where held for socio-economic purposes the measurement of performance becomes more challenging as we are dealing with subjective judgements and because there is a need to link these purposes to the corporate goals and objectives.
- Need to consider other policies such as the Shoreline Management Plan to determine the long term options arising from climate change.

### Risks

- Currently each TNRP asset is allocated to a particular service department, which assists with management issues and they receive the income. However this may give rise to a couple of risks when assessing the performance of the TNRP.
  - Depending upon the criteria set for measuring performance the perception from the service departments could be that their properties are performing well to protect their asset base.
  - The service department may be reluctant to agree that an under performing TNRP should be disposed of since they would lose the rental income from their revenue budget. Any capital receipt goes into the 'corporate pot' to fund the capital programme and may not necessarily be re-invested in the service department's assets.
- As part of the disposal policy there will be a need to consider the long term aspirations of the Council for the larger assets. For example, it may not be appropriate to dispose of an under-performing café within a park if it may be needed for a comprehensive re-development in the future.
- There may be public resistance to the disposal of TNRP.

### Action Plan

Action	Target Date	Responsibility	Current Status
<ul style="list-style-type: none"> <li>• To develop a strategy to review the performance of the TNRP.</li> </ul>	March 2013	CPO / TEDC	Yet to start but would need to benchmark with others.
<ul style="list-style-type: none"> <li>• To develop a TNRP Disposal Policy</li> </ul>	March 2013	CPO / TEDC	Yet to start but would need to benchmark with others.
<ul style="list-style-type: none"> <li>• To consider whether it is appropriate for a proportion of the proceeds from the sale of a TNRP to be re-invested in the service department.</li> </ul>	March 2013	CPO / Chief Finance Officer	Yet to start.

### Risk

There is a risk that there are insufficient resources within the Asset Management Service of the TEDC to take this forward in the timescale.

### Benefits

The strategy will bring clarity about why Torbay Council holds Tenanted Non-Residential Properties, which is essential to drive good performance and value for money in terms of investment and/or socio-economic outcomes.

## **Into The Future**

The Strategy detailed above will be delivered and monitored by implementing the specific action points detailed. Delivery will be by the Torbay Economic Development Company.

It is accepted that the period of delivery may in some instances be long term and will inevitably be influenced by an ongoing and realistic assessment of available resources. However, the plan firmly defines the vision of how the Council will achieve a more effective use of assets and sets a firm commitment to retain the goals and actions until all are complete.

A number of significant achievements have already been secured and into the future there are many issues that are relevant to a successful Corporate Asset Management Plan. There are at this review 4 areas of particular importance:

- Improved and more effective data collection and analysis through TOAD will lead to a better understanding of the Council's Assets and it is most likely that this will identify further areas of prospective capital expenditure
- The continuing work of the TEDC will continue to create opportunities to make regenerative changes to the built environment and help stimulate the market.
- There will be increasing Government scrutiny of the Asset Management Function and a need to follow closely the asset management guidance that has been issued.
- If and when the Coalition Government's Localism Bill becomes law (possibly by April 2012) it may impact upon the resources within both the TEDC and the Council. The intention is that the Community Right to Buy will give the community the right to bid for assets when they come onto the market if they are deemed to be of community interest, such as local post offices or pubs. The Local Authority may be required to hold a register of such available assets, which will have been nominated by the community. The Local Authority will be responsible for setting the criteria under which a 'community asset' will be defined.

## **Appendix AM-A**

### **Capital Programme and Asset Management Board (CPAMB) and Corporate Asset Management Team Terms of Reference**

#### **CAPITAL PROGRAMME AND ASSET MANAGEMENT BOARD (CPAMB)**

##### **Role and Responsibilities**

The main roles and responsibilities of CPAMB are

- To provide strategic direction to CAMT
- To act as an initial political sounding board for CAMT on corporate property initiatives
- To consider recommendations from CAMT and determine courses of action for submission to Executive and Council on asset management and capital investment

##### **Meeting Programme**

###### ***Meeting Composition***

The composition of the meeting combines representatives from the elected Council Members and Officers responsible for Corporate Policy and is currently as follows:

Elected Council Member Representatives:

The Mayor  
The Deputy Mayor  
Corporate Property Officer  
Corporate Officer Representatives  
Executive Head Finance  
Chief Executive of the Torbay Development Agency

The composition of the meeting may be varied dependent upon specific agenda items.

###### ***Meeting Dates***

Meetings will be arranged and held as required.

###### ***Agenda***

An agenda will be circulated one week prior to each meeting.

###### ***Minutes***

Minutes distributed to Group Members, COG and CAMT

## **CORPORATE ASSET MANAGEMENT TEAM (CAMT)**

### **Role and Responsibilities**

The remit and terms of reference for the Corporate Asset Management Team were defined within a Report to the Directors titled “Roles and Responsibilities for Corporate Asset Management and Property Issues” dated 27<sup>th</sup> March 2001.

- Provide the strategic focus for dealing with accommodation and property issues within the Council and provide the route through which property issues are considered corporately
- Develop and refine the Council’s Asset Management Plan, as required by Central Government, to “optimise the utilisation of assets in terms of service benefits and financial return”
- Develop the Council’s Capital Strategy in consultation with services and recommend the allocation of capital resources within the capital programme
- Consider and recommend courses of action to Heads of Service, Directors or CPAMB as appropriate
- Identify and make recommendations on proposed priorities for action/programme development
- Identify resources required to enable schemes or actions to be undertaken
- Identify and map property resources in Torbay and record suitability for function

### **Meeting Programme**

Corporate Asset Management Team will meet six weekly with a joint agenda “Strategic Issues” and “Property Issues”.

The subject matter and composition of the meeting is defined below.

#### ***Aim of Meeting***

- To support / inform Capital Planning
- To share information between Council Services on Council assets
- To make decisions about property issues if within Officer Delegated Powers or to make recommendations to Capital Programme Monitoring Board (CPMB) if decision outside Officer Delegated Powers

#### ***Meeting Composition***

The composition of the meeting combines representatives from all Directorates and Officers responsible for Corporate Policy and is currently as follows:

Corporate Representatives:

Corporate Property Officer (Chairman)  
Executive Head Finance  
Heads of Service as required

Directorate Representatives:

People  
Environment  
Operational Support

Partnership Organisation Representatives:

Torbay Care Trust  
Devon & Cornwall Constabulary  
Devon & Somerset Fire & Rescue

The composition of the meeting may be varied dependent upon specific agenda items.

***Meeting Dates***

Yearly meeting schedules will be circulated at the beginning of each calendar year and reminders will be sent by way of circulation of the agenda.

***Minutes***

Minutes distributed to Group Members, CPAMB and Director's Management Team

***Strategic Agenda***

An agenda will be circulated one week prior to each meeting.

The standard agenda headings are defined below.

- 1.0 Asset Rationalisation / Disposals Update
- 2.0 Capital Budget Update (Monitoring, Setting, Strategy)
- 3.0 Asset Management Update (AMP, Asset Register/TOAD)
- 4.0 Update on new external funding bids/projects
- 5.0 Update from Chief Executive of TEDC on strategic issues (e.g. LABV)

***Property Agenda***

An agenda will be circulated one week prior to each meeting.

The standard agenda headings are defined below.

- 1.0 Office moves update
- 2.0 Civic Hub update
- 3.0 Matters arising from CPMB, Transformation Board, Asset Rationalisation Board, JET & COG
- 4.0 Maintenance Programme / Asbestos Register / Legionella Update
- 5.0 Property Performance Indicators Update
- 6.0 Specific Asset / Property issues

## **Appendix AM-B**

### **Service Asset Management Plan Template**

#### **1.0 Service Background and Outcomes**

*Brief bullet point summary outlining scope of services and key outcomes expected along with relevant comments from your service strategy.*

#### **2.0 Predicted Service Delivery Changes**

*Brief bullet point summary confirming possible future changes to service delivery, which are likely to have implications for service assets (acquisition, adaptation or disposal), together with likely timescales.*

#### **3.0 Scope of Service AMP**

*Does this SAMP cover all assets under your Business Unit / Service? If not, please confirm which ones and why not.*

#### **4.0 Identification of Current Property Portfolio**

*Provide a comprehensive list of current assets, responsible officers and asset functions and users.*

#### **5.0 Identification of Property Surveys**

*Identify (where relevant) dates for the following surveys:*

- *Date of Condition Survey*
- *Date of DDA Survey (Public Access)*
- *Date of Water Hygiene Risk Assessment*
- *Date of Asbestos Survey*

#### **6.0 Preferred Options & Action Plan**

*For each of the assets identified comment on the current position and what action if any is required to implement any required changes.*

#### **7.0 Implement Audit and Review**

*Table of specific actions required to improve service delivery, the priority rating and the date for review.*

## Appendix AM-C

### Key Asset Management Performance Indicator Analysis (Including Schools)

Indicator	Description	Category	2009/10	2010/11	2011/12	2012/13	National Average (2009/10)	Comments
			Out-turn	Out-turn	Targets			
PI1- 1A	% GIA that falls in each of the Condition Categories (A = Good, D = Bad)	A	2%	2%	7%	12%	18%	Targets calculated as improvements of 5%. Further data has been captured and has had an impact on the 10/11 figures
		B	35%	52%	56%	61%	60%	
		C	32%	32%	27%	22%	19%	
		D	31%	14%	10%	5%	3%	
PI2- 1Bi	Total Value of Backlog of Work (1 = Urgent, 3 = Desirable)	Priority 1 Priority 2 Priority 3	£4,225,448 £12,277,453 £12,863,633	£13,260,646 £10,194,109 £9,629,691	5% reduction		Not recorded	Further data has been captured and has had an impact on the 10/11 figures E.g. the backlog for Princess Gardens
PI3- 1Bii	Required Maintenance Cost as a % in Levels 1-3 (1 = Urgent, 3 = Desirable)	Operational 1	29%	40%	35%	30%	11%	Targets calculated as improvements of 5%. Further data has been captured and has had an impact on the 10/11 figures
		Operational 2	38%	31%	26%	21%	45%	
		Operational 3	33%	29%	39%	49%	44%	

Indicator	Description	2009/10	2010/11	2011/12	2012/13	National Average (2009/10)	Comments
		Out-turn	Out-turn	Targets			
PI4A- 1Dii	Repair & Maintenance spend per m2	£4.70	£6.03	£6.33	£6.65	Not recorded	Targets based on 5% increase. Gross Internal Areas (GIA's) have been reviewed and this has impacted on the figures
PI4B- 2A	Energy cost per m2	£7.96	£7.26	£6.90	£6.55	£12.30	Targets based on 5% reduction. GIA's have been reviewed and this has impacted on the figures
PI4C- 2B	Water costs per m2	£2.54	£3.27	£3.11	£2.95	£2.01	Targets based on 5% reduction. Price rises and the acquisition of Tor Hill House have impacted on the figures
PI4D- 2C	CO2 emissions per m2 in tonnes	0.040	0.044	0.042	0.040	0.07	Targets based on 5% reduction
PI5 – 3Ci	% of properties where a suitability survey has been carried out within the last 5 years that are graded good or satisfactory	94%	94%	95%	96%	77%	
PI6- 4 BV156	% of public buildings which are DDA compliant	54%	54%	54%	54%	Not recorded	There is little prospect of exceeding the 54% out-turn given the nature of some of our buildings and the removal of the central DDA budget



# Appendix AM-D Extracts

# Torbay Online Asset Database (TOAD)

## Core Asset Data Tab

**Torbay Online Assets Database - Version 2**

Billingham, Emma - Asset Registrar

Version: 2.0-3885.17918

Asset: T3037 - Pearl Assurance House

Address	101-107 Union Street	Asset Type	Operational
		Property Category	Other Land and Buildings
		Sub Category	Offices,Admin. Bldg & Land associated with
		Type	Building
		Year Built	0
Easting	291438	Subject to a Condition Survey	Yes
Northing	64232		
Map Ref	26SW	Building manager	
OS Ref		Contact Number	
Terrier Ref.	0		
Deeds Ref.			
Land Registry Title Number			
TC Ownership	Leased	Holding Service Code	E1711
Directorate	Environment Commissioner		
Business Unit	Chief Executive Torbay Development Agency		
Service Area	Property	Manager Service Code	
	... Please see Area Tab		
Status	NOT ENTERED	UPRN	10002986652
Listed Building	No	NDR Value	0.0000
		Council Tax Band	
		Current Use	Council Office Accommodation
Acquired Date	07/02/2005	Disposal Date	
Acquired Cost	0.00	Disposal Price	0.00
Acquired Powers		Disposal Powers	
Vendor		Purchaser	
Buildings in Acq.	Yes	Buildings in Disp.	No
Purchasing Committee	Environment Services	Archive Date	

## Floors Tab

**Torbay Online Assets Database - Version 2**

Billingham, Emma - Asset Registrar

Version: 2.0-3885.17918

Asset: T3037 - Pearl Assurance House

If any of this data needs updating, please contact ... [toad@torbay.gov.uk](mailto:toad@torbay.gov.uk)

- 01 Ground Floor
  - Lobby & Stairs
- 02 First Floor
  - Communications
  - Disabled Toilet
  - Gents Toilets
  - Interview Room A
  - Interview Room B
  - Interview Room C
  - Kitchenette
  - Office
  - Reception
  - Stairs & Landing
  - Stairs & Landing
  - Store
- 03 Second Floor
  - Corridor
  - Kitchen
  - Ladies Toilets
  - Meeting Room
  - Office
  - Office
  - Office
  - Office
  - Stairs & Landing
  - Stairs & Landing
- 04 Third Floor
  - Store

**T3037 - Pearl Assurance House**

Floor: 000

Room: 000

Name: Office

Reference: 000

Description:

TOTAL NIA m<sup>2</sup>: 8.10    TOTAL NIA Sq Ft: 87.19

Notes:

## Valuations Module

**Torbay Online Assets Database - Version 2**

INPUT SECURITY Billingham, Emma - Asset Registrar

Version 2.0.3885.17918

Full List

- Paignton Sands/Foreshore
- Paignton Windmill
- Palace Theatre Complex Site
- Paradise Walk / Break Neck Hill
- Park land Isham Valley
- Parkfield Site (House & Grounds)
- Part Cliff Gardens Roundham Point
- Pathway Lincombe Road/Drive
- Pavilion Shopping Centre
- Pearl Assurance House**
- Pendennis Rd Playground 1
- Pendennis Rd Playground 2
- Pett Tor Beach
- Pign Connections (Ex Fire Station)
- Plainmoor Childrens Playground
- Plainmoor Football Ground Site
- Plainmoor Grassed Play Area
- Plainmoor Site of Swimming Pool
- Play Area Huntacott Way
- Playground Barton Downs
- Polsam Centre
- Pony field part Cockington Estate
- Portion of Seabed/Breakwater
- Preston Gardens
- Preston Primary School
- Preston Shelter Public Toilets
- Primley Park
- Princes St Car Park Site
- Princess Gardens
- Princess Parade
- Princess Pier
- Princess Restaurant & Shop

Search Favourites Schools Exclusions etc.

**Name:** Pearl Assurance House  
**Reference:** T3037

Unallocated	Land	Buildings	Plant and Machinery	Fixture and Equipme	External Works
T3037-UNALL	T3037-LAND	T3037-BULD	T3037-PLNT	T3037-FRNT	T3037-EXTW

**TOTAL Values for Pearl Assurance House**

	Historical Cost	Current Value
Gross Value:	0.00	0.00
Enhancements in Year:	0.00	0.00
Enhancements to Date:	0.00	0.00
Gross Cost:	0.00	0.00
Residual Value:	0.00	0.00
Depreciation this Year:	0.00	0.00
Depreciation to Date:	0.00	0.00
Impairment (LEB):	0.00	0.00
Impairment (LEB) to Date:	0.00	0.00
Impairment (PR):	0.00	0.00
Impairment (PR) to Date:	0.00	0.00
Disposal of Asset:	0.00	0.00
Net Value:	0.00	0.00

Depreciation Diff. 0.00  
Reval. Reserve 0.00

**Instructions**

To enter a specific components valuation click on the relevant screen above.

If a screen is highlighted, it means data has been entered.

The Summary Table opposite is a total of the 4 values calculated from it's component. When you place your mouse cursor over the figure, the totals for each component appear above.

## Condition Survey Module

**Torbay Online Assets Database - Version 2**

INPUT SECURITY Billingham, Emma - Asset Registrar

Version 2.0.3885.17918

Full List

- Paignton Sands/Foreshore
- Paignton Windmill
- Palace Theatre Complex Site
- Paradise Walk / Break Neck Hill
- Park land Isham Valley
- Parkfield Site (House & Grounds)
- Part Cliff Gardens Roundham Point
- Pathway Lincombe Road/Drive
- Pavilion Shopping Centre
- Pearl Assurance House**
- Pendennis Rd Playground 1
- Pendennis Rd Playground 2
- Pett Tor Beach
- Pign Connections (Ex Fire Station)
- Plainmoor Childrens Playground
- Plainmoor Football Ground Site
- Plainmoor Grassed Play Area
- Plainmoor Site of Swimming Pool
- Play Area Huntacott Way
- Playground Barton Downs
- Polsam Centre
- Pony field part Cockington Estate
- Portion of Seabed/Breakwater
- Preston Gardens
- Preston Primary School
- Preston Shelter Public Toilets
- Primley Park
- Princes St Car Park Site
- Princess Gardens
- Princess Parade
- Princess Pier
- Princess Restaurant & Shop

Search Favourites Schools Exclusions etc.

T3037- Pearl Assurance House

Standard Asset

Block Details Elements SubElements Lines Details

**Block Name:** Pearl Assurance House

**Condition Data:** True **Premises Type:** III

**Pricing Base Date:** 17/05/2007 **Survey Date:** 17/05/2007

**Surveyed by:** Kendall Kingscott

**Ref. Internal Area:** T3037

**Notes:** Pearl Assurance House is a post war 3-storey building constructed of a concrete frame with brick cavity wall envelope and metal windows with stone/pre-cast concrete surrounds. The roof construction is flat off a concrete deck with felt coverings and lead detailing. The ground floor consists of retail outlets. Torbay Council occupy the upper floors on a leasehold basis.

**Report Status:** Final

**Save**

**Reports**

Show Archived Lines  
 Tenants Report

View this Block  
 View ALL Blocks for this Asset

View Header  
 View Sub Elements  
 View Details  
 Update Form

View

Emma Billingham - EDQA106 version 1.0.0.0

**APPENDIX AM-E**

**Summary Property Strategy Action Plan (PSAP)**

Ref	Objective	Key Action	Key Change/Goal	Benefit/Outcome for Stakeholders	Lead Officers	Key Resources	Target	Target Deadline	Performance Monitoring
	Description of the strategic objective that is sought	Description of each specific action that will deliver the objective	Description of the specific change or goal that each action should produce	Description of the benefits that each action will deliver to service delivery groups and residents of Torbay	Description of the Officers taking ownership of delivery of each action	Description of the key teams upon which delivery of each action is dependent	Description of the hard and measurable outputs that each action must produce	Date deadline for target delivery	Description of how progress and performance will be assessed for each action
	Suitable Assets Aligned to Service Delivery	Service Asset Management Plans	All Business Units or Services to have five year plans for continued use of assets	Planned and more efficient use of assets producing improved service delivery	CPO	CAMT, CPO, AR and Service Asset Representatives	Completion of all SAMPs and development of 5 year corporate plan. To be reviewed yearly.	Ongoing	Reviewed in CAMP yearly update
		Implementation of Service Asset Suitability Reviews	Asset use reviews completed for all services as part of SAMP process	Planned and more efficient use of assets producing improved service delivery	CPO	CAMT, CPO, AR and Service Asset Representatives	Completion of all surveys and development of 5 year plan	Ongoing	Reviewed in CAMP yearly update
		Implementation of specific DDA improvement works arising from survey work	Completion of identified physical improvement projects	Improved accessibility to the public	CPO	CAMT & Assistant Asset Manager	Completion of projects within agreed timescales	Annual	Reviewed in CAMP yearly update – currently on hold because the budget for DDA works was removed

Ref	Objective	Key Action	Key Change/Goal	Benefit/Outcome for Stakeholders	Lead Officers	Key Resources	Target	Target Deadline	Performance Monitoring
	Description of the strategic objective that is sought	Description of each specific action that will deliver the objective	Description of the specific change or goal that each action should produce	Description of the benefits that each action will deliver to service delivery groups and residents of Torbay	Description of the Officers taking ownership of delivery of each action	Description of the key teams upon which delivery of each action is dependent	Description of the hard and measurable outputs that each action must produce	Date deadline for target delivery	Description of how progress and performance will be assessed for each action
	Effective Repair and Maintenance	Implementation of reorganised R&M delivery process	Reduction of backlog maintenance	Improved service delivery from assets that are fit for use and publicly acceptable	CPO	CAMT, CPO, Finance, Service Asset Representatives	Delivery of 4+ year rolling programme and elimination of category D and C1 works within 5 years	Ongoing	Delivery report included in CAMP yearly update
		Implementation of five yearly rolling programme of condition surveys	All properties to have a condition survey within last five years	Improved understanding of condition and improved targeting of repair resources	CPO	CAMT, CPO, Finance, Property Services Group	100% completion rate	Ongoing	Delivery report included in CAMP yearly update
		Roll out of planned maintenance software	Improved FM response times and data management	Improved efficiency and potential cost savings. Improved data management	FM Manager and CPO	CPO, FM and IT	Roll Out of better planned maintenance	Ongoing	
		Completion of Asbestos Surveys	Complete asbestos register in place	Healthy and safe working environment and easy delivery of improvement & development works	CPO	CAMT, Property Services Group	Completion of Asbestos Surveys & re-inspections	Ongoing	Monitoring at CAMT. Delivery report included in CAMP yearly update
		Rolling review of non service & investment assets	Establish a clear policy for non service & investment assets	Planned development of these assets will maximise returns to fund Council Priorities	CPO & TEDC Business Manager Head of Asset Management	CAMT, Service Asset Representatives	To be undertaken annually	Ongoing	Review by CAMT. Report included in CAMP yearly update

Ref	Objective	Key Action	Key Change/Goal	Benefit/Outcome for Stakeholders	Lead Officers	Key Resources	Target	Target Deadline	Performance Monitoring
	Description of the strategic objective that is sought	Description of each specific action that will deliver the objective	Description of the specific change or goal that each action should produce	Description of the benefits that each action will deliver to service delivery groups and residents of Torbay	Description of the Officers taking ownership of delivery of each action	Description of the key teams upon which delivery of each action is dependent	Description of the hard and measurable outputs that each action must produce	Date deadline for target delivery	Description of how progress and performance will be assessed for each action
	Economic Regeneration	Managed workspace and business incubation	Enhanced support for local Business with particular emphasis on the needs of start up companies	Improved economic performance and increased survival rate for start up businesses	TEDC commission	Regeneration	Funding Bids prepared project due for completion subject	Ongoing	Place Policy Development Group
		Employment and Regeneration programme	Circa £300m of regeneration development with circa 2000 jobs	Improve economic performance and GVA	TEDC commission (TEDC Programme Manager)	Regeneration Asset Management Planning Legal advisors Procurement	Completion of various projects within the programme i.e Brixham regeneration etc & the LABV	Ongoing 20 year programme	Place Policy Development Group
		Brixham Town Centre	New supermarket and other commercial and residential accommodation	Improved economic performance	TEDC commission	Regeneration Legal advisors	New facilities		Place Policy Development Group
	Integrated Disposals Programme	Implementation of an accelerated disposal programme	The disposal of appropriate Council owned sites for developments including affordable housing	Rationalisation of Property portfolio Reduced maintenance costs Increased capital programme Increased access to affordable housing	CPO and Service Heads	CAMT, CPO, Disposals Officer, Planning Service and Finance	Identified sites sold	Ongoing	Monitoring at CAMT and Place Policy Development Group. Delivery report included in CAMP yearly update

Ref	Objective	Key Action	Key Change/Goal	Benefit/Outcome for Stakeholders	Lead Officers	Key Resources	Target	Target Deadline	Performance Monitoring
	Description of the strategic objective that is sought	Description of each specific action that will deliver the objective	Description of the specific change or goal that each action should produce	Description of the benefits that each action will deliver to service delivery groups and residents of Torbay	Description of the Officers taking ownership of delivery of each action	Description of the key teams upon which delivery of each action is dependent	Description of the hard and measurable outputs that each action must produce	Date deadline for target delivery	Description of how progress and performance will be assessed for each action
	Effective Use and Rationalisation of Administrative Buildings	Office Rationalisation Project	Consolidation of Office Accommodation as part of project	Improved efficiency and service delivery and cost savings	Project Manager		Refurbished Offices	October 2011	Project Team.
	Improved Data Management	Development of update protocols for live data modules	Defined operating processes in place that can be monitored and audited	Accurate information available to enable informed and transparent decision making, improved prioritisation and more effective action planning	CPO AR	CAMT, IT, Finance and Service Asset Representatives	Data fields in TOAD completed and verified	December 2011	Review by CAMT. Delivery report included in CAMP yearly update
		Consolidate database with highways bridges and infrastructure data	Integrated database	Accurate information available to enable informed and transparent decision making, improved prioritisation and more effective action planning	CPO Asset Registrar Relevant Service Heads	IT Education Highways	Comprehensive asset records	March 2012	Review by CAMT
		Development of user manual	Defined operating and user instructions in place and available to all officers	Accurate information available to enable informed and transparent decision making, improved prioritisation and more effective action planning	CPO AR	CAMT, IT, Finance and Service Asset Representatives	User Manual complete	Completed and updated as new modules are developed	Review by CAMT. Delivery report included in CAMP yearly update