

Meeting: Cabinet

Date: 21st September 2021

Wards affected: Torbay Wide

Report Title: Torbay Council Strategic Asset Management Plan 2021 ~ 2026

When does the decision need to be implemented? As soon as possible

Cabinet Member Contact Details: Councillor Swithin Long, Cabinet Member for Economic Regeneration, Tourism & Housing, 07419 111618, Swithin.Long@torbay.gov.uk

Director Contact Details: Kevin Mowat, Director of Place, 01803 208433, Kevin.Mowat@torbay.gov.uk

Supporting Officer Contact Details: Paul Palmer, TDA Head of Assets & Facilities Management, 01803 926391, paul.palmer@tda.uk.net

1. Purpose of Report

- 1.1 The previous Torbay Council Corporate Asset Management Plan covered the period 2015 ~ 2019 and had been updated on an annual basis. The Corporate Asset Management Plan was last updated in September 2019 following a technical review by the then Director of Corporate Services in light of the change in governance arrangements from Elected Mayor to Leader and Cabinet.
- 1.2 The draft Strategic Asset Management Plan 2021 ~ 2026 is a completely refreshed document and it is presented for approval prior to a formal consultation exercise. As a policy framework document, it considers the Council's approach to the strategic management of its assets, how it will support service delivery, provide the Council with income and how it will fulfil its mission to support, enable and empower its residents, our communities, and our partnerships, promote growth and place shaping within Torbay; and deliver the Torbay Community and Corporate Plan 2019 ~ 2023 One Torbay: Working for all.

2. Reason for Proposal and its benefits

- 2.1 We want Torbay and its residents to thrive.

- 2.2 We want Torbay to be a place where we have turned the tide on poverty and tackled inequalities; where our children and older people will have high aspirations and where there are quality jobs, good pay, and affordable housing for our residents.
- 2.3 We want Torbay to be the premier resort in the UK, with a vibrant arts and cultural offer for our residents and visitors to enjoy; where our built and natural environment is celebrated and where we play our part in addressing the climate change emergency.
- 2.4 The Strategic Asset Management Plan 2021 ~ 2026 will form part of a suite of key strategic documents for the Council's vision for the built environment which have already been developed in consultation with the community. It focuses on the places where people live and work, maximising opportunities for inward investment and infrastructure that delivers high quality design in our buildings and public realm that increases resilience. It allows for flexibility and growth in the local economy, ensuring any new development contributes positively to community amenities and infrastructure.
- 2.5 The reason for the decision is that it is intended that Torbay Council's Strategic Asset Management Plan will define the principles, criteria and processes through which decisions will be made regarding the use of Council assets. The adoption of the Strategic Asset Management Plan 2021 ~ 2026 will supersede the existing Corporate Asset Management Plan (2015 ~ 2019).

3. Recommendation(s) / Proposed Decision

- 3.1 That the draft Strategic Asset Management Plan 2021 ~ 2026, set out at Appendix 1 to the submitted report, be published for consultation as part of the consultation on the proposed budget for 2022 / 2023.

Appendices

Appendix 1: Draft Strategic Asset Management Plan 2021 ~ 2026.

Background Documents

None.

Supporting Information

1. Introduction

1.1 The drafted Strategic Asset Management Plan 2021 ~ 2026 will adopt an Asset Management Framework comprising of two separate elements as follows:

- An Asset Management Policy
- An Asset Management Strategy

The Asset Management Framework will be formed of two live strands. Neither strand will need to be updated at the same time. The advantage of adopting such a framework is that many areas relating to the Council's approach to its land and property assets is likely to remain constant for a number of years, such as the Asset Management Policy. The Asset Management Strategy is unlikely to change frequently but is likely to have elements that will require refreshing at more regular intervals.

1.2 The aim of the Asset Management Policy is to establish clear principles by which the Council will manage its land and buildings. It will remain in place for the next 5 years but will be reviewed annually to ensure it is still relevant to what it is trying to achieve. The Asset Management Policy identifies seven principles that set out the Council's approach to asset management and guide future decision making through processes that will enable delivery at pace.

1.3 The Asset Management Strategy provides an overview of the Council's land and property estate, comprising of over 1,800 land and building assets, with a total gross book value of £468million, as of 31st March 2021. The total annual rental income generated from the estate is c. £17.3m. The Asset Management Strategy categorises every land and building asset and assigns each asset to one of nine asset groups. The Strategy identifies the main priorities for managing each asset group and the purpose/reason why the asset is held by the Council. The Strategy will guide the Council in developing the portfolio over the next five years and how it will form part of the Council's overall Policy Framework.

1.4 The Strategy will be reviewed and amended within three years to ensure the estate fully supports the Torbay Council Community and Corporate Plan 2019 ~ 2023, by contributing to the key objectives for property asset management.

1.5 Sitting outside of the Policy Framework will be the Asset Management Action Plan, which further describes the specific activities to achieve the objectives of the Strategic Asset Management Plan 2021 ~ 2026. The Action Plan will be categorised under two thematic headings of Strategic and Operational Actions. The Action Plan is a live document and will be reviewed and monitored regularly by Cabinet. It will continually change to reflect

achievements of actions and capture new priorities and initiatives as they are identified. Consequently, the Asset Management Action Plan will not be a policy document.

2. Options under consideration

2.1 None.

3. Financial Opportunities and Implications

- 3.1 Due to the ongoing financial challenges facing the Authority and the potential for further future reductions in the Revenue Support Grant (RSG), unless there is specific approval at full Council to the contrary, the Council will always seek to maximise revenue streams and the full market receipt whether by way of freehold disposal or leasehold interest from assets classified as 'Investments' or 'Leased Estate, other Land & Buildings'.
- 3.2 Disposal of other asset groups whether by way of freehold disposal or leasehold interest will be considered alongside community aspirations and due regard to the purpose of ownership, including the operation of Council services.

4. Legal Implications

4.1 There are no legal implications with this proposal.

5. Engagement and Consultation

- 5.1 The draft Strategic Asset Management Plan 2021 ~ 2026 has been presented internally for consultation, including SWISCo and TDA.
- 5.2 It is intended, following approval by Cabinet, that the Strategic Asset Management Plan 2021 ~ 2026 will go out for a full public consulted exercise, including Community Partnerships, Brixham Town Council, Sport Torbay, Torbay Coast & Countryside Trust, and the Torbay Community Development Trust, as well as the general public.

6. Purchasing or Hiring of Goods and/or Services

6.1 Not applicable.

7. Tackling Climate Change

- 7.1 One of the clear principles by which the Council will manage its land and buildings and guide future decision making is working towards creating a carbon neutral estate by 2030.
- 7.2 This will be achieved by developing actions through the Carbon Neutral Council Action Plan (ready for delivery in 2022) to understand how the Council's operational operation estate

will transition towards carbon neutral for 2030. Other initiatives will also include a review of Council assets in relation to climate change and environmental implications, improving EPC ratings across the leased estate in line with government and our own carbon neutral targets.

8. Associated Risks

- 8.1 The adoption of the Strategic Asset Management Plan 2021 ~ 2026 is fundamental in ensuring the Council is a leading public sector organisation for property asset management. The principles set out in the Strategic Asset Management Plan 2021 ~ 2026 will ensure the Council can deliver an effective and efficient service that will also allow us to manage, maintain and develop the Council's estate following a robust and clear framework.
- 8.2 The absence of an up-to-date Asset Management Plan leads to decisions being made on an individual and reactive basis with little or no strategic guidance being considered.

9. Equality Impacts - Identify the potential positive and negative impacts on specific groups

| | Positive Impact | Negative Impact & Mitigating Actions | Neutral Impact |
|--|---|--------------------------------------|----------------------------------|
| Older or younger people | Adoption of SAMP is likely to have a positive impact on locality. | | |
| People with caring Responsibilities | Adoption of SAMP is likely to have a positive impact on locality. | | |
| People with a disability | Adoption of SAMP is likely to have a positive impact on locality. | | |
| Women or men | | | There is no differential impact. |
| People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community) | | | There is no differential impact. |
| Religion or belief (including lack of belief) | | | There is no differential impact. |

| | | | |
|---|---|--|----------------------------------|
| People who are lesbian, gay or bisexual | | | There is no differential impact. |
| People who are transgendered | | | There is no differential impact. |
| People who are in a marriage or civil partnership | | | There is no differential impact. |
| Women who are pregnant / on maternity leave | | | There is no differential impact. |
| Socio-economic impacts (Including impact on child poverty issues and deprivation) | Adoption of SAMP is likely to have a positive impact on locality. | | |
| Public Health impacts (How will your proposal impact on the general health of the population of Torbay) | Adoption of SAMP is likely to have a positive impact on locality. | | |

10. Cumulative Council Impact

10.1 None.

11. Cumulative Community Impacts

11.1 None.