

# Asset Management Strategy

## 2022 - 2027

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# Asset Management Strategy 2022 - 27

The Torbay Council Strategic Asset Management Plan sets out 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 Torbay Community and Corporate Plan 2019- 2023 One Torbay: Working for all.

To support this Torbay Council will adopt a new Asset Management Framework which comprises of two separate elements:

- **An Asset Management Strategy 2022 - 2027**
- An Asset Management Policy 2022 - 2027

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 several years. However, by adopting two separate elements will allow for each to be reviewed at different times. The **Asset Management Strategy 2022 - 27** will establish clear principles by which the Council will manage its land and buildings. It will remain in place for the next 5 years but can be reviewed more frequently to ensure it is still relevant to what it is trying to achieve. The Asset Management Strategy will be approved by Full Council.

The Asset Management Policy 2022 – 27 provides an overview of the Council's land and property estate, together with the main priorities for managing and developing that estate over the next five years. The Policy will set out how the Council will implement the identified principles as described in the Strategy. It will be reviewed and amended, every 3 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. The Asset Management Policy will be approved by Cabinet.

Sitting outside of the framework will be an Asset Management Operational Delivery Plan which further describes the specific activities to achieve the objectives of the Asset Management Policy 2022 ~ 2027. The Operational Delivery Plan will be categorised under two thematic headings of Strategic and Operational Actions.

The Operational Delivery Plan will be populated and approved by Torbay Council's Director of Place. The Operational Delivery Plan will be reviewed and monitored regularly by the relevant Portfolio Holder and Cabinet where necessary. It will continually change to reflect achievements of actions and capture new priorities and initiatives as they are identified. Consequently, the Operational Delivery Plan will not be a policy document.

It is intended that Torbay Council's Strategic Asset Management Framework will define the principles, criteria and processes through which decisions will be made regarding the use of Council assets.

The adoption of the Asset Management Strategy 2022 - 2027 and Asset Management Policy 2022 - 2027 will supersede the Corporate Asset Management Plan (2015-2019).





## Asset Management Strategy

The aim of the Asset Management Strategy 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 regularly to ensure it is still relevant to what it is trying to achieve. This Strategy 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.

### Principle 1

- Embed a Corporate Landlord model, that will assist in the consolidation of the estate, based on service requirement requirements.

### Principle 2

- Consolidate operational assets to decrease the number of single-use assets, reduce revenue costs and create multi-functional property, which is fit for purpose, in the right place and supporting service improvement.

### Principle 3

- Work towards creating a carbon neutral estate by 2030.

#### Principle 4

- Rationalise the estate by reviewing all non-operational and surplus assets to identify opportunities to create or increase revenue income, provide investment opportunities or deliver capital receipts to stimulate development and growth.

#### Principle 5

- Use our land and buildings to support the provision of new homes, encourage development and growth, supporting local business needs and encouraging new business to Torbay.

#### Principle 6

- Develop a robust asset management plan to invest properly in all retained assets, to ensure they are fit for the future in supporting excellent service delivery.

#### Principle 7

- To work collaboratively and promote joint working between Torbay Council, Brixham Town Council, Health and blue light authorities and other Voluntary, Community and Faith Sector organisations to identify wider opportunities to benefit the community.





## Our Objective

Our objective is to be one of the leading public sector organisations for property asset management and development. To achieve this, we will adopt the seven principles set out above. The principles describe the Council's commitment to property asset management and will ensure we deliver an effective and efficient service that will allow us to manage, maintain and develop our property and land portfolio.

To assist in applying the principles identified in the Asset Management Strategy each asset is categorised, by property type, into one of seven identified asset groups. The reasons for holding these assets will vary and as a result, we may need to measure performance, and treat those assets in different ways. The seven asset groups are as follows:

Community, Heritage, Infrastructure, Investment, Leased Estate, Other Land & Buildings, Operational and Surplus.

A detailed definition for each of the asset groups is found in Asset Management Policy 2022 - 2027.

## Applying the Principles

**Embed a Corporate Landlord model, that will assist in the consolidation of the estate, based on service area requirements.**

- Provide a clear decision-making process and challenge on all property matters
- Ensure our estate is integrated with other resources in a clear decision-making framework
- Ensure costs are minimised through economies of scale and use or return from assets is maximised
- Make certain service areas are adequately accommodated with an appropriate operational estate if required
- Assets are maintained and managed in accordance with corporate strategic priorities and relevant property and health & safety legislation



Consolidate operational assets to decrease the number of single-use assets, reduce revenue costs and create multi-functional property, which is fit for purpose, in the right place and supporting service improvement.

- Ensure retained property is suitable and sufficient for service delivery
- Ensure retained property is flexible, agile and able to respond to future need, whether cultural or behavioural
- Work with service areas and partners to understand longer term requirements
- Engage with community groups and stakeholders to identify improved service delivery options
- Ensure retained assets are secure, safe, and meet all statutory requirements

### Work towards creating a carbon neutral estate by 2030.

- Develop actions through the Carbon Neutral Council Action Plan (ready for delivery in 2022) to understand how our operational estate will move towards carbon neutrality by 2030.
- Ensure that asset management remains high on the agenda for the Council's Carbon Neutral Officers' Group chaired by Divisional Director - Planning, Housing & Climate Emergency
- Aim to reduce energy and water consumption and CO<sub>2</sub> emissions, through the active management of the estate and by minimising energy and water use, using low carbon heat and renewable power where appropriate and in line with the ever-tightening net zero national policy.
- Develop projects so the Council is in a position to obtain funding to support the decarbonisation of our estate.
- Review 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.
- As soon as possible, establish robust energy and water consumption data for the Council's operational estate to contribute to the Council's carbon footprint.
- Adopt Green lease provisions and engage existing tenants, particularly those located close to our coastline regarding their waste disposal.

Rationalise the estate by reviewing all non-operational and surplus assets to identify opportunities to create or increase revenue income, provide investment opportunities or deliver capital receipts to stimulate development and growth.

- We will challenge the current use of assets and identify underutilised space to maximise commercial activities
- Look to allocate funds to projects that will achieve the maximum positive impact
- We will seek efficiencies in occupation and utilisation
- Identify opportunities for direct investment in existing assets to enhance income
- Identify and create a disposal programme of under-performing assets i.e., low return, non-strategic assets which do not enhance the Council's ability to provide outstanding services or meet wider strategic objectives

Use our land and buildings to support the delivery of new homes, encourage development and growth, supporting local business needs and encouraging new business to Torbay.

- Work with TDA to use our estate to stimulate and support regeneration and inward investment
- Work to identify suitable sites that will help deliver sustainable, affordable, and suitable housing
- Continue to utilise the Growth Fund for investment to create local employment and training opportunities
- Manage the Council's Investment Portfolio and Let Estate effectively, balancing regeneration needs, job creation and income generation
- Continue to access funding opportunities to promote and encourage the improvement in the physical environment of our three town centres

Develop a robust asset management plan to invest properly in all corporate assets, to ensure they are fit for the future in supporting excellent service delivery.

- Challenge the cost of property activities to drive performance
- Work with Climate Emergency Officers to ensure our properties are as sustainable as possible in their design, construction, operation and maintenance and aligned to meeting the carbon neutral target
- Reduce energy and water consumption and reduce carbon emissions wherever possible

- Undertake a whole building life cycle costing exercise for each corporate asset to understand the maintenance of a property over its lifetime to understand the long-term costs of projects not just the initial capital costs
- Look to reduce the back log maintenance of the corporate estate with targeting of funds against the highest priorities
- Review asset related feasibility and options appraisals across all service departments once their business models/plans are finalised.

To work collaboratively and promote joint working between Torbay Council, Brixham Town Council, Health and blue light authorities and other Voluntary, Community and Faith Sector organisations to identify wider opportunities to benefit the community within the context of asset strategy and planning.

- Work with other agencies to promote co-location and joint service delivery.
- Work to support the ongoing integration of health and social care.
- Continue partnership working through the government's One Public Estate programme, to explore options for improved service delivery for public sector bodies in Torbay and across South Devon.
- Encourage the use of assets by the Voluntary, Community and Faith Sectors through Community Asset Transfer opportunities.

Where appropriate the Council will adopt and embed the Corporate Landlord model to drive asset related decision making. Based on prepared service property strategies for the coming 3-5 years, decisions will be made on the viability and feasibility of sites guided by the above principles, and using the process and criteria set out in the Asset Management Policy 2022 - 27.

## Conclusion and Our Forward Plan

This document covers one element of the new Asset Management Framework - (1) the **Asset Management Strategy** 2022 -27 and should be read alongside (2) the Asset Management Policy 2022 - 27. Together these make up the Strategic Asset Management Framework. The Strategic Asset Management Framework outlines the key strategic objectives for Torbay Council's land and buildings over the next five years.

Sitting outside of the framework will be the Asset Management Operational Delivery Plan which further describes the specific activities to achieve the objectives of the Asset Management Policy 2022 ~ 2027. The Operational Delivery Plan will be categorised under two thematic headings of Strategic and Operational Actions.

The Operational Delivery Plan will be populated and approved by Torbay Council's Director of Place. The Operational Delivery Plan will be reviewed and monitored regularly by the relevant Portfolio Holder and Cabinet where necessary. It will continually change to reflect achievements of actions and capture new priorities and initiatives as they are identified. Consequently, the Operational Delivery Plan will not be a policy document.

It is intended that Torbay Council's Asset Management Framework will define the principles, criteria and processes through which decisions will be made regarding the use of Council assets.