

Meeting: Cabinet/Council

Date: 22 February 2022 / 3 March 2022

Wards affected: Torbay Wide

Report Title: Torbay Council Strategic Asset Management Framework

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, Swithin.Long@torbay.gov.uk

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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 Framework is a completely refreshed suite of documents and it is presented for approval to Full Council. The framework 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.
- 1.3 The draft Strategic Asset Management Framework was debated by Cabinet on 22nd September 2021 and agreed the Framework should be published for consultation as part of the budget consultation for 2022 / 2023. The document was reviewed by the Overview & Scrutiny Committee on 10th November 2021 making two recommendations. The first being for Cabinet to review the wording of the Strategic Asset Management Plan to ensure that it is easier to understand using Plain English. Secondly, that lease agreements for assets on beachfronts be reviewed to tighten them up to address their impact on climate change and

the type of take away waste they create and how they manage their waste to ensure they are not polluting our sea and beaches.

- 1.4 The Strategic Asset Management Framework was published for consultation on 17th January 2022 through to 8th February 2022 alongside the budget consultation. The outcome of the consultation and revision of the Strategic Asset Management Framework will be considered at Cabinet on 22nd February 2022 with recommendation to Council on 3rd March 2022.
- 1.5 The Strategic Asset Management Framework is formed of two separate documents the Asset Management Strategy 2022 – 2027 and Asset Management Policy 2022 – 2027.

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 Framework consisting of the Asset Management Strategy 2022 – 2027 and Asset Management Policy 2022 – 2027 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 Framework will define the principles through the Strategy, criteria and process and application through the Policy by 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 existing Corporate Asset Management Plan (2015 ~ 2019).

3. Recommendation(s) / Proposed Decision

- 3.1 That Council be recommended to approve the draft Asset Management Strategy 2022 – 2027 set out at Appendix 2 to the submitted report.

- 3.2 That the Council be recommended to request the Monitoring Officer to update the Council Constitution to reflect the Corporate Asset Management Strategy 2022 – 2027 is reviewed and approved by Full Council every 5 years.
- 3.3 That subject to Council approving 3.1 above the Cabinet approves the draft Asset Management Policy 2022 – 2027 as set out at Appendix 3 to the submitted report.
- 3.4 That the Asset Management Operational Delivery Plan be prepared and delegated to the Director of Place, in consultation with the Cabinet Member for Economic Regeneration, Tourism and Housing, for approval.

Appendices

Appendix 1: Asset Management Framework Introduction

Appendix 2: Draft Asset Management Strategy 2022 ~ 2027

Appendix 3: Draft Asset Management Policy 2021 ~ 2027

Background Documents

Asset Management Framework - Introduction.

Supporting Information

1. Introduction

- 1.1 The Torbay Council Strategic Asset Management Framework 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.
- 1.2 To support this Torbay Council will adopt an Asset Management Framework which comprises of two separate documents:
- Asset Management Strategy 2022 - 2027
 - Asset Management Policy 2022 - 2027
- 1.3 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. By adopting two separate elements will allow for each to be reviewed at different times. The Asset Management Strategy 2022 – 2027 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 2022 – 2027 will be approved by Full Council.
- 1.4 The Asset Management Policy 2022 – 2027 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 2022 – 2027 will be approved by Cabinet.
- 1.5 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.
- 1.6 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.

- 1.7 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.
- 1.8 The adoption of the Asset Management Strategy 2022 – 2027 and Asset Management Policy 2022 – 2027 will supersede the existing Corporate Asset Management Plan (2015 – 2019).
- 1.9 The recommendations by the Overview and Scrutiny Committee on the 10th November 2021 to Cabinet have been actioned. The text used in both the Asset Management Strategy and Policy has been reviewed and amended wherever relevant, so that both documents are easier to understand. Work on reviewing lease arrangements for beachfront assets is being reviewed and will be amended when leases are renewed, or new leases granted.

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 Asset Management Strategy 2022 – 2027 and Asset Management Policy 2022 – 2027 has been presented internally for consultation, including SWISCo and TDA.

5.2 Following approval by Cabinet in September 2021, the Asset Management Strategy 2022 – 2027 and Asset Management Policy 2022 – 2027 was published alongside the Budget for consultation externally. The consultation period was 17th January 2022 – 8th February 2022. Four responses were received all agreeing or strongly agreeing to the principles set out in the Asset Management Strategy. No responses disagreed with the principles proposed.

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 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 Asset Management Strategy 2022 – 2027 and Asset Management Policy 2022 – 2027 is fundamental in ensuring the Council is a leading public sector organisation for property asset management. The principles set out in the Asset Management Strategy 2022 ~ 2027 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.