

# Taunton Deane Borough Council

**Executive – 16 June 2010**

## **Asset Management Plan**

**Report of the Acting Divisional Manager Strategy and Planning Property and Facilities Management, Southwest One – Trevor Miles**

(This matter is the responsibility of Executive Councillor Norman Cavill)

### **1. Executive Summary**

This report presents the Council's Asset Management Plan which is a strategic plan to assist Members and Officers in giving consideration to land and property in support of the Council's key priorities.

### **2. Background**

The Council is required to have an Asset Management Plan setting-out how it intends to manage its major assets. The plan enables it to take a strategic view in decision making on its assets base to further the Council's policy and service delivery objectives. It is designed to encourage efficient use of assets and the capital tied-up in them.

The council has 284 property assets in its operational and non-operational portfolios; these are valued for balance sheet purposes at £64m. Additionally there are a further 6,078 dwellings and 1,496 garages held separately in the Housing Revenue Account.

### **3. (Full details of the Report)**

Please see Appendix 1 Asset Management Plan 2010 -20113 V9

### **4. Finance Comments**

Non Applicable in this report

**5. Legal Comments**

Non Applicable in this report

**6. Links to Corporate Aims** (Please refer to the current edition of the Corporate Strategy)

The Asset Management Plan assists Members and Officers in giving consideration to land and property in support of the Councils key priorities

**7. Environmental and Community Safety Implications** (if appropriate, such as Climate Change or measures to combat anti-social behaviour)

Efficient use of the property portfolio is a key driver to minimise the Council's carbon footprint and the plan is designed facilitate this, whilst supporting sustainable building design, construction and management.

**8. Equalities Impact** (An Equalities Impact Assessment should be carried out in respect of:-

- New initiatives/projects with an impact on staff, service or non-service users;
- New services/changes to the way services are delivered;
- New or refreshed Strategies;
- Events – Consultation/Training; and
- Financial/budget decisions.

A summary of the results should be entered here with the assessment attached to the report as an appendix

Non applicable in this report

**9. Risk Management** (if appropriate, such as reputational and health and safety risks. If the item the subject of the report has been included in a Service Plan, the result of the risk assessment undertaken when the plan was prepared should be entered here.

Non Applicable in this report

**10. Partnership Implications** (if any)

Non Applicable in this report

## 11. Recommendations

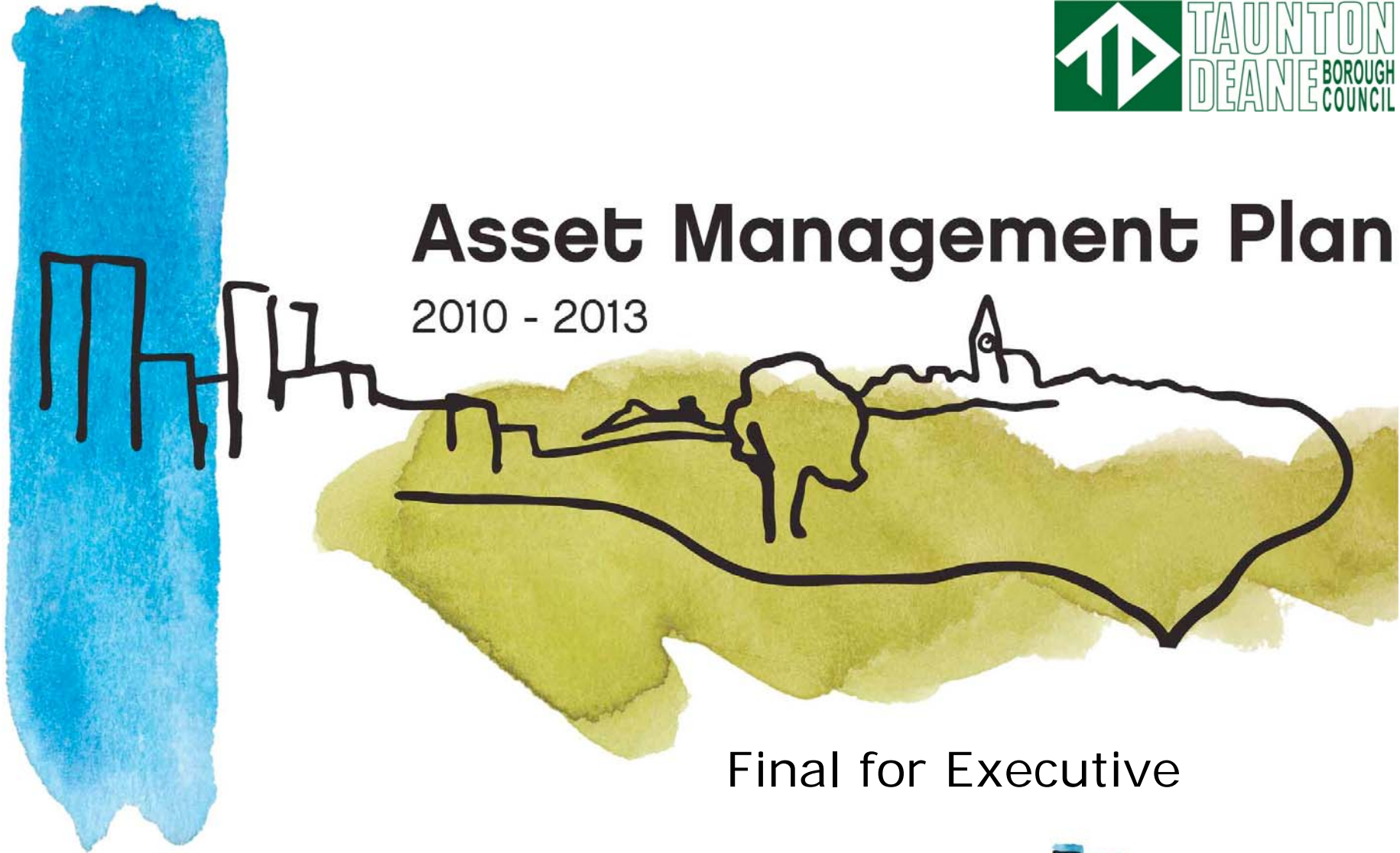
It is recommended that the Executive adopt the Asset Management Plan as the strategic plan to assist Members and Officers in giving consideration to land and property in support of the Councils key priorities

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# Asset Management Plan

2010 - 2013



Final for Executive

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Author: Trevor Miles  
Date created: 28 May 2010

# Document History

## Document Location

The source of the document will be found on: C:/data/powerpoint/SWO/TDBC/AMP2010

## Revision History

Version	Date	Author	Description
0	9 November 2009	Trevor Miles	Started drafting
1	21 November 2009	Trevor Miles	Incorporated material from Bruton Knowles 2008 work
2	19 January 2010	Trevor Miles	Added Strategic Director's comments
3	29 January 2010	Trevor Miles	Updating of Sections B, C & D
4	11 February 2010	Trevor Miles	Tidied draft for CMT review
5	16 February 2010	Trevor Miles	Updated following CMT review
6	25 February 2010	Trevor Miles	Updated following Portfolio Holder / AMG review
7	12 April 2010	Trevor Miles	Updated following Portfolio Holder / AMG review
8	7 May 2010	Martin Daley / Trevor Miles	Updated to include Housing Landlord Service material and finalisation of charts and Appendices
9	28 May 2010	Trevor Miles	Updated following Scrutiny Committee and to include value of HRA assets

# Document History Approvals

## Reviewers:

Name and Title	Date
B Cleere, K Toller, J Wishlade – Strategic Directors, comments on key sections	16 December 2009
K Pennyfather, Adrian Priest – Divisional Manager (Estates) , Asset Holdings Manager	5 January 2010
Mark Halligan – Head of Property & FM	10 February 210

## Approvals: This document requires the following approvals

Name	Title	Date
CMT		15 February 2010
F Smith, N Cavill (via Asset Mgt Group)	Portfolio Holder, Shadow Portfolio Holder	8 April 2010
Scrutiny Committee		20 May 2010
Executive		

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F. Maintenance profile – to include once condition surveys are done

G. Asset Management Actions Update

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# Section A: Summary



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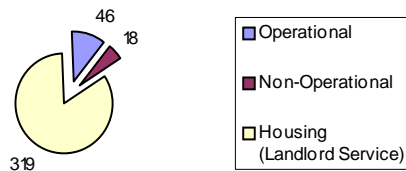
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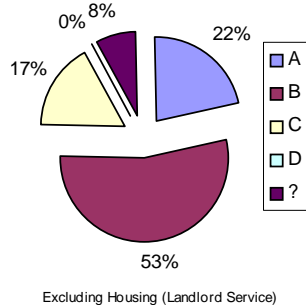
# Executive Summary

## Where are we now?

Property: Fixed Asset Value £m (31/3/10)



Condition Grade (% of Buildings)



Have Project  
**Taunton**

## What is our vision?

- Corporate Plan**
- Tackling Deprivation
- Economic Regeneration
- Affordable Housing
- Climate Change

An **operational estate** which is of the right size, location, configuration and condition for the efficient delivery of council services in a sustainable manner.

- A **non operational estate** which is:
- Revenue producing for the council
  - Contributes to corporate strategy
  - Provides community space
  - Managed as an investment

**Housing assets** – see p.25

**Taunton**  
Future Perfect

## How to get there?

### Build Capacity

- Improved property policies
- Procedural change
- Property review training
- Improve link with Project Taunton

### Key Initiatives

- Updated condition surveys
- Updated maintenance plan
- Improved budget codes
- Benchmarking returns

### Key Property Specific Initiatives

- DH** Short and Long term planning
- DLO** Property review/option analysis
- More property reviews...

# Section B: Introduction



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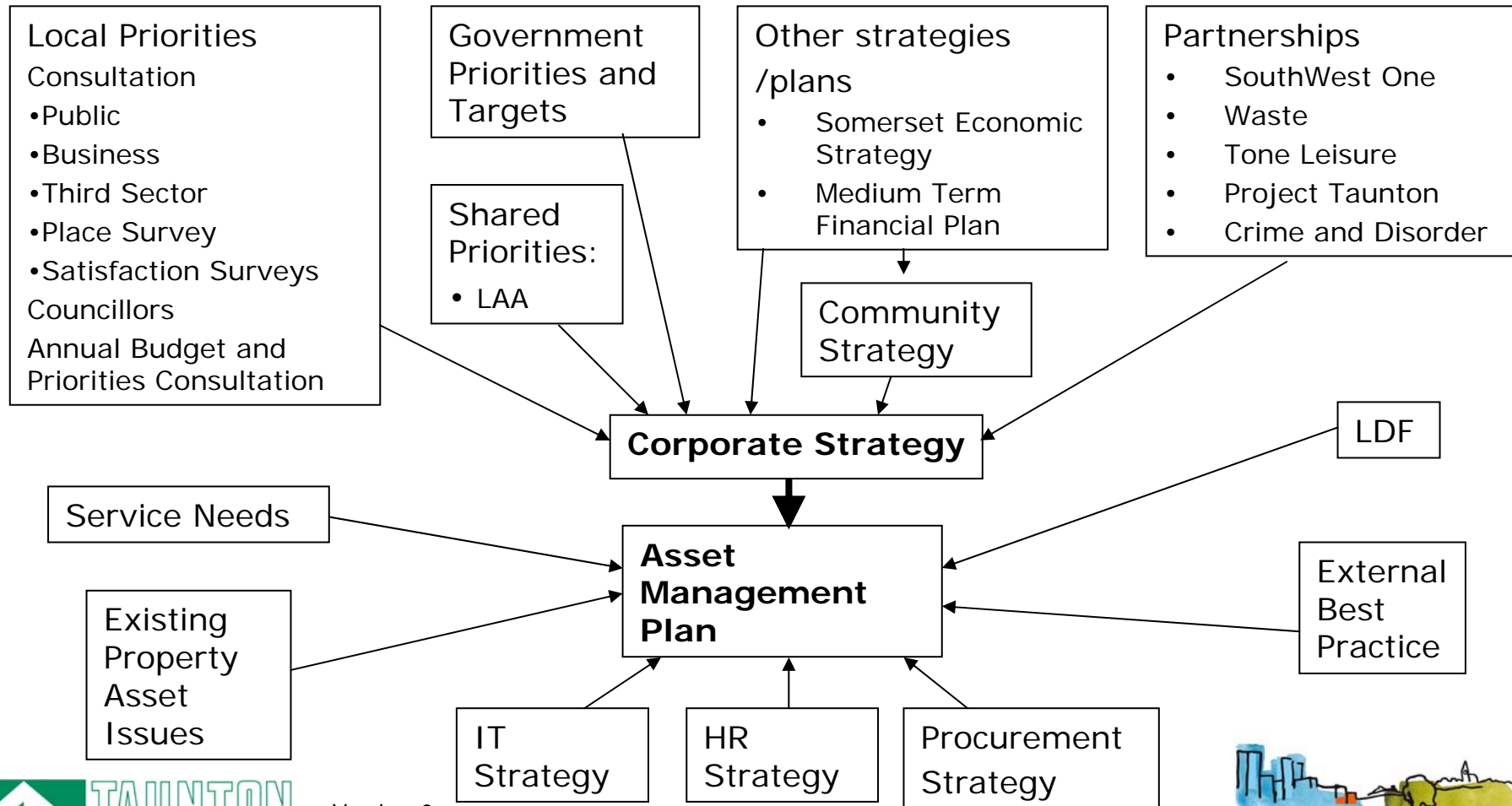
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# Introduction

- The AMP is the Council's corporate statement about how it will use its property asset resources to contribute to fulfilling its corporate priorities. These include operational property, community assets and non-operational property (including the economic development portfolio); all of which need to be planned and managed in an effective way.
- It has been written to support the new Corporate Strategy and to integrate with the Medium Term Financial Plan. A wide range of other influences have also been recognised as described later.
- The AMP is a strategic document designed to assist both Members and Officers when giving consideration to land and property in support of the delivery of the Council's key priorities. It will be used to influence decisions on the size and make-up of the portfolio and to co-ordinate the decisions about its management and maintenance.
- Property assets are expensive in terms of the capital tied-up in them (which could be redirected for other purposes) and the revenue spent to maintain them. They therefore need to be carefully managed over their life to ensure best value in terms of utilisation, maintenance and income generation.
- It is the Council's intention to review the AMP regularly (with annual updates) so that the assets can continue to support evolving corporate priorities. This process will be monitored via the Property Asset Management Group.
- For the first time the Council has included the Housing Portfolio within the Asset management Plan.
- To set the context for the AMP we provide and an overview of the Strategic context, followed by an overview of the Property Portfolio, Project Taunton and other relevant context.

# Asset Management Plan Context



# Organisational Objectives – Corporate Plan

- The Council is re-focussing its 2010-13 Corporate Plan on four priority outcomes which can be briefly summarised as follows:
  1. Tackling Deprivation and Sustainable Community Development
    - Focusing on deprivation in Taunton East, Taunton North and Rural Deprivation
    - Working with partners to address skills and employment opportunities
  2. Regeneration
    - Facilitate creation of a green knowledge economy to enable growth
    - Provision of new homes and infrastructure to support growth
  3. Affordable Housing
    - Explore options and identify the key actions that will improve the Council's ability to increase the number of affordable houses in the Borough
    - Improve conditions in the existing private sector and social housing stock where this will make living more affordable
  4. Climate Change
    - Meet the 10:10 challenge by reducing the Council's carbon emissions by 10% and produce an action plan for Council Buildings
    - Work with the LSP and local community to produce a 'Community energy descent plan' to reduce individual carbon emissions

# Organisational Objectives – Other Comments

## General comments

Objectives and action plans for the Corporate Plan are being developed for each area, these will be at a high level initially, with more detail to follow for 2011/12.

It is also worth noting that with local elections in May 2011 there is a risk that there may be some changes in priorities subsequently depending on the outcome of the voting.

## Core Council Review

The Core Council review has introduced thematic working and led to an overall reduction on full time headcount of 39 staff. The former implies a need to support more flexible layouts within corporate office buildings and the latter a marginally lower requirement for office space.

The DLO review has recommended a move towards a 'just in time' approach of stores provision which, if implemented, will mean that the stores warehouse will become surplus to requirements.

# The Financial Context

The financial context is largely provided by the Medium Term Financial Plan (MTFP). This is a rolling annual plan which is updated on an ongoing basis. It is normal for there to be a revenue shortfall identified within the plan, which the Council has to determine how to close. In 2009/10 the funding gap is being closed by the Core Council review savings along with other savings and increasing fees and charges.

The current profile in the next two years is as follows:

- 2010/2011 – the budget has been balanced
- 2011/2012 – the shortfall is expected to rise to circa £1.5m+ due to car park closures associated with the project Taunton redevelopment and assumptions on lower levels of government funding

However this position may change when the Government announces its funding for the three years commencing 2011.

The plan assumes no capital grants or receipts (other than those associated with Project Taunton).

As a result of the MTFP it is important that the council identifies further cost savings and potential income generation opportunities.

The Housing Revenue Account, which is ring-fenced for the Landlord Service, had a working balance of £1.8m at the beginning of 2010/11. This working balance is held in reserve against future asset liabilities.

## Other Agency and 3rd Sector Context

The Council also works in partnership with other agencies and partners which impact on the AMP, including:

### Local:

- Taunton Local Strategic Partnership – this includes the County, Police, Fire Service, Local Primary Care Trust, Chamber of Commerce, CAB and a variety of other partners aimed at making local services more efficient in partnership
- Somerset Strategic Partnership – this is the County wide version of the LSP and includes more than 20 partners of which TDBC is one.
- Somerset Local Area Agreement – this county plan is structured is around 6 aims including sustainability and economic well being and covers the period 2008-11.

- Project Taunton – this urban regeneration partnership impacts on a number of TDBC property assets and is significant in asset management terms. It is described further at the end of the this section.
- Southwest One – provide property and facilities management services for the Council, County Council and Avon and Somerset Police as well as a wide range of other services including HR, ICT, Procurement
- Tone Leisure is a Leisure Trust which manages and operates TDBC's swimming pools and sport's centres. Their mission is to achieve "More people, more active, more often"



# National Context

## National Initiatives with relevance to the AMP:

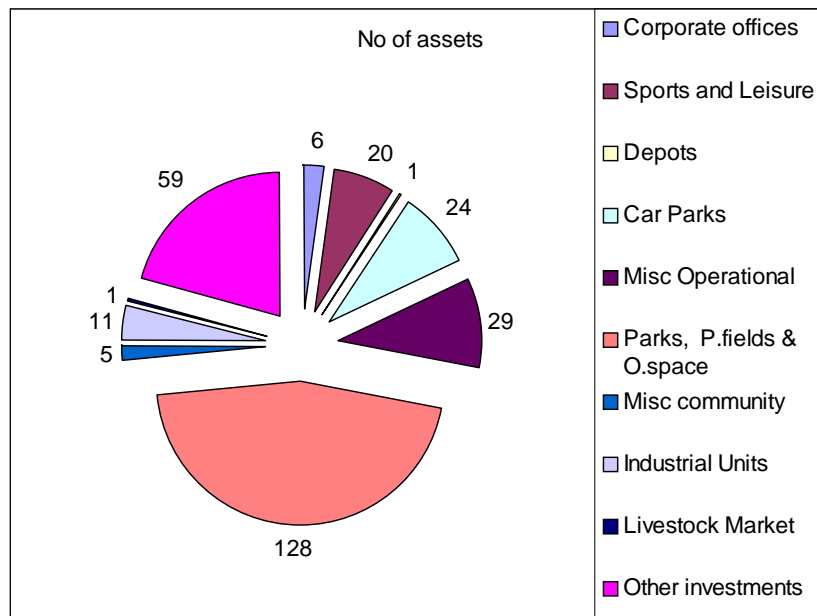
- Establishment of the Government Central Property Function headed by Vice Admiral Tim Laurence following the Operational Efficiency Programme report (referenced opposite) to drive cross public sector property efficiency programmes
- Total Place Initiative – Focussing on aligning all public budgets in an area and providing a further impetus for locality Based Service Delivery and asset sharing initiatives
- Expected national spending reductions and budgetary pressures following the May 2010 elections

## Recent reports on Asset Management:

- Building on Strong Foundations (DCLG February 2008) A recommended framework for Public Sector Asset Management
- Public Sector Asset Management Guidelines (RICS Jan 2009) A best practice guide
- Operational Efficiency Programme (OEP) Report (OGC April 2009) Challenges the efficiency of public sector property use. Includes the creation of a central coordinating function for public sector property urging greater asset sharing.
- Room for Improvement (Audit Commission Report June 2009) Emphasised the need for Councils to improve the efficiency with which the use property assets in the worsening economic climate.

# Property Portfolio Overview

- The Council has 284 property assets comprising land and buildings or bare land (excluding Housing assets).



- Additionally there are 6,078 dwellings and 1,496 garages in the Housing Revenue Account.

- Operational properties:** These are occupied directly by the Council for its administrative functions or for the delivery of services to the public, or are properties owned to facilitate the provision of services to the public; and
- Non-operational properties:** Land and property owned by the Council for the purposes of producing investment income, improvement of the District or the proper planning of the area. Control over the use of the land is thus retained and where possible lettings are secured on commercial terms to produce an income return.
- Housing Revenue account properties:** Land and buildings held to discharge the Council's housing responsibilities.

# The Property Portfolio

A breakdown of the two non-housing portfolios by type, number and value is shown below:

Grouping	Category	No of assets	% (No)	Fixed Asset Value (31/3/10)	% (Value)
Operational	Corporate offices	6	2	6,559,500	10
	Depots	1	0	948,000	1
	Sports and Leisure	20	7	20,320,000	32
	Car Parks	24	8	12,300,000	19
	Misc Operational	29	10	5,549,000	9
Non-Operational	Parks, P.fields & O.space	128	45	Historic Cost	
	Misc community	5	2	Historic Cost	
	Industrial Units	11	4	1,183,000	2
	Livestock Market	1	0	7,300,000	11
	Other investments	59	21	9,739,500	15
<b>Totals</b>		<b>284</b>	<b>100</b>	<b>63,899,000</b>	<b>100</b>

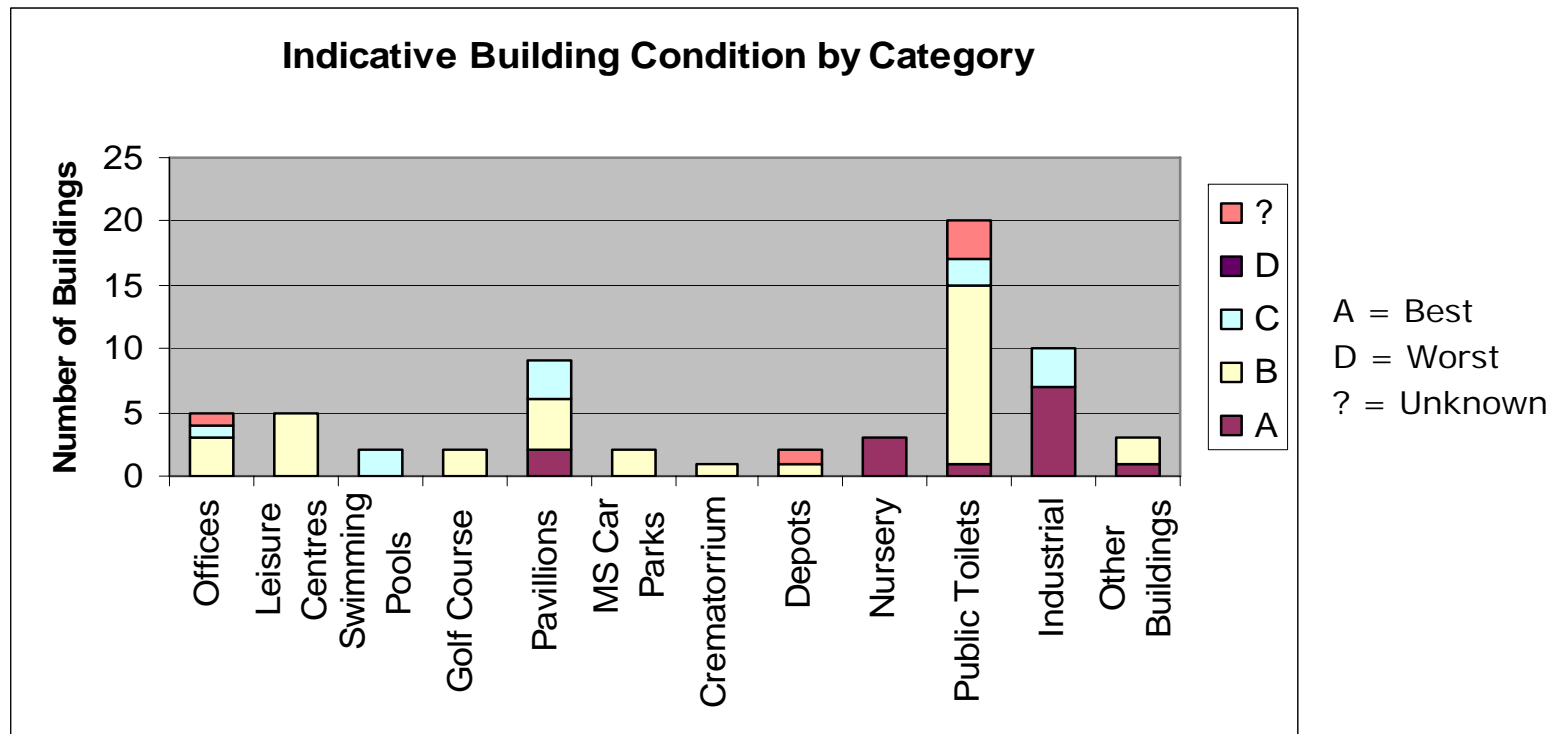
The Housing Revenue Account Properties are valued at £318.8m.

It should be noted that owing to accounting regulations the fixed Asset Values are not Market Values. Additionally open space and community assets are held at historic cost. Hence the actual value of the assets if sold could be lower or higher depending on the asset question. We intend to begin to introduce Market valuations during the period of this plan to provide a better indication of the opportunity cost of the assets. This will be dependent on being able to produce these within available resources.

A schedule of the non housing property assets is provided in Appendix A.

# Condition Summary

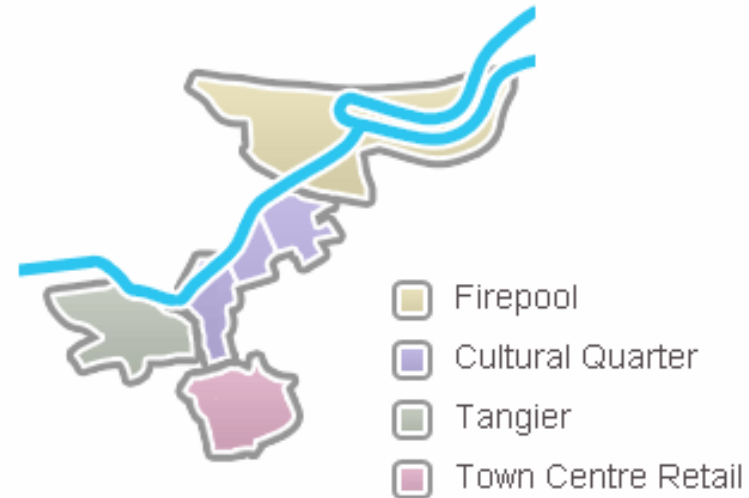
The indicative condition of the building assets based on our current knowledge (to be updated by forthcoming condition surveys) is shown below.



All the Council owned homes in the Housing Revenue Account (which are not included above) meet and will be maintained at the Decent Homes Standard.

# Project Taunton

- **Project Taunton** is the main vehicle for urban regeneration within Taunton. It is a partnership between TDBC, Somerset County Council, South West Regional Development Agency and the Environment Agency.
- The vision for Project Taunton involves the redevelopment of 47 hectares of town centre land at Firepool, a new cultural quarter, Tangier, at the southern end of the High Street and alongside the River Tone.



courtesy of altcom.co.uk



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## assets affected

Many of the council's principle assets are included within the project for redevelopment as shown:

Site	Main TDBC Properties Included	Estimated date possession required pending redevelopment
Firepool	Former Cattle Market Priory Bridge Road Car Park	Now/Q2 2010
Longrun Meadow	Longrun Farm	Now
Cultural Quarter	Castle Green and car park Coal Orchard car park Tangier 1 and 2 Enfield car park Castle Street car park Former TYCC site	Q2 2010 2011 2011 2013 2013 2011
High Street/Upper High Street	Paul Street Multi Storey car parks The Crescent car park Taunton Library	2013 2013 2013



## Planned Outcomes

Planned outcomes include:

- 2,200 new townhouses and apartments
- 80,000 square metres of new employment space
- 50,000 square metres of new retail and leisure facilities
- 2,200 public parking spaces
- 150 bed hotel
- New library
- Extended, refurbished cricket ground that can host one-day test matches
- A new bus station and improved bus/rail interchange
- A refurbished and extended theatre
- New healthcare facilities
- A new and improved transport infrastructure (two new road links crossing the river)
- Four new pedestrian and cycle bridges
- A network of cycle routes
- Over 2 km of enhanced town centre riverfront
- 35,000 square meters (3.5 ha) of new public spaces.

# Sharing Property Asset Use

There are often opportunities to share the use of assets with other public bodies and third sector partners. Examples of where the Council already does this are as follows:

- **Deane House:** Hosts the Somerset Direct Contact Centre serving 5 local public bodies in Somerset, e.g. Somerset County secondees are involved in operating this
- **Flook House:** Provides low cost accommodation for organisations working in sympathy with the Council's objectives including the Council for Voluntary Services and the Advocacy Centre
- **County Hall:** Owned by County and provides accommodation for a number of TDBC staff seconded to Southwest One
- **28-30 Fore Street Wellington:** Accommodation owned by County and used by TDBC and organisations including Wellington Town Council and Campaign for learning (check current occupiers)
- **Neighbourhood Police Posts:** In addition various community centre sites owned by TDBC are used for police posts although these are within the Housing Revenue account

Ongoing Asset Review and planning work will examine further opportunities for additional co-locations where these achieve benefits.



# Section C: Asset Plan



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# Asset Plan – Introduction and Vision

In this section we describe the three visions that have been developed to guide asset planning covering the operational, the non-operational and housing (Landlord Service) estates respectively. We then go on to look at the key policies needed to support the attainment of the visions. Finally we look at the programme of work required to begin to implement the visions.

## Vision 1:

“An **operational property estate** which is of the right size, location, configuration and condition to support the efficient delivery of council services in a sustainable manner minimising the impact on climate change. The estate will be “owned” as a corporate asset, rather than by service departments. The office properties will support the new Core Council structure and the move to thematic working by providing flexible and adaptable space which encourage new ways of working both in and out of the office including “telecommuting”. Full consideration in achieving this over the medium term will be given to working collaboratively with partners to find the most efficient solutions including co-locations.”

# Asset Vision

## Vision 2:

"A **non operational property estate** which supports the following objectives:

- Revenue producing to support council services
- Provides community space
- Assists the delivery of corporate strategy
- Is managed as an investment portfolio to maximise returns consistent with these objectives using projections of the future return
- Balances income risk across the portfolio enabling the Council to hold riskier assets in the knowledge that it has other more secure assets.

Properties that do not meet these criteria will be considered for disposal."

# Asset Vision

## Vision 3:

The draft Asset Vision that has been developed for the Housing Landlord Service is:

"To manage the Councils **Housing land and property** assets by:

- Providing buildings that are fit for purpose, in good condition, in the right location and of a design that meets customer expectations
- Maintaining assets that support economic and environmental regeneration and sustainable communities
- Contributing to corporate priorities, efficiency effectiveness and securing value for money
- Becoming an organisation that provides quality homes and services and helps to make neighbourhoods and communities popular places to live and work."

It is recognised that the fulfilment of these visions is likely to take more than three years to achieve, nevertheless significant progress needs to be made on them during the plan period.

# Policies to support the vision

In order to realise the vision the following policies will be applied in decision making.

## All Property Assets:

- Property is a corporate asset (not owned by Departments)
- New assets will be procured and constructed consistent with the Taunton Protocol as far as possible
- Refurbishment or alteration works to existing assets will be planned to make them more environmentally friendly
- All assets will be managed to minimise their impact on climate change and contribute to reductions in carbon emissions with the objective of moving to carbon neutrality

- All assets will be regularly reviewed to assess their:
  - condition
  - suitability
  - sustainability
  - contribution to wider corporate objectives
  - case for retention / replacement or sale based on “best value” principles
- “Gifts” of assets will normally only be accepted if they are self-funding or come with a “dowry” for maintenance equivalent to at least 10 years’ needs

## Operational property assets:

- Space standards to be developed for office space to increase efficiency of use, with a presumption that layouts will be in open plan

# Policies the vision, Continued

## Operational property assets:

- When assessing space requirements consideration will be given to the impact of flexible working practices on minimising physical space required and enhancing productivity. e.g. Desk sharing and remote working
- In order to promote efficiency opportunities will be identified and considered for sharing of council assets with other government bodies and third sector organisations
- The transfer of assets on a freehold or leasehold basis to other community organisations (e.g. community land trusts, parish councils) will be promoted where the benefits of this can be demonstrated in business case (e.g. lower management costs or to meet corporate objectives)

## Non-operational property assets:

- The Council will be pro-active in using corporate owned land to bring forward development to achieve Corporate Plan objectives
- The Council will consider selling freehold land and/or buildings to occupiers where this enables the expansion or retention of an indigenous employer, or helps attract new jobs to Taunton Deane in line with the Corporate Plan objectives
- Market rents or user charges will be charged to tenants or users on the non-operational estate unless agreed exceptions are signed-off by the Portfolio Holder

# Procedures to support the vision

## Procedural changes:

- Asset review will form a key part of service planning (starting from a zero base approach to robustly challenge “need” for property) –training will be provided to Senior Managers to support this
- The asset reviews will support portfolio planning with the intention of every property being designated as:
  - Core – must be held
  - Surplus - will be disposed of in future
  - Intermediate – asset future is still to be determined
- These categorisations will then guide future maintenance and investment priorities, i.e. focusing investment on core properties, restricting it on “intermediate” assets with “surplus” assets not normally receive any investment other than essential H&S related items
- Procedures for re-allocating property costs to user departments in corporate buildings to ensure that costs act as an incentive for occupying space efficiently are to be reviewed with the S.151 Officer
- The investment portfolio will be segmented into categories of similar risk profile and target weightings will be agreed and applied based on the level of perceived risk
- Actual and prospective income and capital returns will then be evaluated within the risk categories identified and under performers recommended for sale
- Future lease renewal proposals will be flagged to AMG at least 9 months in advance

# Asset Management Plan Work to Undertake

It is intended that resources permitting the following work will be undertaken in the following categories:

**Enabling Work** – this will improve our procedures and build our knowledge of the asset base and support improved planning and management of individual assets going forward (examples of this are improving the budget code structure for maintenance, undertaking a condition survey programme and setting space standards for corporate offices.)

**Property Specific Activities**– more detailed initiatives on individual properties (such as work in connection with the sale of individual assets, planning for the future replacement of Deane House and examining the implications of the DLO outsourcing study for the future of the site.)

In order to provide an early guide to the likely future of individual assets it is intended to agree with the Asset management Group the provisional categorisation of each corporate building according to one of the following:

- Core – must be held
- Surplus - likely to be recommended for disposal in future
- Intermediate – asset future is still to be determined

Schedules of intended projects in each category are set-out in the following pages.



# AMP Actions – Enabling, Phase 1

Action	Objective(s) Supported	Target Date	Lead	Specific Funding	Anticipated Outcome
Overhaul maintenance budget code descriptions to enable costs to be properly shown	Efficient budget management	30/4/10	Retained Finance	tbc	All maintenance costs flow to the agreed budget code facilitating budget monitoring
Create a referencing system for all rooms in TDBC corporate buildings	Efficient portfolio management	15/4/10	SWOne	tbc	Drawings have the referencing marked on them. Clear room referencing on drawings.
Develop Plan for 10% TDBC property carbon reduction with Carbon Management Steering Group	Reduce carbon emissions	31/5/10	TDBC (TD)	tbc	A clear plan for achieving a 10% saving in carbon emissions from Corporate Buildings by end of 2010
Update building condition surveys and backlog maintenance costings	Reduce costs Maintain assets	15/6/10	SWOne	TDBC Maintenance Budget	Up to date condition baseline for all main corporate building assets and maintenance requirements identified
Major Projects Improvement Programme (Ongoing SWOne Project)	Improve Project Management Reduce costs	30/6/10	SWOne		Future Major Projects > £250k are managed in an improved way with regular reviews and a change control process
Creation of a Forward Maintenance Programme	Reduce costs Maintain assets	30/6/10	SWOne		A costed 5 year plan for maintaining the corporate buildings, taking into account the main maintenance responsibilities
Clarify the policy framework for flexible working / recommend required changes	Efficient portfolio management Reduce costs	31/7/10	SWOne	tbc	Recommended policy on flexible working practices which has been formulated in consultation with HR and SWO IT
Agree space standards for corporate offices	Efficient portfolio management Reduce costs	31/7/10	SWOne	tbc	There are clear guidelines on how much space to allocate per desk.
Provide targeted training to service managers in Property Review	Efficient portfolio management Reduce costs	30/9/10 Discuss with CMT	SWOne	tbc	Key managers using space in corporate office buildings will be able to review the sufficiency and suitability of the buildings

## AMP Actions – Enabling Phase 2

Action	Objective(s) Supported	Target Date	Lead	Specific Funding	Anticipated Outcome
Introduce regular market valuations of all Freehold / Long Leaseholds	Efficient portfolio management	31/3/11	SWOne	tbc	Highlights the potential sales receipts of surplus / under used properties
Calculate, report and benchmark historic investment property portfolio returns	Efficient portfolio management	30/6/11	SWOne	tbc	The total return from income and capital growth is measured. Under-performing assets can be identified and assessed.
Define and begin to introduce additional performance measures for property benchmarking	Reduce costs Reduce carbon	30/9/11	SWOne	tbc	Show the relative efficiency of corporate buildings and support action to improve this e.g. disposal.
Review mechanisms for reallocating property costs to Departments and recommend any changes	Reduce costs	30/12/11	SWOne	tbc	Departments occupying space see a fair and representative cost for it. Encouraging them to consider making savings.
Develop a policy on the level of risk acceptable for income producing properties	Efficient portfolio management	01/6/12	SWOne	tbc	Investment decisions can be made with a view to balancing overall portfolio risk.
Implementation of Procurement Category Plans (inc Soft FM, Hard FM, Construction)	Reduce costs	Ongoing	SWOne	tbc	Improved VFM for a wide variety of recurring Property & FM expenditure

## AMP Actions – Property Specific

Property	Action	Objective(s) Supported	Target Date	Lead	Specific Funding	Anticipated Outcome
Deane House, Belvedere Rd	Plan short term changes to support the corporate reorgansition	Corporate reorganisation Reduce costs	2010	SWOne	tbc	Accommodation layout supports new organisation
Flook House and Deane House Office Property Review	Office Property review and determine short term future of Flook House	Understand office req't	2010	SWOne	tbc	Understand corporate office requirement Confirm the short term strategy for Flook House
28/30 Fore Street, Wellington	Office Property review	Understand office req't	2010	SWOne		Will contribute to understanding corporate office requirement
Deane House / Corporate Office strategy	Develop Deane House / Corporate Office strategy	Corporate reorganisation Efficient service delivery	2010-11	SWOne	tbc	1. An agreed statement of requirement for corporate offices 2. A strategy for corporate offices based on an option appraisal
Priory Depot, Priory Way	Property review	Corporate reorganisation Economic regeneration	2010-11	SWOne	tbc	Explore alternative uses for all or part of the site – link with Project Taunton work
Various Project Taunton properties	Assemble data packs for Project Taunton	Economic regeneration	2010 - 2013	SWOne	tbc	Facilitate Project Taunton
Employment Sites in Taunton	Enable use / acquisition	Economic regeneration	2010	tbc	tbc	Increase employment in Taunton
Investment Property in Taunton (5 Canal Road)	Complete acquisition	Economic regeneration	2010	tbc	(HCA)	Provide income to support economic regeneration via Project Taunton
Former Nursery, Mount Street	Site Sale	Capital receipt	2011	SWOne		Sale of contents and site
Other property holdings	Property review	Reduce costs / Increase revenue	2011 - 2013	SWOne	tbc	Improved base data and identification of surplus / under utilised properties for action

# Section D: Asset Management Organisation and AMP



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# The process for constructing the AMP

The process for developing this AMP has been broken down into two phases:

- Development and Consultation
- Agreement

These stages are described below.

## AMP Development

The draft AMP has been produced by Southwest One Property and Facilities Management following consultation with:

- CMT
- SMT
- Project Taunton
- Tone Leisure
- Retained Finance and MTFP
- Corporate Strategy
- TDBC Officers responsible for areas including:
  - Climate Change
  - Community Development
  - Corporate Strategy Development
  - Economic Development
  - Housing
  - Parks and Recreation.

This has been an iterative process, with key sections of the AMP being tested back with stakeholders to guide their ongoing development. Additional reference has been made to best practice as documented by organisations including:

- Audit Commission
- CIPFA
- Communities Department
- OGC
- RICS.

## Agreement

Following completion of the draft document Southwest One presented the AMP for final comments and agreement to the following parties as below:

- Corporate Management Team.
- Portfolio Holders / Asset Management Group.
- Corporate Scrutiny Committee.
- Executive.

# Roles and Responsibilities for Asset Management

The roles of CMT, the Property Asset Management Group, Corporate Scrutiny Committee and SouthWest One (SWOne) in relation to property asset management are described below.

## CMT Role

CMT's role is to provide governance for strategic and high-level property asset and service decision making within TDBC, including:

- Promotion of efficient use of property assets by services in line with AMP objectives.
- Adoption or amendment of Corporate Policies in relation to property asset use and management.
- Approval of the Capital Programme and Maintenance Programme.

CMT will also:

- Act to enable resolution of differing views from client Departments, where Southwest One have been unable to resolve an issue.
- Provide strategic guidance on potential opportunities for collaboration in the use of assets with other public or third sector bodies or of asset transfers to the community.
- Receive budget monitoring reports (at least quarterly or as deemed necessary) in respect of TDBC property related budgets managed by Southwest One.
- Advise on any required targets for capital receipt and revenue.

The Authority's Client Officer (Alison North) acts as the initial point of contact for issues SWOne propose to bring to CMT.

# Roles and Responsibilities for Asset Management

## Property Asset Management Group Role

The draft Asset Management Plan is reviewed for recommended improvements by the Property Asset Management Group. Once approved they meet to monitor its delivery on at least a quarterly basis. This group is made up of:

### TDBC

- Performance and Client Officer
- Retained Finance Manager
- Portfolio Holder
- Shadow Portfolio Holder (proposed chair)
- Economic Development representative
- Housing Asset Management representative
- Theme/Service Unit Managers as required
- Project Taunton Representative as required.

## Southwest One

- Divisional Manager Strategy and Planning
- Divisional Manager Estates
- Asset Holdings Manager
- Other staff on an exceptional basis for specific agenda items.

In addition to overseeing the delivery of the work identified in the AMP the Property Asset Management Group will encourage efficient stewardship and use of corporate property assets in line with AMP objectives.

The Group will meet at least quarterly following agreement of the AMP.

# Roles and Responsibilities for Asset Management

## Corporate Scrutiny Committee Role

Corporate Scrutiny Committee periodically (typically 6 monthly) review the progress on development and implementation of the AMP.

## Southwest One Role

SWOne have the responsibility for managing the Councils operational and non-operational portfolios (excluding Housing) on a day to day basis in line with the AMP and the Council's policies and Standing Orders.

Specifically SWOne are responsible for maintaining the property assets and developing the planned maintenance and capital programmes for approval by CMT.

As noted SWOne drive the production of the AMP and are the Council's advisor on corporate property related issues.

Funding for these activities by SWOne is provided by the Council.

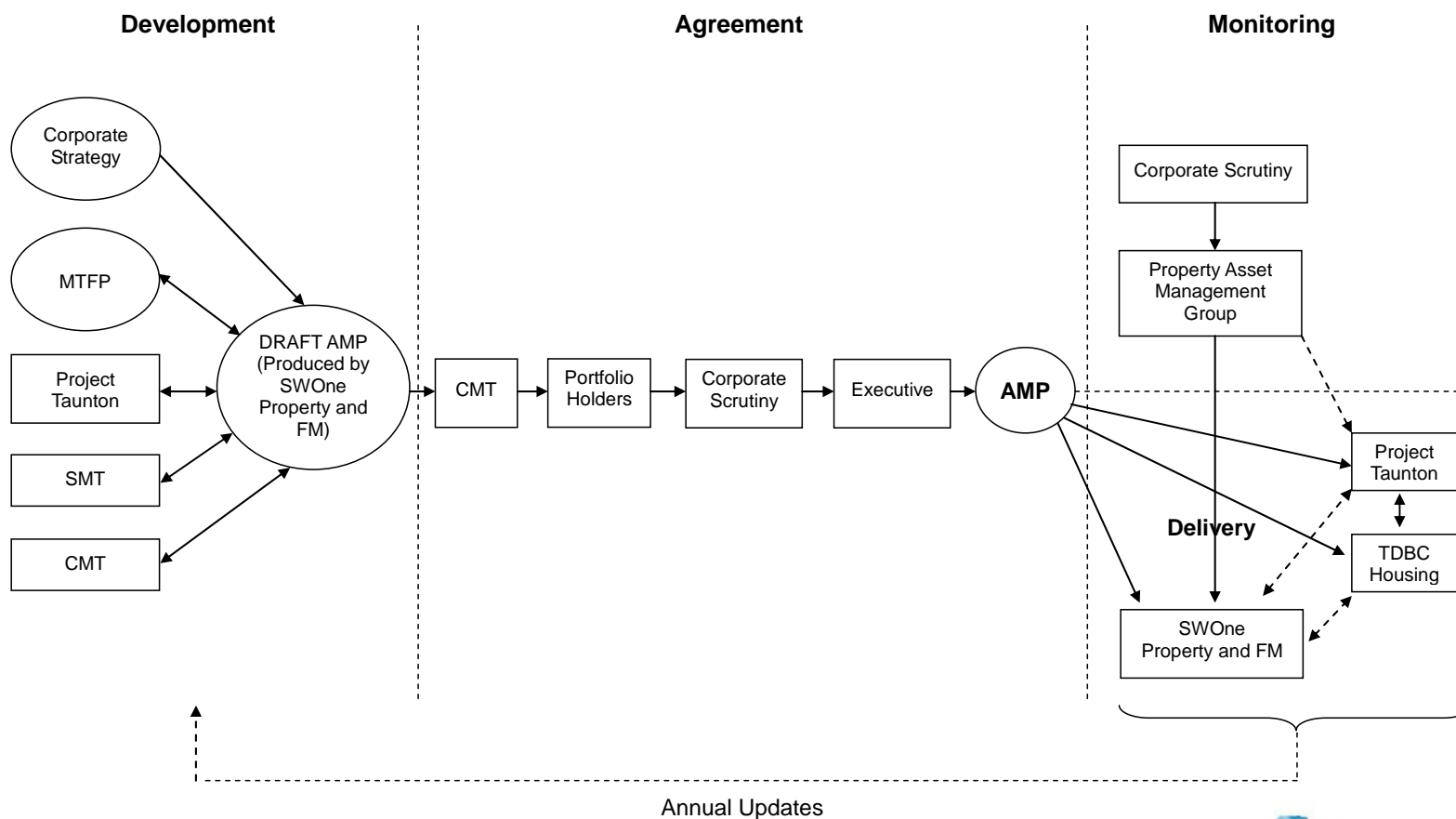
The principal exceptions to this are:

- Housing assets, which are managed directly by the Council and maintained principally by the DLO
- Assets undergoing transformation as part of Project Taunton

The roles of each of these parties in the development, agreement, delivery and monitoring of the AMP is shown in the following diagram.



# TDBC Asset Management Planning and Monitoring process



# Appendices



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# Appendix A: General Fund Property Asset List



Microsoft Excel  
Worksheet

(Double click Icon to Open List)

## Appendix B: Properties disposals

<b>Properties disposed of since 2007</b>	
Part of Coal Orchard Car Park sold to Somerset County Cricket Club in November 2007	Land transferred to enable the Cricket Club to extend and carry out development adjoining its ground as part of the Project Taunton proposals
Former Public Conveniences, Hamilton Road, Taunton sold in June 2007.	Sold with a parcel of adjoining Housing Revenue Account held land to Knightstone Housing Association for £35,000 for development with 2 affordable houses.
<b>Land disposals scheduled to take place during 2010/11</b>	
Greenbrook Terrace Car Park, Taunton Part of Enfield Car Park, Taunton Part of Castle Street Car Park, Taunton	These areas of land are being Transferred to SCC under a Compulsory Purchase Order to facilitate the construction of the "Taunton Third Way" road scheme. Price is a nominal £1 consideration as the betterment to TDBC's retained land exceeds the value of the land sold
Former Nursery Site at Mount Street, Taunton	Planning consent for development with 71 sheltered housing units is currently being sought on this 1.8 acre site prior to its disposal on the open market. A capital receipt in the region of £1.5 to £2 million is anticipated.

# Appendix C: Properties acquired

## Properties Acquired since 2007

84 Priory Bridge Road, Taunton – For Project Taunton purposes
86/88 & 88A Priory Bridge Road, Taunton – For Project Taunton purposes
64 Priory Bridge Road, Taunton – For Project Taunton purposes
Units 1 & 2 Canal Road, Taunton – For Project Taunton purposes
Unit 3 Canal Road, Taunton – For Project Taunton purposes
Unit 4 Canal Road, Taunton – For Project Taunton purposes
Unit 5 Canal Road, Taunton – For Project Taunton purposes

# Appendix D: Properties improved/ erected/change of use

## Properties improved/erected or change of use since 2007

New Pavilion at Hamilton Gault Playing Field, Taunton
New Pavilion at Galmington Playing Fields, Taunton
Former Public Conveniences at Fons George, Taunton converted in to a works store/compound for Parks Maintenance
Public Conveniences in North Street Car Park, Wellington reconstructed
Public Conveniences now decommissioned:- <ul style="list-style-type: none"> <li>• Goodland Gardens, Taunton</li> <li>• Canal Road, Taunton</li> <li>• French Weir Recreation Ground</li> <li>• Oaken Ground, Rockwell Green, Wellington</li> </ul>
Public Conveniences at Priory Bridge Road, Taunton decommissioned but now let to Tone Schools Sports Partnership for use as a canoe store/changing facilities, having been adapted
The buildings on the Taunton Livestock Market Site are now being demolished to enable infrastructure works to start in connection with the regeneration of Firepool
All buildings initially needed on the new nursery site at Stoke Road, Taunton have been completed and the nursery is fully operational from this site
The former nursery site at Mount Street, Taunton is now being held as a site awaiting disposal pending a planning consent for residential development being obtained. Application has been submitted and its determination is awaited

# Appendix G: Asset Management Actions Update

Asset Management Actions Update as at 7 May 2010 (formerly Poor Performing Properties update)

Property	Proposal	Update
Frobisher Way, Bindon Road	Light Industrial Development	<ul style="list-style-type: none"> <li>•Planning permission was previously obtained for Industrial units.</li> <li>•Following tender a preferred developer was identified and contract documentation prepared. Negotiations with the preferred developer broke down due to a combination of the down turn in the property market and a few unforeseen additional site development costs.</li> <li>•The site is currently let on a temporary basis (@ £7,500 pa) pending the outcome of a proposal to re market the site as a "Development Opportunity" to see what interest there may be in other developers working with TDBC to develop the site.</li> </ul>
Former Nursery Site, Mount Street	Review to be undertaken to maximise the sites potential	<ul style="list-style-type: none"> <li>•Ongoing. Options Appraisal being undertaken. Traffic and wildlife surveys arranged.</li> <li>•It is anticipated that an outline planning application for up to 72 units of sheltered accommodation will be submitted by TDBC's architects, MRA in June 2010.</li> <li>•Assuming planning consent obtained, the site will be offered for sale on the open market.</li> </ul>
Paul Street Multi Storey Car Park	Works required to comply with health and safety	<ul style="list-style-type: none"> <li>•Structure to be monitored.</li> <li>•Essential Health and Safety works required to lifts. Approx £17,000 – now completed</li> </ul>

## Appendix G: Asset Management Actions Update, Continued

Property	Proposal	Update
Old Municipal Buildings	Action required on Disability and Fire Safety issues. Alternative uses to be pursued	<ul style="list-style-type: none"> <li>All DDA alteration works have been completed and the property is leased to SCC (Registrar's Office) at a commercial rent</li> </ul>
Hamilton Gault Pavilion	Existing building deterioration / New replacement	<ul style="list-style-type: none"> <li>New pavilion completed and in use.</li> <li>Old pavilion not considered to be of beneficial use due to its type of construction, poor condition and configuration and therefore should be demolished.</li> <li>Awaiting final instructions for demolition.</li> </ul>
Galmington Pavilion	Existing building deterioration / New replacement	<ul style="list-style-type: none"> <li>New pavilion completed and in use.</li> <li>Negotiations /discussions ongoing with adjoining Musgrove Park Hospital for the possible lease or sale of this building together with some land for use as storage.</li> </ul>
Deane House	Internal space reallocation	<ul style="list-style-type: none"> <li>Re-planning exercise to support the Core Council review and improve efficiency in-hand</li> </ul>
Site	Potential acquisition	<ul style="list-style-type: none"> <li>Offer made to buy site</li> </ul>



# Appendix H: Template for Property Reviews



Microsoft Word  
Document

(Double click Icon to View)