

CABINET

1 OCTOBER 2013

GATEWAY 1 PROCUREMENT COMMENCEMENT: STROOD COMMUNITY HUB

Portfolio Holder: Councillor Alan Jarrett, Finance
Councillor, Howard Doe, Housing and Community Services

Report from: Perry Holmes, Assistant Director Legal & Corporate Services

Author: Nick Anthony, Head of Asset & Property Services
Susan Goss, Category Specialist Place & Projects

Summary

This report seeks permission to commence the procurement of Strood Community Hub. The project involves relocating Strood Library and Contact Point from their current positions to 133 High Street, Strood. The property requires refurbishment and fit out for this purpose and it is proposed the Council takes a lease of the premises from the current landlord. It is part of a wider regeneration scheme for Strood and will act as its focal point.

This is a matter for Cabinet as following a rent-free period the annual rent of the premises will be in excess of £20,000 per annum. This report requests that Cabinet delegates authority to the Assistant Director, Legal and Corporate Services, in consultation with the Portfolio Holder for Finance, to enter into the necessary legal agreements.

This report requests that Cabinet recommends that Full Council approve an addition to the Capital Programme to fund the refurbishment and fit out cost, currently estimated to be £1million.

The procurement option proposed in this Gateway 1 report has been recommended for approval after review and discussion at Regeneration, Community and Culture Directorate Management Team meeting on 29 August 2013 and the Procurement Board at its meeting on 17 September 2013.

Procurement Board and the Regeneration, Community and Culture Directorate Management Team have recommended that this project be approved as a Category B High Risk project at Procurement Gateway 1 by Cabinet. This is because although this project is a Works Category B Medium Risk procurement with a total contract value above £250,000.00, there are service and economic implications that Cabinet should be aware of.

These service and economic implications are: this is a high profile procurement project and represents a major investment in Strood. The Council has made a strategic commitment to the provision of community hubs providing a gateway to a range of council services in one location. The development will generate an increase in footfall and dwell time within the town leading to economic benefits. A communications strategy is in place to help manage the project.

1. Budget and Policy Framework

1.1 Service Background Information

- 1.1.1 The current service provision is split over two sites. Strood Library is currently located at Bryant Road in a primarily residential area. The Strood Contact Point is currently located on a site accessed via an alleyway off Strood High Street near the bridge over the River Medway.
- 1.1.2 The proposed service provision will bring these two services under one roof at 133 High Street, Strood on the former site of a bed retailer and next door to Lloyds TSB Bank. This proposal ties in with the Council's Better for Less strategy of promoting single customer contact and administration hubs throughout Medway.
- 1.1.3 The scheme has a variety of benefits for the community:
- A new Medway Council community hub - providing a convenient gateway to council services and a brand new library – will open in Strood High Street in early 2015.
 - The children's area within the hub will gain space.
 - Same number of books in the new community hub as in current library.
 - The community hub will provide a focal point for the High Street, increasing footfall to help local businesses. It will be easier for residents using public transport than the current library and contact point locations.
 - The major investment will improve a currently dilapidated shop and improve the street-scene.
 - The new community hub is part of the council's broader work to ensure Strood benefits from regeneration – other work includes environmental improvements, an expansion of Strood leisure centre and improvements to Strood station.
 - The existing community hall at Strood Library, Bryant Road will remain open as an important community venue.

1.2 Council's Strategic Priorities And Core Values

- 1.2.1 The procurement of this requirement directly links into the following Council Strategic Priorities and Core Values:

Core Values

- Putting our customers at the centre of everything we do.

This requirement will deliver against the Core Value of 'Putting our customers at the centre of everything we do' through: establishing a new Medway Council community hub providing a convenient gateway to council services and a brand new library. The 133 Strood High Street site is a more central location with parking at the rear, currently in the form of a public

car park, however additional parking is being negotiated to become part of the lease, which if successful will provide 3 disabled spaces and one van space.

- Giving value for money

This requirement will deliver against the Core Value of 'Giving value for money' through: being part of Phase 2 of the Better for Less programme; combining library and community contact point into one site has enabled the libraries in Medway to remain open and not affect opening hours.

Strategic Priorities

- Safe, clean and green Medway.

This requirement will deliver against the Strategic Priority of 'Safe, clean and green Medway' through: being on a more central location customers are able to access the site more easily by walking, cycling and public transport, lessening the need for car journeys or people having to make special journeys to an out of town site. They can combine their visit with other activities such as shopping. The major investment will improve a currently dilapidated shop and improve the street-scene.

This requirement will deliver against the Strategic Priority of 'Children and young people having the best start in life in Medway' through: the more central location children and young people will be more able to use the library under their own steam or unaccompanied as they will not need to be driven to the location. It will be easier for residents using public transport than the current library and contact point locations.

- Adults maintaining their independence and live healthy lives.

This requirement will deliver against the Strategic Priority of 'Adults maintaining their independence and live healthy lives through: being able to access the hub through public transport or walking. The central location will enable them to combine visits to the hub with other activities such as shopping.

- Everybody travelling easily and safely around Medway.

This requirement will deliver against the Strategic Priority of 'Everybody travelling easily and safely around Medway' due to its central location within Strood and the parking provision people now have the choice of walking, cycling, using public transport or cars to visit the centre.

- Everyone benefiting from the area's regeneration.

This requirement will deliver against the Strategic Priority of 'Everyone benefiting from the area's regeneration' through: the location of the community hub at 133 High Street Strood. It is believed that this will have a knock on effect boosting the local economy through increased footfall and dwelling time on the high street. The new community hub is part of the council's broader work to ensure Strood benefits from regeneration – other work includes environmental improvements, an expansion of Strood leisure centre and improvements to Strood station.

1.3 Strategic Council Obligations

1.3.1 The procurement of this requirement directly links into the following Strategic Council Obligations:

- Medway Council Plan

This requirement links into the Council Plan through:

This project is part of Phase 2 of the Better for Less programme, which promotes better use of public money.

- Other Strategic Council Obligations

This requirement links into the following other Strategic Council Obligations through: adherence to Medway Council's objective of promoting community hubs or single contact points for council services.

1.4 Departmental and Directorate Service Plans

1.4.1 This requirement links into a variety of Departmental Service Plans and strategies. Medway Libraries Outreach and Partnership Development Plan champions the use of libraries as a community resource offering more than just books and audio visual material for loan. The Arts Council has a couple of similar initiatives that Medway Libraries are following: the Libraries Development Initiative and Culture, Knowledge and Understanding – Great Museums and Libraries for Everyone, which promote using libraries as community hubs.

2. Background

2.1 Project Details

2.1.1 This procurement is a Works/Construction procurement requirement.

2.1.2 This report seeks permission to commence a new procurement project with a contract duration of 9 months with provision to extend. The contract is proposed to commence in March 2014 and conclude in December 2014. The total value of this new procurement contract is projected as £1 million.

2.1.3 This project is required to maintain Medway's statutory obligation to provide a comprehensive and efficient library service under the Public Libraries and Museums Act 1963.

2.2 Business Case

2.2.1 Procurement Project Outputs / Outcomes

As part of the successful delivery of this requirement, the following project outputs / outcomes within the table below have been identified as key and will be monitored as part of the project delivery process.

Outputs / Outcomes	How will success be measured?	Who will measure success of outputs/ outcomes	When will success be measured?
1. Appointing a contractor for the works who will deliver a quality product within the timescales required and within the given budget.	Successful completion of the building works within the timescales which will be measured through the tender process.	Building & Design Services.	Monitored throughout the programme by monthly site visits and contractor reports.
2. Appointing a contractor for the building works who is able to work within the constraints of a library environment.	Successful procurement of the contractor within the specifications contained within the tender process.	Building & Design Services.	Monitored throughout the programme by monthly site visits and contractor reports.
3. Delivery of the key objectives for the refurbishment project.	Completion of the building works meeting all the Client's requirements.	Building & Design Services.	Assessed at the end of the project, and also monitored throughout the contract period.
4. To create a Community Hub in Strood to give the people of Strood the opportunity to engage with the Council in a face-to-face fashion to answer Council related enquiries.	The success of this project will be measured by the number of visitors (footfall), books borrowed, amount of computer time used, number of queries answered, and the numbers attending events and activities.	Community Hub Staff.	Following the completion of the project on a monthly basis and compared with figures from the existing sites.

2.2.2 Procurement Project Management

This procurement project will be resourced through the following project resources and skills:

- Susan Goss, Category Specialist Place & Projects
- Rob Banks, BDS
- Phil Vipond, Assets & Property
- Duncan Mead, Head of Libraries
- Kate Broom, Community Hub Manager
- Medway Communications department
- External consultants: Architect, QS, CDMC, and Structural Engineer.

2.2.3 Post Procurement Contract Management

The contract management of this procurement project post award will be resourced through the following contract management strategy -

- Rob Banks, BDS

- Phil Vipond, Assets & Property
- Duncan Mead, Head of Libraries
- Kate Broom, Community Hub Manager
- Medway Communications department
- External consultants: Architect, QS, CDMC, and Structural Engineer.

2.2.4 TUPE Issues

Further to guidance from Legal Services, Human Resources and the Category Management Team, it has been identified that TUPE does not apply to this procurement process. This is because this procurement is not a change in the staff roles, but a change in location only. There will be a need for staff consultation on this change.

3. Options

In arriving at the preferred option as identified within Section 4.1 'Preferred Option', the following options have been considered with their respective advantages and disadvantages.

3.1 Do nothing

The option of doing nothing is not a viable option because: the sites of the current provision are not ideal and Council strategy is to combine services onto a site able to act as a single point of call.

3.2 In-house service provision

The option of providing this requirement through in-house service provision has been considered but is not a viable option because Medway Council does not currently employ in-house contractors for construction.

3.3 Using another local authority to deliver procurement requirements

The option of using another local authority to deliver procurement requirements has been considered but is not a viable option because other local authorities do not currently employ contractors for these services.

3.4 Procurement via an EU compliant framework

The option of using an EU compliant framework to deliver requirements has been considered and the following frameworks have been identified from which Medway Council's requirements can be satisfied.

- IESE Framework (Hampshire or Sussex)
- London Construction Framework
- Scape Framework.

Below are the advantages and disadvantages of this option:

Advantages

- Quick route to market.
- Ability to request SMEs, apprenticeships, local supply chain and local employment as part of mini competition requirements.

Disadvantages

- May not be able to have local contractor as main contractor.
- Fees paid by framework contractor to be on the framework.

3.5 Formal tender process in line with Contract Procedure Rules

The option of formally tendering this procurement requirement solely in line with Medway Council's Contract Procedure Rules has been considered because this procurement requirement is a Category B Procurement that has a total contract value above £100,000.00 but below the EU Procurement Threshold for Works of £4,348,350, thus only requiring a competitive process in line with Contract Procedure Rules. Analysis of the options for formal tender via the various select list options is given in paragraph 3.10 below.

3.6 Formal tender process in line with EU Procurement Regulations.

The option of formally tendering this procurement requirement in line with EU Procurement Regulations is not appropriate because the value of the requirement is below the EU Procurement Threshold for Works of £4,348,350.

3.7 Internal Medway Council Collaboration between departments

The option of procuring requirements through internal collaboration between Medway Council departments in order to exploit economies of scale and synergies has been considered but no such opportunities exist.

3.8 External public sector collaboration (e.g. other Councils, Fire Service, PCT, Police)

The option of procuring requirements through external collaboration between Medway Council and other external public sector organisations in order to exploit economies of scale and synergies has been considered under item 3.4 above.

3.9 Private sector collaboration e.g. Private Public Partnering/Private Finance Initiatives

The option of procuring requirements through private sector collaboration between Medway Council and other external private sector organisations has been considered but no such opportunities exist.

3.10 Procurement via a below EU Threshold Select List

The option of using a below EU Threshold compliant Select List to deliver procurement requirements has been considered and the following Select Lists have been identified from which Medway Council's procurement requirements can be satisfied.

1) Constructionline – the UK register of pre-qualified construction services

Advantages

- Reduces procurement time spent in pre-qualifying contractors.
- Contractors are already checked for financial viability, quality and service.
- Building and Design Services have already paid to utilise this service.

Disadvantages

- External fees paid to utilise the framework by both contractors and purchasers.
- Potential to breach EU procurement directives on transparency, equitable treatment and non-discrimination.
- No information on overheads and profit or schedule of rates provided.

2) Kent County Council Select List of contractors

Advantages

- Reduces procurement time spent in pre-qualifying contractors.
- Contractors are already checked for financial viability, quality and service.
- Building and Design Services have already paid to utilise this service.

Disadvantages

- External fees paid to utilise the framework by Medway Council.
- Have to run full process to get cost for works as there are no fixed fees.

3) Tendering directly to the marketplace

Advantages

- Potentially better value for money, as framework prices are usually fixed and do not always reflect market changes.
- No additional fees to Medway for use of a framework.

Disadvantages

- Medway would need to carry out additional checks for financial viability, quality and service, therefore impact on the project programme as it would increase procurement time could lead to delays in delivery.

No other options have been identified.

4. Advice and analysis

4.1 Preferred option

Further to an extensive review of procurement options as highlighted within Section 3 'Options' above, the preferred option is recommended to Cabinet:

Paragraph 3.10 (2) Kent County Council Select List of Contractors as the list contains local contractors who will be given the opportunity to bid.

4.2 Equality Act 2010

Tenderers' equality policies have already been reviewed as part of the KCC Select List approval process.

4.3 Corporate Sustainability Plan

Tenderers' health and safety, environmental awareness and financial capacity have already been reviewed as part of the KCC Select List approval process. There will be no adverse environmental impact through the delivery of this project. The project is being delivered in line with the Corporate Sustainability Plan. The procurement of the project will be in accordance with all relevant health and safety legislation and will make improvements as required by current sustainability targets.

4.4 Carbon Reduction Commitment Energy Efficiency Scheme (CRC)

The Carbon Reduction Commitment Energy Efficiency Scheme (CRC), which started in April 2010, is a mandatory carbon emissions scheme that aims to increase energy efficiency in the UK. It will have financial and legal implications for local authorities in the UK. As part of the Council's response to the new scheme, all designs for capital programme schemes require that works are undertaken to make buildings more energy efficient whilst ensuring that overall schemes provide the best value for money. Reduced energy use will enable the Council to meet the CRC requirements and also reduce the cost of energy bills for buildings. In order to meet this commitment the Council will ensure that all new equipment, fixtures and fittings installed will be energy efficient thus saving the council money on its energy consumption and CO2 footprint.

5. Risk Management

5.1 Risk Categorisation

The following risk categories have been identified as having a linkage to this procurement project:

Procurement process	<input checked="" type="checkbox"/>	Equalities	<input checked="" type="checkbox"/>
Contractual delivery	<input checked="" type="checkbox"/>	Sustainability / Environmental	<input checked="" type="checkbox"/>
Service delivery	<input checked="" type="checkbox"/>	Legal	<input checked="" type="checkbox"/>
Reputation / political	<input checked="" type="checkbox"/>	Financial	<input checked="" type="checkbox"/>

Health & Safety



Other/ICT*



For each of the risks identified above in OPTION B, further information has been provided below.

Risk Categories	Outline Description	Risk Likelihood A=Very High B=High C=Significant D=Low E=Very Low F=Almost Impossible	Risk Impact I=Catastrophic II=Critical III=Marginal IV=negligible Impact	Plans To Mitigate Risk
a) Procurement process	Council decision making process affects programme, resulting in programme delays and cost increases.	D	II	Projects are planned with Procurement and Cabinet dates in mind to minimise delays
b) Contractual delivery	Failure of contractor to deliver contractual arrangements.	E	III	Inclusion of Contract monitoring procedures within the contract documents. Default clauses are part of the contract documentation.
c) Service delivery	Lack of specified performance.	E	III	A detailed specification with key milestones and performance indicators.
d) Reputation / political	Negative publicity as a result of poor communication.	C	III	Project specific communications plan has been developed.

e) Health & Safety	Construction works in close proximity to general public resulting in disruption, injury or worse.	D	I	Contractor to provide clear & concise H&S procedures, with close liaison with the library. CDM Co-Coordinator to review measures taken.
f) Equalities	Disabled parking may not be available at rear of property.	C	II	Property team working on getting parking included as a condition of signing the lease.
g) Sustainability / Environmental	Asbestos could be found on site due to being an older building.	C	III	Asbestos survey will be done on site. Risk cost will be allowed for rectification.
h) Legal	Lease of property not agreed in time to start works.	C	II	Negotiation is ongoing to ensure the best lease result and for site to include sufficient parking space.
i) Financial	Possibility of unforeseen costs identified.	D	II	Detailed investigative work prior to the tendering of works undertaken to highlight any issues.
j) Other/ICT*	ICT access is not available at the site.	D	II	Money allocated in budget to install ICT equipment on site.

6. Consultation

6.1 Internal (Medway) Stakeholder Consultation

6.1.1 Before commencement of the procurement process in order to direct the specification the following internal stakeholder consultation is required:

- Susan Goss, Category Specialist Place & Projects
- Rob Banks, BDS
- Phil Vipond, Assets & Property
- Duncan Mead, Head of Libraries

- Kate Broom, Community Hub Manager
- Medway Communications department

6.1.2 During the procurement process in order to aid the evaluation process the following internal stakeholder consultation is required:

- Susan Goss, Category Specialist Place & Projects
- Rob Banks, BDS
- Phil Vipond, Assets & Property
- Duncan Mead, Head of Libraries
- Kate Broom, Community Hub Manager
- Medway Communications department

6.1.3 Post procurement/tender award in order to aid the contract management process the following internal stakeholder consultation is required:

- Susan Goss, Category Specialist Place & Projects
- Rob Banks, BDS
- Phil Vipond, Assets & Property
- Duncan Mead, Head of Libraries
- Kate Broom, Community Hub Manager
- Medway Communications department

6.2 External Stakeholder Consultation

6.2.1 Before commencement of the procurement process in order to direct the specification the following external stakeholder consultation is required:

- Medway Norse
- External consultants: Architect, QS, CDMC, and Structural Engineer
- Local community via the communications plan

6.2.2 During the procurement process in order to aid the evaluation process the following external stakeholder consultation is required:

- Medway Norse
- External consultants: Architect, QS, CDMC, and Structural Engineer
- Local community via the communications plan

6.2.3 Post procurement/tender award in order to aid the contract management process the following external stakeholder consultation is required:

- Medway Norse
- External consultants: Architect, QS, CDMC, and Structural Engineer
- Local community via the communications plan

7. Procurement Board

7.1 The Procurement Board considered a report on 17 September 2013 and supported the proposed way forward regarding the procurement process.

8. Financial and legal implications

8.1 Financial Implications

8.1.1 This requirement and its associated delivery as per the preferred option highlighted at Section 4.1 'Preferred Option' and the recommendations at Section 9, have the following financial implications, which Cabinet must consider.

8.1.2 This report requests that Cabinet recommends that Full Council approve an addition to the Capital Programme to fund the refurbishment and fit out cost, currently estimated to be £1 million. The most appropriate sources of the capital funding are currently being determined and will be included in the report to Full Council.

8.1.3 A breakdown of costs for this project is included in the exempt appendix.

8.1.4 Detailed finance and whole-life costing information is contained within the Exempt Appendix.

8.2 Legal Implications

8.2.1 This requirement and its associated delivery as per the preferred option highlighted at Section 4.1 'Preferred Option' and the recommendations at Section 9, have the following legal implications, which Cabinet must consider.

8.2.2 This report requests that Cabinet delegates authority to officers to acquire a lease of premises on the best terms reasonably obtainable.

8.2.3 Agreeing and signing the lease is a requirement for this project to go ahead. It is proposed to enter into an Agreement for Lease following Cabinet/Council approval. Completion of the lease will then be conditional only on grant of a satisfactory planning consent for change of use/external alteration and on expiry of appeal and judicial review periods. The planning application process will provide local occupants and property owners with the opportunity to comment on the proposed use and design. The contract for works must not be awarded until the Council has agreed and completed an Agreement for Lease or the Lease itself as there is considerable commercial risk to the Council should the landlord not be bound before the Council commits to implementing the refurbishment works. The Council must also ensure that adequate parking spaces to enable the Council to deal with its statutory duties to provide disabled parking are identified.

8.2.4 As the proposal to relocate the current services represents a change to these services, if it has not already done so, the Council should carry out a diversity impact assessment. Users of both the library and the community hub will no doubt include members of the community with protected characteristics as defined in the Equality Act 2010. The public sector equality duty required the Council to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;

- advance equality of opportunity between people who share a protected characteristic and those who do not;
- foster good relations between people who share a protected characteristic and those who do not

8.2.5 Protected characteristics, as defined in the 2010 Act, are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In order to comply with its equality duties the Council is required to engage with service users etc and to use the information and views gathered as a result of such engagement (together with other equality information the local authority has) in assessing the equality impact of the proposals.

8.2.6 Where any consultation is undertaken it must be undertaken at a time when the proposals are still at a formative stage: it must include sufficient reasons for particular proposals to allow those consulted to give intelligent consideration and an intelligent response; adequate time must be given for this purpose; and the product of consultation must be taken into account when the ultimate decision is taken.

8.2.7 This project is under the EU Threshold for works (although our works spend is not aggregated) and therefore the option of undertaking in line with Contract Rules only via the KCC Select List is the most suitable option for this procurement project.

8.2.8 The Client should note that even though the KCC list is being utilised that upon approval of Gateway 3 all documentation must be forwarded to Legal Services to be formally completed with the Contract Completion Form signed by Category Management. This is to ensure the contract is properly logged on the Council's contract register.

8.3 Procurement Implications

8.3.1 This requirement and its associated delivery as per the preferred option highlighted at Section 4.1 'Preferred Option' and the recommendations at Section 9, has the following procurement implications which the Cabinet must consider.

8.3.2 The refurbishment element of the capital works programme for Strood Community Hub is below the EU Works Threshold, which currently stands at £4,348,350. Albeit in principle the Public Contracts Regulations 2006 (as amended) do not apply to sub threshold contracts nonetheless, the award procedures for contracts must comply with the general principles derived from the Treaty on the functioning of the European Union, as well as the Council's Contract Procedure Rules.

8.3.3 Category Management supports the client department's recommendation to undertake a formal tender, as competition remains the main mechanism by which Medway Council can ensure both improvements in quality and innovation of service provision as well as value for money are achieved.

8.4 ICT Implications

- 8.4.1 This procurement requirement and its associated delivery as per the preferred option highlighted at Section 4.1 'Preferred Option' and the recommendations at Section 9 'Recommendations', has the following ICT implications which the Cabinet must consider.
- 8.4.2 The refurbishment will include provision of new ICT, which needs sign off by our ICT department. The Council needs to ensure that any proposal to provide new ICT infrastructure is agreed by the landlord and included in the Agreement for Lease or the Lease itself. In particular, provisions should be included as to ownership of the infrastructure and reinstatement requirements at the end of the lease.
- 8.4.3 ICT requirements must be identified prior to building works to ensure that these are built into the plan – should they be identified afterwards, internal decorations could be disrupted.
- 8.4.4 Network circuits have a lead-time of approximately 6 weeks. It is therefore important that connectivity requirements are identified in plenty of time to ensure connectivity is available prior to opening.
- 8.4.5 The ICT requirements for the Strood hub should replicate those being installed at Gillingham, Chatham and Rochester hubs.
- 8.4.6 ICT would expect to provide ongoing support for PCs located at the Strood hub as they currently do for the existing library and Strood contact point.
- 8.4.7 An ICT Project Manager should be funded within the project to manage the ICT requirements for the hub, which are not insignificant. This is essential to ensure all requirements are identified, orders placed and installations scheduled to meet the timelines within the project plan.

9. Recommendations

- 9.1 Cabinet is asked to approve this Gateway 1 Report for progression to Gateway 2 of the procurement process and invite tenders for the building works as set out in the preferred option (paragraph 4.1 of the report), utilising the KCC select list of approved contractors.
- 9.2 Cabinet delegates authority to the Assistant Director Legal and Corporate Services, in consultation with the Portfolio Holder for Finance, to enter into a lease and any related legal agreements of suitable premises in Strood for a new Community Hub on the best terms reasonably available, subject to: any necessary and satisfactory planning consents being obtained and Full Council approval of the scheme as an addition to the Capital Programme.
- 9.3 Cabinet recommends that Full Council approve the addition of £1 million to the Capital Programme to fund the refurbishment and fit-out costs.

10. Suggested reasons for decision(s)

- 10.1 The recommendations contained within Section 9 'Recommendations' above are provided on the basis of: the KCC select list provides the best option in terms of tender turn around and being able to give a local contractor opportunity to bid. Tenderers will be selected from the Medway Zone section of the KCC select list.

Lead officer contact

Name	Susan Goss	Title	Category Specialist, Place & Projects
Service	Legal & Corporate Services	Directorate	BSD
Extension	1046	Email	susan.goss@medway.gov.uk
Name	Phil Vipond	Title	Senior Valuation Surveyor
Department	Assets & Property	Directorate	BSD
Extension	2309	Email	Philip.vipond@medway.gov.uk
Name	Rob Banks	Title	Project Manager Capital Projects
Department	BDS	Directorate	BSD
Extension	1711	Email	Robert.banks@medway.gov.uk

Background papers

The following documents have been relied upon in the preparation of this report:

Description of document	Date
Draft Cultural Strategy 2009-2014	2009
Medway Libraries Outreach and Partnership Development Plan 2012-2013	2012