

CABINET

8 AUGUST 2017

CORPORATE PROPERTY STRATEGY 2017 - 2022

Portfolio Holder: Councillor Adrian Gulvin, Resources
Councillor Alan Jarrett, Leader

Report from: Perry Holmes, Chief Legal Officer

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Summary

This report presents the Property Strategy 2017-2022 for approval by Cabinet.

1. Budget and Policy Framework

1.1 Approval of the Corporate Property Strategy is a matter for Cabinet. The Strategy will assist in delivery of the Council Plan through “giving value for money” and “maximising regeneration and economic growth”.

2. Background

2.1 The Property Strategy 2017-2022 (“the Strategy”) will seek to build on the work of the previous Property Strategy 2013-18. Highlights of the tasks delivered as part of the previous action plan include an impressive 35% reduction in maintenance costs for our corporate property portfolio and 36% reduction in our estate running costs.

2.2 As the Council seeks to develop greater potential from its property holdings it is worth noting that investment in 2016/17 of £1.57 million in additional residential properties partly to address some of the Council’s temporary accommodation challenge, has also seen a revenue return on capital investment of 5.6%.

2.3 The new Strategy seeks to focus on new areas for cost reduction and estate rationalisation. Work is on-going with the two Directorates of Children and Adults and Regeneration Culture Environment and Transformation to consider their specific portfolios. The Strategy also places greater emphasis on seeking joint local estate solutions with partner organisations in Medway.

2.4 The Strategy will be the key strategic document setting out the Council's approach to managing its estate during that period. It includes an action plan of twenty ambitious initiatives that will see the transformation of our estate over the period of the Strategy.

3. Property Strategy 2017-2022

3.1 The Strategy sets out the broad aims of the Council in the management of an extensive and varied portfolio which includes 157 Operational buildings, 682 operational sites (including 71 Car parks, 506 parks and greenspaces), 40 Shops and business centres, 3 Major Regeneration sites, 3 Civic Amenity Sites, 13 Cemeteries and a Crematorium. These broad aims include rationalisation of surplus estate and better space utilisation. They also include an ambitious aim to realise £20 million of capital receipts over the life of the Strategy.

3.2 It also details a series of key actions to be delivered over the medium term. This include the vacation and demolition of the old Civic Centre site at Strood to enable future housing development and the demolition of Riverside 1 in Chatham to enable the exciting Command of the Heights restoration project to proceed.

3.3 The Strategy makes important links to partners and their estate needs through for example the One Public Estate initiative which sees the Council working with Kent Fire and Rescue Service, Kent Police, Medway Foundation Trust and Medway Clinical Commissioning Group and others in a co-ordinated approach to meet public sector estate needs. The Strategy also demonstrates how it seeks to help deliver the Council's wider corporate aims.

3.4 The Strategy finally sets out our internal governance arrangements for disposal and acquisition of property and delivery of the various actions and also reflects on the delivery of the previous Strategy.

3.5 A Diversity Impact Assessment has been undertaken on the Strategy, as set out in Appendix B to the report.

4. Risk management

Risk	Description	Action to avoid or mitigate risk	Risk rating
Lack of a co-ordinated approach will prevent the Council from delivery its ambitious targets for revenue reduction and capital receipts	Financial pressure	Development of a Property Strategy and a governance structure to manage the delivery	C2

Inability for partners to engage in estate issues	Failure to spot partner estate opportunities	Development of a Property Strategy to be shared with partners and involvement in local estates initiatives.	C2
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5. Financial implications

- 5.1 The Medium Term Financial Plan includes revenue assumptions based on current performance of the commercial estate and capital assumptions on the realisation of capital receipts.

6. Legal Implications

- 6.1 The Council must ensure that it receives best value for its property disposals.

7. Recommendation

- 7.1 That Cabinet approves the Corporate Property Strategy 2017-2022 as set out in Appendix A to the report.

8. Suggested Reasons for decision

- 8.1 To enable a co-ordinated approach to estate management that encourages partnership working and joint local estate solutions.

Lead officer contact

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Appendices

Appendix A – Corporate Property Strategy 2017-2022
Appendix B – Diversity Impact Assessment

Background papers

None

Medway Council Corporate Property Strategy

1 April 2017 until 31 March 2022.



CONTENTS	Page
1. Foreword	3
2. Executive Summary	4
3. Introduction	4-5
3.1 Scene setting	
3.2 Scope	
3.3 Context	
4. Our Specific plans for the next 5 years	6-8
4.1. Core Objectives	
4.2. Delivery Plan	
4.3. How will we review progress?	
4.4. How will we include partners?	
4.5. How does this link to other strategies and policies?	
5. Governance	9-11
5.1 Executive leadership	
Plan on a page	10
6. The Portfolio	12
6.1 Summary/ Headline numbers	
6.2 Classification of assets	
7. Asset management of the portfolio	13-14
7.1 Structure	
7.2 Management of Operational buildings	
7.3 Management of non-operational buildings	
8. How we did on our previous strategy	14-15
Appendices	15
1. Progress on the action plan from the 2013-18 Property Strategy.	
2. Details of the Council's Portfolio.	
3. Action plan for the 2017-2022 Property Strategy.	
4. Acquisitions Policy.	
5. Disposal Policy.	
6. Non-operational property policy.	
7. Fire Sprinkler system policy	

1. FOREWORD

We are pleased to introduce our Corporate Property Strategy for 2017-2022.

Our property portfolio is a key element in delivering our vision for Medway as a great place to live, work, learn and visit. It is also vital in delivering our Key Priorities which are:

- Medway: A place to be proud of.
- Supporting Medway's people to realise their potential.
- Maximising regeneration and economic growth.

The Council is committed to ensuring its corporate property portfolio meets the needs of Medway's residents and businesses and is one of the ways we can deliver good quality services. This Strategy is designed with our New Ways of Working in mind to ensure that we:

- Give value for money.
- Provide digital services so good that for those who can use them, they become the preferred way of communicating with the council.
- Work in partnership where this benefits our residents.

This Strategy sets out both the strategic framework for improvement over the next five years and an action plan for its implementation.

Cllr Alan Jarrett
Leader of the Council

Cllr Adrian Gulvin.
Portfolio Holder for Resources



2. EXECUTIVE SUMMARY

- This document is Medway Council's Corporate Property Strategy for 1 April 2017 to 31 March 2022. It describes the Council's approach to asset management and how this links to other Council policies.
- The Council's property assets are where some of our services are delivered. They have a significant value (in the region of £573 million) and can be drivers for regeneration, income, investment and housing delivery.
- This Strategy also reflects the considerable progress which has been made on the previous Corporate Property Strategy 2013-18 and the further steps we will take between 2017-2022. We hope it will allow partners and others to see opportunities for collaborative working with us, including joint ventures and co-location of teams.

3. INTRODUCTION.

3.1 Scene setting

- The Council has a wide range of assets including:

157 Operational buildings, 682 operational sites (including 71 Car parks, 506 parks and greenspaces), 40 Shops and business centres, 3 Major Regeneration sites, 3 Civic Amenity Sites, 13 Cemeteries and a Crematorium.
- The Council is facing unprecedented financial pressures and in order to respond to these pressures, we need to use all of our resources including our property portfolio in the most efficient and effective way.
- Our strategic aims for our corporate property portfolio include:
 1. Supporting the ambitious plans to regenerate Medway by ensuring that strategic sites are developed.
 2. To further rationalise our portfolio linked to service need and to dispose of surplus property to generate capital receipts and reduce revenue costs.
- We have recently embarked on an enhanced investment approach that has seen us acquire residential property to add to our investment portfolio. We would like to explore this further in future years and consider the private rented market as well as building for sale. We also want to explore the re-use of some of our car parks as urban development opportunities.
- We want to further ensure that our property is used efficiently, with increased occupancy rates of up to 85% across our portfolio. We want to further enable flexible working and promote the shift to digital delivery of more services. We want to rigorously explore the sharing of our and other partners' property where the opportunities are appropriate to delivering shared aims. We want to enable our property portfolio to be flexible enough to respond to changes in service delivery.
- Over the period of the previous property strategy, through the review and disposal of operational property, the council has reduced the required maintenance on its buildings from £16.2M to £10.5M (a £5.7 million saving or a 35%).

- These disposals have continued to contribute towards the Council's capital receipt target of £4 million per annum (we have averaged a net return of just under £3.6 million in the last ten years). We have also reduced annual revenue costs from around £28 million to £17.65 million per annum (a reduction of over £10M or 37%). However, with the continued pressure on public finances, there is still much more to do.

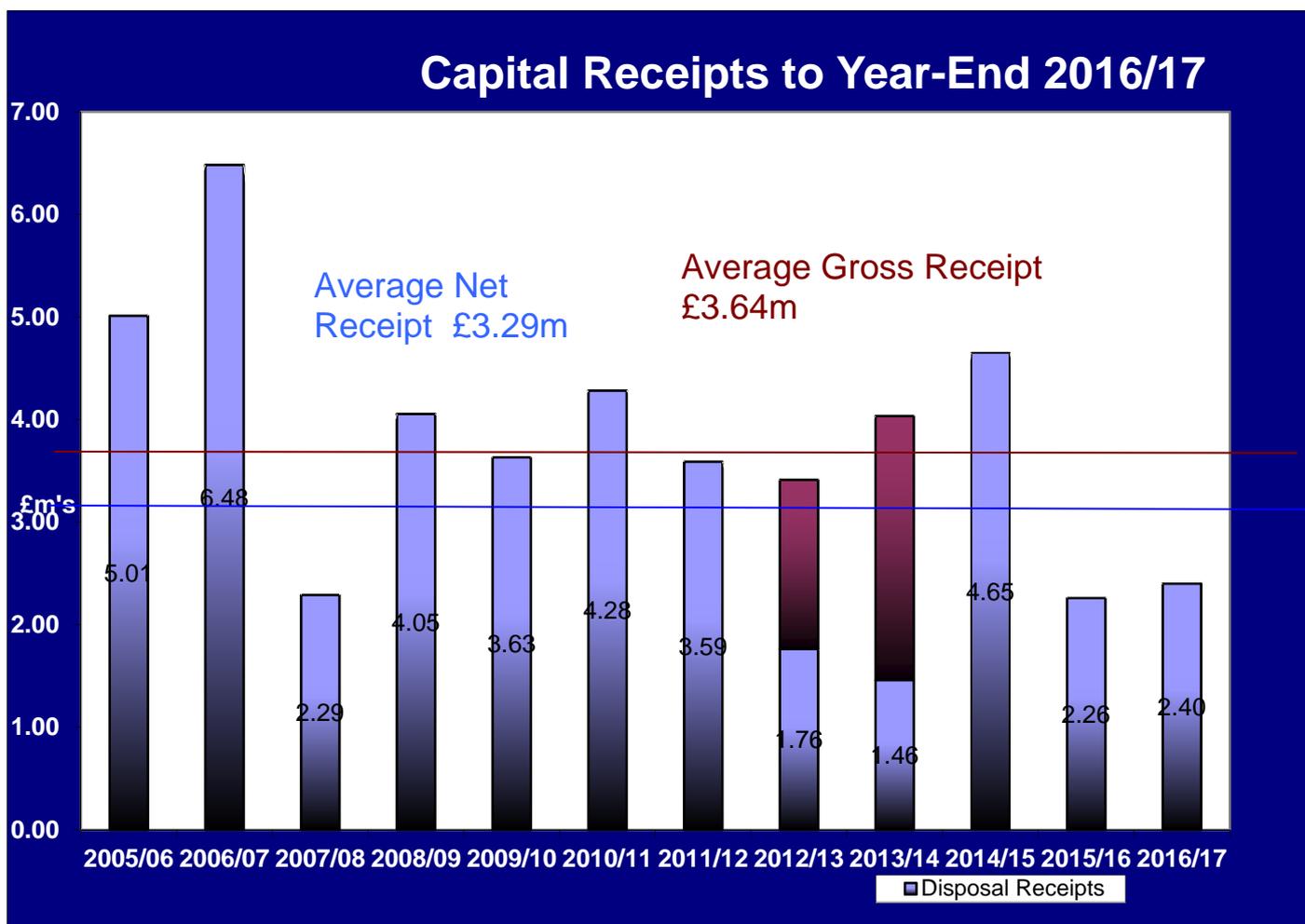


Table 1 Our capital receipt performance over the last ten years.

- This Corporate Property Strategy sets out details of the Council's property portfolio and the action plan which the Council intends to follow to continue to reshape its portfolio in order to make it even more efficient and fit for purpose.

3.2 Scope

- This strategy does not cover Council Housing properties, Schools or Highways but it covers all other council properties.

3.3 Context

- Medway is a unitary authority and covers the largest urban area in the south east outside London, with a population of approximately 276,000. (Area approximately 250 square kilometres) it has a diverse portfolio of over 1116 assets (excluding Council

housing) with a value of around £573M, including 157 operational buildings and 496 properties which are let to tenants. In addition to this the Council is a tenant of 67 properties.

4. OUR SPECIFIC PLANS FOR THE NEXT 5 YEARS

4.1 Core objectives

Our Core objectives are to have a property portfolio which is:

- Fit for purpose, in the right location and sustainable.
- Sustainable, safe and accessible.
- Flexible, efficient and which provides value for money.
- Capable of providing us with a revenue income.

4.2 Delivery plan

A summary of our delivery plan is set out in in the table below and in more detail in Appendix 3. To allow flexibility to react to changes the action plan will be reviewed after year 3.

Strategic Aim
1. To maximise regeneration and economic growth in Medway through use of our property portfolio.
2. To only own and occupy those properties we need to deliver the services we provide and where appropriate to co-locate with partners.
3. To dispose of those properties that are surplus to requirements to reduce our revenue costs and maintenance requirements and to generate capital receipts and to encourage investment and regeneration.
4. To work towards ambitious minimum occupancy rates of 85% in all our corporate properties.
5. To continue to generate income of on average 7% from non-operational properties and where funding allows to further invest in residential and commercial property where the return on investment exceeds 5%.
6. To promote a flexible working environment that enhances professional practice and staff moral.
7. To promote the shift of our services to digital channels of delivery.
8. To support the successful and popular Community Hub model transforming local libraries into thriving community spaces where customers can access a wide range of council services in one place.
9. To deliver a wide range of energy solutions that reduce costs and benefit the environment.
10. To enable the property portfolio to adapt to changes in staff numbers and service delivery models.

4.3 Action Plan

The specific actions which we intend to complete are set out in the table below and more details are provided in Appendix 3.

Action
1. Work with the Regeneration Culture Environment & Transformation (RCET) directorate and partners to secure the redevelopment of Rochester Riverside.
2. Work with RCET and partners to secure the redevelopment of Strood Riverside.
3. Work with RCET and partners to secure the redevelopment of Watermill Wharf.
4. Work with RCET and partners to secure the redevelopment of Chatham Waterfront.
5. Secure the improvement of Rochester Airport so that Runway 16/34 can be closed and land can be bought forward for development for employment uses.
6. Demolish Riverside 1.
7. Vacate and demolish the Old Civic Centre Site in Strood.
8. Continue to intensify the use of Gun Wharf.
9. Review Rainham Library and contact point with a view to joint relocation.
10. Continue to develop and implement sustainability and energy saving projects.
11. On our off street Car parks, work with the service to identify opportunities for cost savings, revenue generation and redevelopment/regeneration opportunities.
12. Secure the refurbishment or replacement of Splashes leisure pool.
13. Reduce the council's maintenance requirement in respect of the operational estate from £10.5M to £9.975 M (A reduction of 5%).
14. Reduce property running costs by at least 1% per annum year on year.
15. Review the 4 operational Community Centres and develop options for potential development of these sites with re-provision of community usage.
16. Dispose of surplus property to generate capital receipts of at least £20M over the 5 year life of this Strategy.
17. Acquire investment properties in accordance with the council's investment strategy that provide at least a 5% revenue return.
18. Continue to manage the council's non-operational commercial portfolio to provide a financial return to the council of at least 7%.
19. Review the 2 Directorates property portfolios to respond to new models of service delivery and to assist in plans for improving our cultural offer.
20. Lead on the Medway One Public Estate Board and support other local strategic estates initiatives including the Sustainability & Transformation Plan project.

Specific property policies related to this strategy are set out in appendices 4, 5, 6 & 7.

4.4 How will we review progress?

The outcome and evaluation of the property strategy and the 3-year action plan will be regularly monitored at our regular Corporate Strategic Property Strategic (CSPB) meetings with the Portfolio Holder for Resources.

4.5 How will we involve partners?

- Many of our non-operational properties are let to the third sector so that they can provide community services.

- We have a Strategic Partnering Board with the NHS.
- We have various shared services arrangements with other councils including legal services, building control, CCTV, Audit and Fraud.
- We share premises with the NHS, MHS and Kent Police.
- We are engaging with partners through the One Public Estate initiative.

4.6 How does this Strategy link to other Strategies and objectives.

This strategy links into our Council Plan for 2016-17 to 2020-21 which sets out:

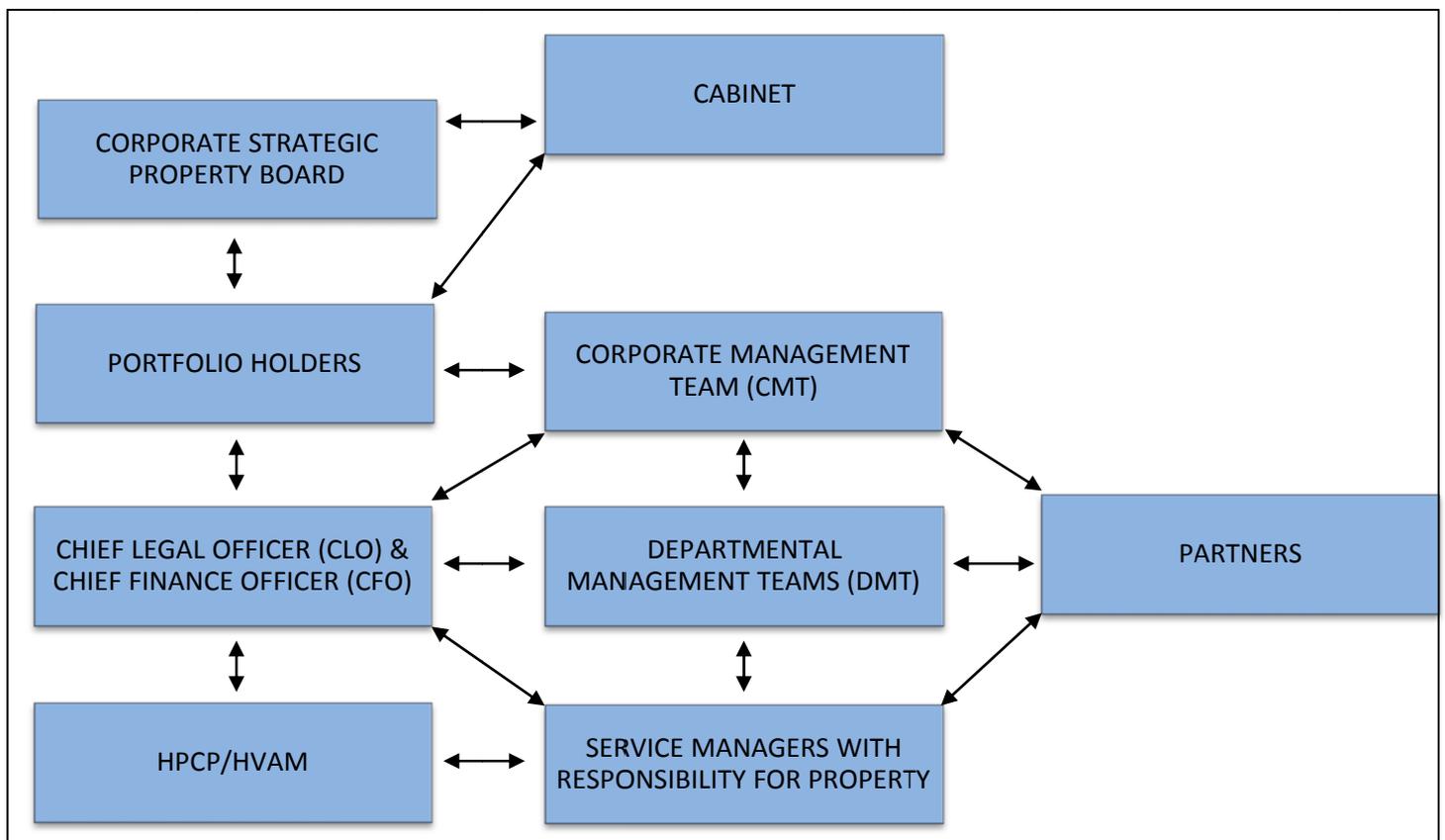
1. Our vision for Medway as a great place to work, live, learn and visit.
2. Our key priorities which are:
 - Medway: A place to be proud of.
 - Supporting Medway's people to realise their potential.
 - Maximising regeneration and economic growth.
3. Our New Ways of Working to ensure that we:
 - Give value for money.
 - Provide digital services so good that for those who can use them they become the preferred way of communicating with the council.
 - Work in partnership where this benefits our residents.

5. GOVERNANCE

5.1 Executive leadership

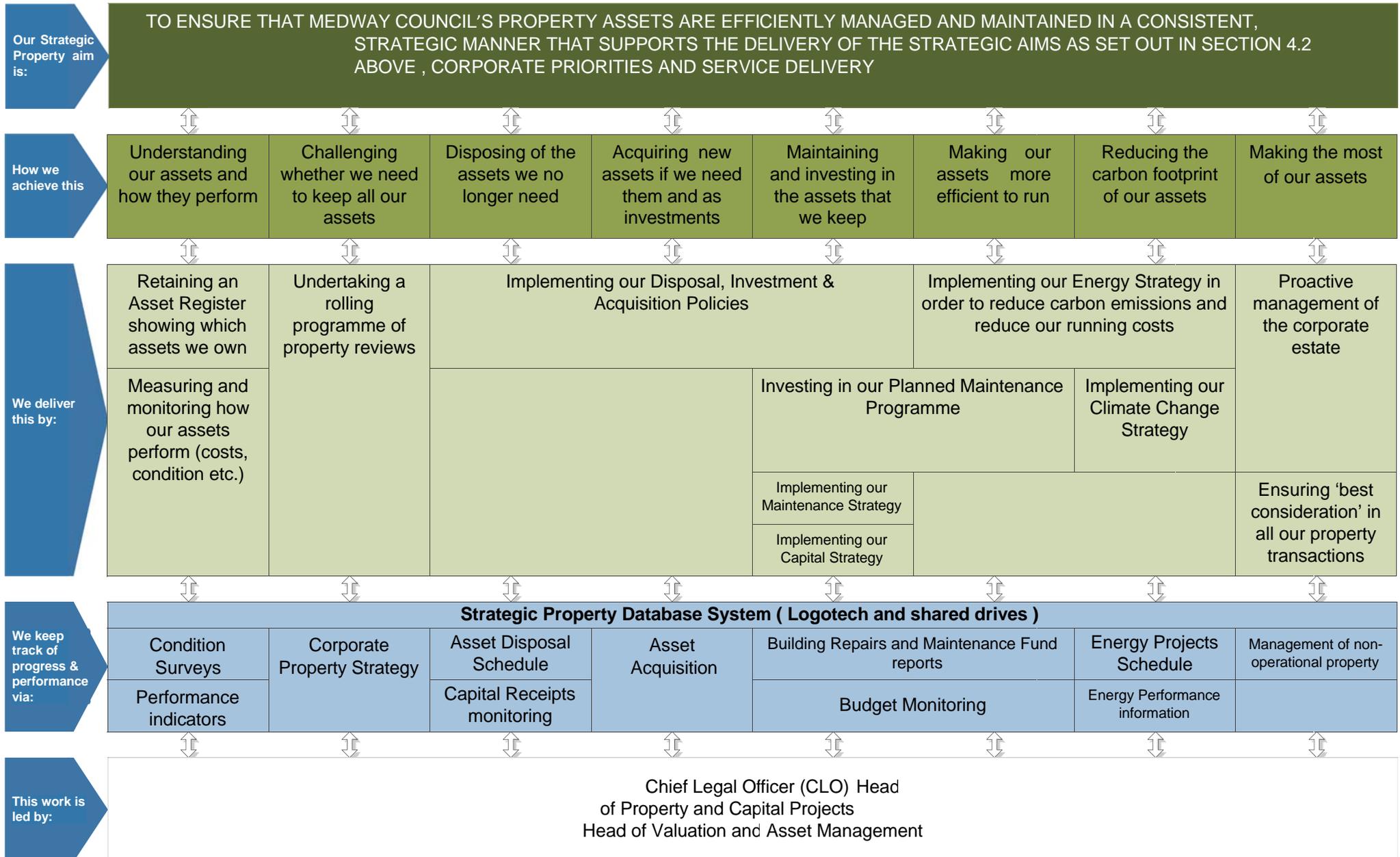
- The Council's Cabinet with the Portfolio Holder for Resources taking the lead has overall responsibility for all property asset management matters in the Council.
- At an officer level, property matters are championed by the Chief Legal Officer (CLO) in consultation with the Chief Finance Officer (CFO) who both report to the Chief Executive. (CE)
- There are two service managers who deal with property matters and they both report to the CLO, these are:
 - The Head of Property & Capital Projects (HPCP): This officer and their team deal with building projects, monitoring of the condition and compliance with legal requirements for the portfolio and property management/improvements and repairs.
 - The Head of Valuation & Asset Management (HVAM): This officer and their team deal with valuations of council property and transactions in relation to council property.

The structure of the council's strategic property function is set out below:

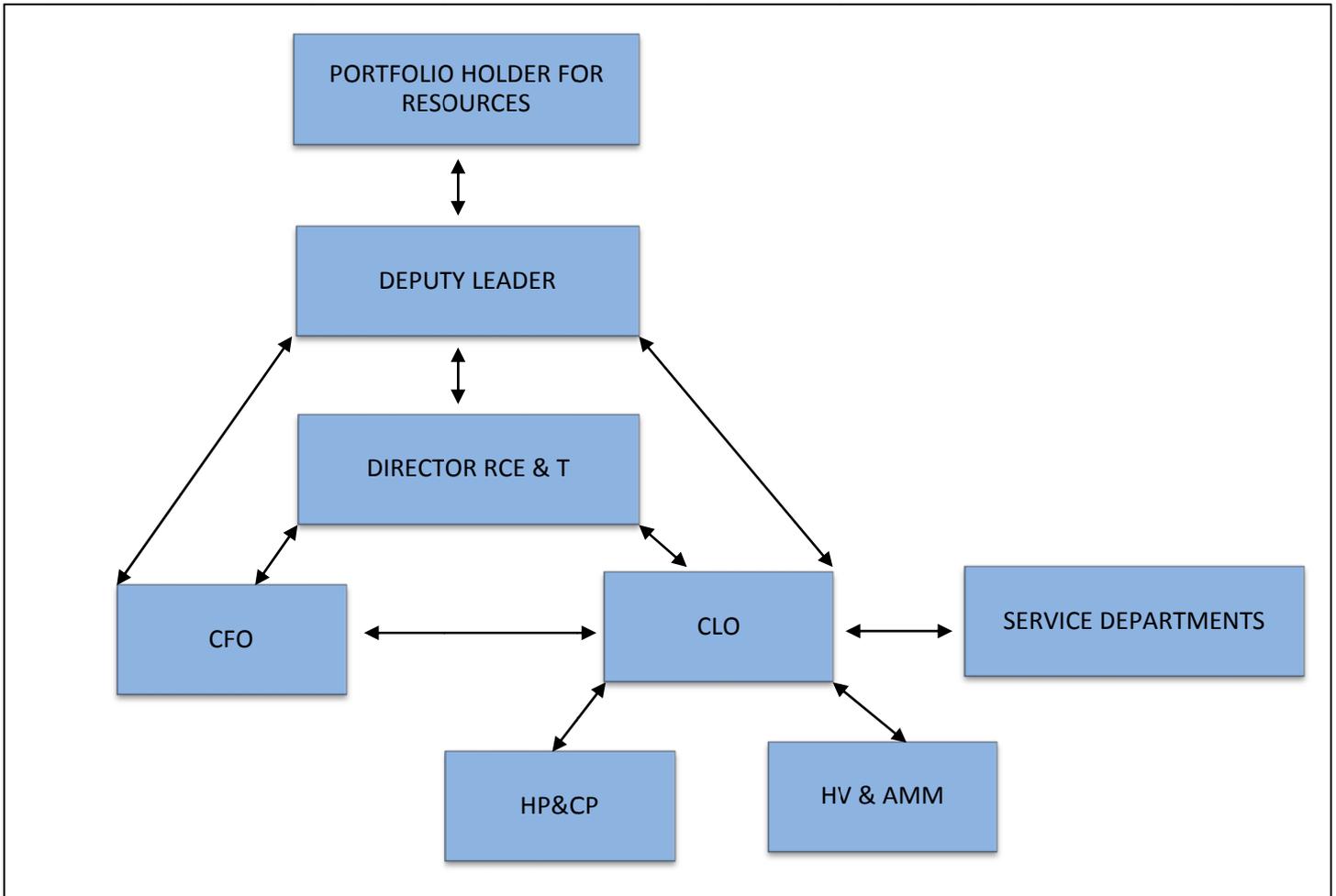


STRATEGIC PROPERTY – ON A PAGE

The Council’s strategic property function is undertaken by officers in the Business Support Department and is overseen by the Corporate Strategic Property Board (CSPB).
This document summarises how strategic property work is prioritised, managed, delivered and monitored within Medway Council



- The Corporate Strategic Property Board (CSPB) meets regularly and includes the CLO, the CFO, HPCP, HVAM the Director of Regeneration, Culture, Environment and Transformation (R,C, E&T) The main property owning directorate), the Deputy Leader and the Portfolio Holder for resources and other officers/members as are necessary. The CSPB considers strategic property matters and makes strategic decisions.
- The Structure of the CSPB is set out below:



6. THE PORTFOLIO.

6.1 Summary/Headline numbers.

Headline details of the council's portfolio are summarised in the table below and set out in more detail in appendix 2.

Operational buildings	157
Operational land/sites	682
Non operational properties	155
Schools	122
Total	1116

6.2 Classification of Assets.

The council's portfolio can be broken down into:

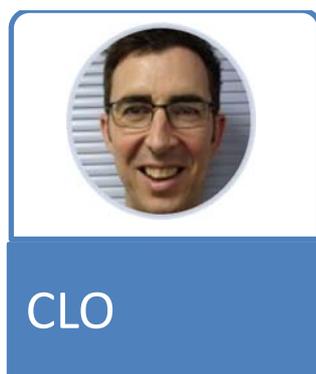
- Operational Properties (Those where a council service takes place.)
- Non operational properties.

Non operational properties can be further broken down into:

- Properties which provide an indirect service. (For example a let community Centre.)
- Properties awaiting reuse/redevelopment (For example regeneration property.)
- Properties which are held for income return.
- Properties which are held for sale property.

7. ASSET MANAGEMENT OF THE PORTFOLIO.

7.1 The Structure of the Council's management of property is set out below:



7.2 Management of the Operational Portfolio.

- Building managers from services are responsible for managing the land and buildings, which they occupy and use for their services other than Public Conveniences and offices which are managed by Property and Capital Projects (P&CP).
- P&CP ensure compliance with legal and Health and Safety requirements through planned maintenance Agreements and Regular Condition surveys. (For example Fire Risk Assessments, Asbestos Surveys, Water Hygiene Checks, gas checks, electrical checks, smoke/ fire detection/emergency lighting checks, DDA/equalities, plant checks (e.g. Lifts and energy efficiency).
- The Council's Joint Venture Company Medway Norse carries out facilities management duties at all of the operational properties and also carries out reactive repairs and planned maintenance approved by the Head of P&CP.
- The Council also has a building repairs and maintenance fund (BRMF) which is used to fund capital repairs on properties. Any bids have to be approved by the Head of P&CP, the Chief Finance Officer, The Chief Legal officer and the Portfolio Holder for resources.

7.3 Management of the Non Operational Portfolio.

- Non operational properties which are held for indirect services (e.g. Scout Huts, Council shops, Seedbeds units etc. (With the exception of the Innovation Centre)) are managed by VAM and mainly let on full repairing and insuring (FRI) leases.
- Regeneration sites including Rochester Riverside, Strood Riverside and Chatham Waterfront are managed by regeneration project managers in Regeneration, Culture, Environment and Transformation Directorate with assistance from the P&CP AND VAM teams.

- Non operational properties held for financial return (e.g. Rainham shopping Centre, Gillingham Business Park and Railside Industrial estate.) are managed by VAM and let on FRI leases.
- Surplus properties and properties held for sale are managed by the vacating service department until they are disposed of.

8. HOW WE DID ON OUR PREVIOUS STRATEGY

8.1 Progress on the previous Strategy.

The Strategic aims as set out in the previous Property Strategy (2013-18) and our progress on delivering them is set out in the table below, this is also covered in more detail in Appendix

Strategic Aim	Progress since 2013.
To only own that property we need to deliver the services we provide.	We have disposed of 33 properties and acquired 13.
To sell those properties that are surplus to recover capital receipts.	From 1/04/13 until 1/04/16 We have disposed of 33 property interests generating gross capital receipts of £10.94M.
To maintain ambitious minimum occupancy rates in all our corporate properties.	We have reduced down to just two office premises: Gun Wharf where the occupancy rate is 4.63 sqm /member of staff and Broadside where it is 4.14 sqm/member of staff.
To reduce space requirements for all our staff based on their work styles.	We have given up offices at the Compass Centre, the 3 Healthy Living Centres and the 3 Integrated Children's Centres.
To promote a flexible working environment that enhances professional practice and staff moral.	We have done this in our offices at Gun Wharf and Broadside.
To promote the shift of our services to other channels of delivery.	This is taking place as part of our on going transformation project.
To support the successful and popular Community Hub model transforming local libraries into thriving community spaces where customers can access a wide range of council services in one place.	We now have a contact point in Rainham Town Centre, a new Library/community Hub in Strood Town Centre and the existing libraries in Gillingham, Rochester and Chatham Town Centres are now Community Hubs too. Twydall Community Hub opened in July 2016.
To reduce a wide range of energy solutions that reduce costs.	We have fitted solar panels at Gun Wharf and the Medway Tunnel.
To enable the property portfolio to adapt to changes in staff numbers.	Gun Wharf and Broadside are set up for agile working and the lease of Broadside has a break clause at the 5 th year.
To allow partners and other Medway organisations to spot opportunities to share accommodation with us.	We already share accommodation with MHS and Kent Police and are working with the NHS to identifying new opportunities for sharing accommodation.

The specific actions which we intended to complete are set out in the table below and more details are provided in appendix 1:

Action	Progress since 2013.
Move out of and demolish Riverside 1 and provide alternative premises for delivery of the services.	We have taken a flexible lease of new accommodation at Kingsley House and have applied for funding for the demolition of Riverside 1 as part of a world heritage bid.
Co-locate our Integrated Children's Services Teams in one building.	We have done this by taking a flexible serviced lease at Broadside and have sold the Redvers Centre and reused Woodlands place for much needed school places.
Relinquish the Compass Centre in March 2015.	This happened in March 2015.
Vacate the Old Civic Centre Site in Strood.	This is still work in progress with the Local Studies and archive centre due to move out in March 2017 to a new Archives/Local Studies Centre in Strood and the remaining staff hopefully soon after.
Provide the revenue, capital receipt and maintenance cost implications for property transactions and look at whole life costs.	We did this when acquiring new premises at Kingsley House and Broadside.
Increase the number of buildings which we share with other organisations.	We now share buildings with other organisations at Kingsley House and Broadside.
Provide drop in space at our libraries and some of our strategic buildings.	Drop in spaces have been provided.
Realise capital receipts and reduce revenue costs	We reduced property running costs from £28Mpa to £17.65M pa (a reduction of 37%) and raised over £10.94M (Gross) in capital receipts.
Show how our buildings contribute to regeneration and economic development.	The new Community Hub in Strood has been a catalyst for investment in Strood.
Where possible own as oppose to lease except where leasing offers increased cost certainty or a reduction in revenue costs.	The leases which we have taken at Broadside and Kingsley House have helped us to reduce revenue costs, increase cost certainty and reduce required maintenance by over £1.9M whilst improving the customer experience.

Appendices

1. Progress on the action plan from the 2013-18 Property Strategy.
2. Details of the Council's Portfolio
3. Action plan for the 2017-2022 Property Strategy
4. Acquisitions policy
5. Disposal policy
6. Non-operational property policy
7. Fire sprinkler system policy

Corporate Property Strategy
3-Year Action Plan 2013/16
Progress as at Summer 2017.

Objective: Gun Wharf – transformation through mobile and flexible working				
Recommendation		Lead	Timescale	Position as at Summer 2017.
Adopt the transformation project and define space standards and personal storage needed for teams once their “workstyle” has been determined by the Agile Working project		Property team with support from Agile Working team	Commenced in July 2013 and to work in tandem with Agile Working project.	Completed.
Create “touchdown” space for use by visiting and peripatetic staff		Property team with support from Agile Working team	Roll out of agile working solutions has begun.	Completed
Utilise release of workstations for re-location of staff from the Civic Centre, Compass Centre and elsewhere		Property team with support from Agile Working team		Completed
Identifying professional discreet “drop down” space in other corporate buildings		Property team with support from Agile Working team	Roll out during 2014	Completed

Objective: Compass Centre – interim uses and relinquishment of the lease in March 2015

Recommendation		Lead	Timescale	Progress
Re-locate Building Control Partnership to alternative premises		Property team with support from legal and STG	By late autumn 2014, as lease ends March 2015.	Completed
Re-locate Mental Health Social Workers to Gun Wharf or alternative premises		Property team with support from legal and Adult Social Care	By late autumn 2014, as lease ends March 2015.	Completed
Re-locate or close Medway Learning Partnership		Property team with support from legal and Learning & Development	By late autumn 2014, as lease ends March 2015.	Completed
Re-locate union offices to alternative premises		Property team with support from legal & HR	By late autumn 2014, as lease ends March 2015.	Completed
Work with landlord and potential new occupiers to mitigate dilapidations		Property team with support from legal	On-going	Dilapidations claim settled.

Objective: Civic Centre Phase 3 – vacation and demolition of Annex B				
Recommendation		Lead	Timescale	Progress
Create a new Community Hub in central Strood in which to relocate Strood Contact Point and Strood Library		Property team with support from Customer Contact and Libraries	Commenced and project plan being established. Aiming to open by May 2015.	Completed.
Examine feasibility of relocating Local Study Centre and essential archive element to an alternative location		Property team with support from services and MALSC	Commenced July 2013	The Bryant Road former library has been converted for use by the Local Studies Centre and Archive.
Examine feasibility of relocating principal archive to alternative locations and deep storage (if necessary)		Property team with support from services and MALSC	Commenced July 2013	The Bryant Road former library has been converted for use by the Local Studies Centre and Archive.
Examine options for location/provision of the Parking Shop		Property team with support from Parking service	Commence December 2013	Discussions with the service have begun. Ideally the service should move out by October 2017.
Examine feasibility of relocating Parking Team to Gun Wharf		Property team with support from Parking service	Commence December 2013	Discussions with service have begun. Ideally the service should move out by October 2017
Examine feasibility of relocating Highways, Structure and Street Lighting Team to Gun Wharf		Property team with support from affected teams	Commence December 2013	Discussions with service have begun. Ideally the service should move out by October 2017
Examine the options available for re-locating the Civic Enforcement Officers		Property team with support from the service	Commence December 2013	Discussions with service have begun. Ideally the service should move out by October 2017

Examine feasibility of relocating Waste Services to alternative accommodation at the Civic Centre or another site.		Property team with support from Waste services	Commence December 2013	Discussions with service have begun. Ideally the service should move out by October 2017
Examine feasibility of relocating sign shop to Gun Wharf		Property team with support from the service	Commence December 2013	Potential space within Gun Wharf has been identified. Ideally the service should move out by October 2017
Identify options for the relocation of the warehouse storage to alternative location, including Gun Wharf		Property team with support from the service	Commence December 2013	Potential space within Gun Wharf has been identified. Ideally the storage should be moved out by October 2017
Prepare for and demolish Annex B		Property team in liaison with the services that are to remain at the Civic Centre	To be established in conjunction with vacation programme	To commence when the remaining services have been vacated.
Objective: Riverside 1 – review of service need and re-provision				
Recommendation		Lead	Timescale	Progress
Housing Benefits – determine service need		Property team with support from the service	End December 2013	New Premises have been acquired at Kingsley House and the service has moved out of Riverside 1.
Council Tax Benefits – determine service need		Property team with support from the service	End December 2013	New Premises have been acquired at Kingsley House and the service has moved out of Riverside 1.

Adult Social Care Finance – determine service need		Property team with support from the service	End December 2013	New Premises have been acquired at Kingsley House and the service has moved out of Riverside 1.
Develop re-provision options and feed into business case		Property team with support from the services	End February 2014	New Premises have been acquired at Kingsley House and the service has moved out of Riverside 1.
Document archive and storage – determine need and re-location options		Property team with support from the users	End February 2014	Document and archive storage is due to be moved out by September 2017.
Marriage Care – consider service need and relocation options		Property team in consultation with the service	End February 2014	Marriage care has a temporary lease which can be terminated if and when Riverside 1 is demolished.
Consider and develop long term options for the buildings/site		Property team in close consultation with planning, regeneration and conservation officers	Commenced in August 2013	Heritage Lottery Funding is being applied for demolition of the building and re-instatement of the barrier ditch

Objective: Satellite Offices – provision and rationalisation				
Recommendation		Lead	Timescale	Progress
Establish full extent of satellite office provision, determine need (linked to flexible working project) and develop options for re-provision and rationalisation		Property team with support from affected teams	Commenced in September 2013	Children's services have moved to Broadside and adult services have moved to Gun Wharf.
Objective: Satellite Operational Facilities (e.g. Youth Centres, Libraries, Family Centres and Community Centres) – examine opportunities to consolidate and co-locate provision				
Recommendation		Lead	Timescale	Progress
Review opportunities for co-locating Rainham Library and Rainham Contact Point to a single location in central Rainham. If successful exercise the break on the Rainham Contact Point lease in June 2014.		Property team with support from the services	Commenced in August 2013. Alternative premises need to be secured so that the break-clause within the lease of the existing premises can be served in July 2019 to end the lease in April 2020.	Services aware of portfolio holder and local member support. However, previous searches have not proved fruitful. Alternative premises will need to be secured if the break-clause within the lease of the existing premises can be served in July 2019 to end the lease in April 2020.

Review other opportunities for co-location			Commenced in September 2013	Project completed.
Objective: Sustainability and Energy – developing and implementing projects				
Recommendation		Lead	Timescale	Progress
Continue to develop and implement energy saving projects at Gun Wharf and across the operational portfolio of buildings to be retained.		Energy team with support from the Property team and services	On-going	Solar panels fitted at Gun Wharf and Medway Tunnel.
Continue to develop and implement a programme of behavioural change across the operational portfolio of buildings.		Energy team with support from the Property team and services	On-going	Projects in progress.
Finalise the Energy Strategy		Energy team	Completed October 2013	Strategy finalised and being implemented
Objective: Education SEN provision – review, development and implementation of new provision				
Recommendation		Lead	Timescale	Progress
Continue to work with Education team to develop options for SEN provision.		Education team with support from the Property team	September 2015	Project completed and the new Abbey Court school at Strood is open.

Objective: Education Pupil Referral Unit – expansion of provision at the Will Adams Centre				
Recommendation		Lead	Timescale	Progress
Continue to work with Education team to expand the current accommodation by utilising Summit House and the Woodlands Outreach Centre		Education team with support from the Property team	Currently on-going and a member priority	The project to expand the PRU at Woodlands Road has been completed.
Objective: University Technical College – supporting its establishment				
Recommendation		Lead	Timescale	Progress
Support the search for suitable premises utilising any opportunities regarding Council owned sites		Education with support the Property team	Commenced in April 2013	The University Technical College has new premises on Pier Road Gillingham.
Objective: Adult Social Care – provision and rationalisation				
Recommendation		Lead	Timescale	Progress
Robert Bean Lodge and the Balfour Centre - develop options for the relocation of the Napier Unit and the Enhanced Care Unit to enable the both sites to be vacated and declared surplus to requirements.		Adult Social Care with support the Property team	Commenced September 2013. Need new premises by August 2015 so that the lease at RBL can be ended and the council can collect £400,000.	The council has moved out of Robert Bean Lodge and surrendered the lease and has moved out of the Balfour Centre/Enhanced Care Unit and sold this site.

Support outsourcing projects as required.		Adult Social Care with support from the Property and Legal teams	On-going	Outsourcing of the LSC's and CCTV service completed.
Objective: Children's Social Care – provision and rationalisation				
Recommendation		Lead	Timescale	Progress
Establish service need and any opportunities for co-locations of Integrated Children's Service teams		Property team with support from the services	Commence September 2013	The integrated Children's centres have been closed and sold/reused and Children's services have moved to Broadside.
Continue to support the provision of a new borough-wide Children's Development Centre on the for Temple School site.		Property team with support from ASC	Complete disposal of site to NHS by end March 2014	The sale to the NHS of the site for the CDC has been completed and building works are underway.
Parklands Children's Centre – establish options with the service		Property team with support from the services	Commence December 2013	The property is to remain operational for the meantime.
Objective: Youth Services – provision and rationalisation				
Recommendation		Lead	Timescale	Progress
Continue to seek an alternative location for the Youth Offending Team to enable the closure and disposal of 67 Balfour Road.		Property team with support from the service	An on-going priority	The team has moved to Strood Youth Club and 67 Balfour Road has been sold.

Objective: Off- street parking – work with the service to identify opportunities for cost savings and revenue generation				
Recommendation		Lead	Timescale	Progress
Identify and develop projects to achieve the objective		To be established in consultation with the service	Commence February 2014	Queen Street in Chatham is being offered for development on the basis that the developer is to provide alternative parking and the other car parks in Chatham are being reviewed. The other towns will be looked at in future reviews.
Objective: Pavilions – work with the service to review and modernise provision				
Recommendation		Lead	Timescale	Progress
Identify and develop projects to achieve the objective		To be established in consultation with the service	Commence December 2014.	No progress has been made on this as it has not been a priority in terms of the level of savings which can be made and regeneration benefits delivered.

Objective: Leisure Services – refurbishment or re-provision of Splashes				
Recommendation		Lead	Timescale	Progress
Continue to develop the business case for either refurbishment or re-provision of the facility		Leisure services with support of the Property team	To be agreed with the service	The council is considering relocating the facility.
Objective: Storage and archiving – consolidate and maximise in-sourcing				
Recommendation		Lead	Timescale	Progress
Develop and implement opportunities at Gun Wharf for consolidation of existing stored items and provision of additional storage space by utilising redundant plant rooms and compounds.		Property team with support from the services	End March 2014	Additional storage has been made available at Gun Wharf.

Objective: Building Repairs and Maintenance Fund – establishing maintenance requirement and priorities				
Recommendation		Lead	Timescale	Progress
Utilising the data available and in consultation with building managers and Medway Norse develop a 3-year programme of repairs and renewals across the operational portfolio of buildings to be retained		Property team with support from the services	End March 2014	Data capture is complete and analysis is underway. A programme for Gun Wharf has been developed and work is underway.

Medway Council Corporate Property Strategy

2 Executive Summary

Book Value =	£ 620,585,517
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3 Introduction

Range of Assets:

Operational Buildings	157
Car Parks	71
Parks & Greenspaces	506
Shops & Business Units	40
Regeneration Sites	3
Civic Amenity Sites	3
Travellers Sites	1
Cemeteries & Crematoriums	13

3.2 Context

Population	264,000
Area	approx 250sqKM
Assets	1114
Value	£ 620,585,517
Operational Buildings	173
Properties Let	494
Council Tenant of	67

3.3 Progress on Previous Strategy

Disposed of	33
Acquired	13
Capital Receipts	£ 10,940,000

5.2 Classification of Assets

Operational Buildings	157
Operational sites	682
Non-Operational Sites	155
Schools	122
Total	1116

Corporate Property Strategy

5-Year Action Plan 2017/2022. To be reviewed after 3 years.

Action 1: Work with the Regeneration Culture Environment & Transformation (RCET) directorate and partners to secure the redevelopment of Rochester Riverside.				
Recommendation		Lead	Timescale	Progress
Secure the development of a residential lead mixed use development scheme via a private sector developer.		RCET with support from Valuation & Asset Management.	Complete a development agreement by the end of April 2017 with building work to start by Spring 2018.	Countryside awarded the contract. Development agreement agreed. Contracts exchanged. Planning Application to be submitted by September 2017. Start on site Spring 2018.
Action 2: Work with Regeneration to secure the redevelopment of Strood Riverside.				
Recommendation		Lead	Timescale	Progress
Secure the development of a residential lead mixed use development scheme via a private sector developer with the potential for a joint venture.		RCET with support from Valuation & Asset Management	Complete river wall works by 2019 and enter into a development agreement by 2022.	Land acquired consultants preparing masterplan, viability assessment and design for River wall. In discussions with adjoining owners about a JV.

Action 3: Work with Regeneration to secure the redevelopment of Watermill Wharf.				
Recommendation		Lead	Timescale	Progress
Build workshop space for creative industries to be managed as part of Medway Innovation Centre.		RCET with support from Valuation & Asset Management	Works to start summer 2016 and facility to be open by summer 2017.	Works complete. First tenants being accommodated.

Action 4: Work with Regeneration to secure the redevelopment of Chatham Waterfront.				
Recommendation		Lead	Timescale	Progress
Secure the development of a residential lead mixed use development scheme.		RCET with support from Valuation & Asset Management	Works to commence Summer 2018.	Land assembled. Planning consent granted. Consideration for this site to come forward as through a Housing Company wholly owned by the Council

Action 5: Secure the improvement of Rochester Airport so that Runway 16/34 can be closed and land can be brought forward for development.

Recommendation		Lead	Timescale	Progress
Once planning consent has been obtained for the improvements work with Rochester Airport Ltd to procure the improvement of the improvement works		Valuation & asset management with assistance from Category management and Economic development and RCET	Subject to outcome of judicial review by end of 2017.	New leases granted of the airport which allow the lease of 16/34 to be ended and planning application submitted for the improvements works.
Once the improvement works have been completed consider disposal of land at Laker Road and South of the Innovation Centre for development or other options		Valuation & asset management	After improvements have been completed.	Enterprise Zone status live. Funding for infrastructure works acquired. Specification for property agents to market the land. Local Development Order being considered. Option to self fund the development of the Technology Park being explored.

Action 6: Demolish Riverside 1.

Recommendation		Lead	Timescale	Progress
In concert with the Command of the Heights project to secure demolition of Riverside 1		RCET with assistance with Valuation & asset management	Summer 2017	Contractor secured. Plans in place for demolition and Command of the Heights work to begin in Winter 2017. Services storage decanted from the basement. Plans in place to serve notice on current tenants of Riverside 1.

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Action 7: Vacate and demolish the Old Civic Centre				
Recommendation		Lead	Timescale	Progress
Examine options for location of the Parking Shop, Parking Team, Highways, Structure and Street Lighting Team, Civic Enforcement Officers, Waste Services		Property & Capital Projects team with support from Parking service	Ideally the service should move out by July 2017.	Discussions with the service have begun and plans for decant are well developed and being implemented.
Identify options for the relocation of the warehouse storage to alternative location, including Gun Wharf		Property & Capital Projects Team with support from the service	Ideally the storage should be moved out by July 2017	Potential space within Gun Wharf has been identified and decant plans are well established and due to be implemented.
Prepare for and demolish Annex B		Highways Maintenance and Parking in consultation with Property & Capital Projects team	Ideally demolition to start in summer 2017	Decant plans well developed. Discussions to agree start are on-going.

Action 8: Continue to intensify the use of Gun Wharf

Recommendation				
Move all back office staff into either Gun Wharf or Broadside to achieve total occupancy of 1500 staff with 1200 workstations at Gun Wharf.		CLO with support from Property & Capital Projects and services.	Ideally by March 2017.	All staff have now moved in from the Compass Centre, the integrated children's Centres and the Healthy Living Centres. Plans to move in staff from the Civic Centre in place are in place.
Achieve at least 85% occupancy of work stations during core hours 10-12 and 1400-16.00 on weekdays.		CLO with support from Property & Capital Projects and services.	Ideally by March 2017.	All staff have now moved in from the Compass Centre, the integrated children's Centres and the Healthy Living Centres. Plans to move in staff from the Civic Centre in place. Review of occupancy levels will take place at that stage before deciding other options

Action 9: Review of Rainham Library and contact point with a view to co-location.				
Recommendation		Lead	Timescale	Progress
Review opportunities for co-locating Rainham Library and Rainham Contact Point to a single location in central Rainham. If successful exercise the break on the Rainham Contact Point lease in June 2019.		Property & Capital Projects and Valuation & Asset Management teams with support from the services	Alternative premises need to be secured so that the break-clause within the lease of the existing premises can be served in July 2019 to end the lease in April 2020.	Services aware of portfolio holder and local member support. However, previous searches have not proved fruitful. Alternative premises will need to be secured if the break-clause within the lease of the existing premises can be served in July 2019 to end the lease in April 2020. Discussions as part of One Public Estate have started re the feasibility of co-locating the Library with the Healthy Living Centre.
Action 10: Sustainability and Energy – developing and implementing projects				
Recommendation		Lead	Timescale	Progress
Continue to develop and implement energy saving projects at Gun Wharf and across the operational portfolio of buildings to be retained.		Property & Capital Projects Team.	On-going	Solar panels fitted at Gun Wharf and Medway Tunnel.

<p>Continue to develop and implement a programme of behavioural change across the operational portfolio of buildings.</p>		<p>Property & Capital Projects Team.</p>	<p>On-going</p>	<p>Projects in progress.</p>
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Action 11: Off- street parking – work with the service to identify opportunities for cost savings, revenue generation and redevelopment/regeneration.

Recommendation		Lead	Timescale	Progress	
<p>Identify and develop projects to achieve the objective. The project is to start in Chatham and move on to other towns after this.</p>		<p>CLO in consultation Property & Capital Projects, Valuation & Asset Management, regeneration and the service.</p>	<p>Commenced February 2014. Review of Chatham car parks to be completed by December 2016 with implementation following on. Thereafter one of the Medway towns is to be reviewed each year.</p>	<p>Options being pursued re Queen Street in Chatham, Whiffens. Additional plans for Sir John Hawkins way. Sites in Rochester will also be considered now that the impact of the New Rochester Riverside MSCP is known. Sites also being considered in Chatham and Strood as part of the One Public Estate work. Sites also to be considered in Rainham.</p>	

Action 12: Leisure Services – refurbishment or re-provision of Splashes				
Recommendation		Lead	Timescale	Progress
Continue to develop the business case for either refurbishment or re-provision of the facility		Leisure services with support of the Property teams.	To be agreed with the service	The council is considering options for relocating the facility.
Action 13: Reduce the Council’s maintenance requirement in respect of the operational estate from £10.5M to £9.975M (a 5% reduction)				
Recommendation		Lead	Timescale	Progress
Through a range of measures to reduce the Council’s revenue cost for building maintenance		Property & Capital Projects, Valuation & Asset Management,	2022	Good progress has been made. Current maintenance requirement is £9m (2017) (tbc).

Action 14: Reduce the property running costs by at least 1% per annum year on year				
Recommendation		Lead	Timescale	Progress
Look at co-location and disposal of surplus assets as a means to reduce running costs		CLO with support from Valuation & Asset Management, Property & Capital Projects and the service	Year on year	As part of the One Public Estate programme we have committed to reduce running costs through a variety of measures. Good progress is being made on the feasibility work needed on four current projects.
Action 15: Review the 4 operational Community Centres and develop options for potential development of these sites with re-provision of community usage				
Recommendation		Lead	Timescale	Progress
Review the four community centres at White Road, Hook Meadow, Chattenden and Woodside Strood.		CLO with support from Valuation & Asset Management, Property & Capital Projects and the service.	First phase by Summer 2018.	All centres have been inspected and a report has been taken to members. It is likely that White Road and Hook Meadow will be closed and re-developed (with replacement community facilities) that Chattenden will be reviewed again in two years and that Woodside will let and managed by a third party.

Action 16: Disposal of properties to generate capital receipts				
Recommendation		Lead	Timescale	Progress
Target of £20M over the next 5 years and then a further £8M in the two following years.		Valuation & Asset Management	Over the next 7 years.	Between 1/04/13 and 1/04/16, we disposed of 33 property interests with a value of over £10.94M.

Action 17: Acquire investment properties.				
Recommendation		Lead	Timescale	Progress
To acquire suitable investment properties in order to obtain a rental return.		Valuation & Asset Management	Ongoing	Full Council approved a fund of £2M and an investment Strategy with Criteria and a scoring matrix have all been agreed. £430,000 has been spent on buying out the council's obligation to pay rent of circa £27,000pa. The remaining funds have been used to purchase 9 dwellings. These are providing additional temporary accommodation units. They represent a capital investment and provide a revenue income of £85,000. Overall £112,000 income or 5.6% revenue return.

Action 18: Continue to manage the council's non-operational portfolio to provide a financial return to the council

Recommendation		Lead	Timescale	Progress
Continue to manage the portfolio to obtain a return of at least 7%		Valuation & asset management.	Ongoing with annual reviews	When returns were last reviewed in 2016 the average return was over 7%.

Action 19: Review the 2 Directorates' property portfolios to respond to new models of service delivery and to assist in plans for improving our cultural offer.

Recommendation		Lead	Timescale	Progress
<p>Work with Children & Adults and Regeneration Culture Environment & Transformation to identify future property needs.</p>		<p>CLO and Valuation & Asset Management</p>	<p>Ongoing</p>	<p>Reviews have been provided of the Children & Adults portfolio and plans are being developed for Aut Even & Parklands, Broadside and the desire to have 4 neighbourhood hubs for the "Pods" working in Children's Services. Work is on-going on the RCET portfolio including Deangate, the Corn Exchange and the Rochester portfolio more broadly.</p>

Action 20: Lead on the Medway One Public Estate Board and support other local strategic estates initiatives including the Sustainability & Transformation Plan project.

Recommendation		Lead	Timescale	Progress
<p>Work as part of the One Public Estate initiative to seek opportunities to collaborate with partner organisations for estates solutions that provide housing units, jobs, revenue savings, capital income and deliver the STP.</p>		<p>CLO and Valuation & Asset Management</p>	<p>Ongoing</p>	<p>The Council has secured £310k feasibility funding as part of Round 4 of the OPE and is bidding for a further Round 6. Projects being pursued include Healthy Living Centres with housing above in Chatham and Strood and the re-development of the White Road Community Centre. Round 6 options include further Healthy Living Centres in Wayfield and Hoo, housing on the Medway Foundation Trust site, a former police station in Chatham and Fire Station in Gillingham.</p>

Acquisitions policy

1. Only in exceptional circumstances and where pursuant to an agreed and funded property delivery or regeneration programme will the acquisition of property, either freehold or leasehold, be considered.
2. All requests for the acquisition of property must be passed to the Chief Legal Officer for consideration by the Portfolio Holder for Resources and Corporate Management Team.
3. The prior, in principle, support of the Portfolio Holder for Resources must be obtained before staff and other resources are engaged to meet the requirement. Any work on projects must be consistent with the council's capital investment priorities.
4. Once the Portfolio Holder's initial support has been obtained a detailed proposal should be produced for consideration. This should outline the service need, the available options for satisfying that need together with the revenue and capital costs of each in accordance with the Council's project appraisal process.
5. Such requests will only be considered where a service need can be clearly demonstrated and that the accommodation required cannot be adequately provided from within the existing property portfolio.
6. All agreed acquisitions are to be undertaken by the Valuation and Asset Management team.

Disposals policy

Identifying surplus or under-utilised property.

The Council will not proceed with piecemeal sales of small low value parcels of land unless they are not part of a larger holding or there are sound management reasons for disposing of the land, such as reduced liabilities.

Processes for identifying property for potential disposal:

- Asset rationalisation programme managed by the Head of Property & Capital Projects and or the Head of Valuation and Asset Management.
- Directorates declare that a property used by them is no longer required for service delivery.
- Ongoing systematic review of the asset register and terrier plans
- Annual asset revaluation exercise
- Local plan designation

A property will be considered 'surplus' if:

- a) It does not currently assist with the delivery of council services, or
- b) more cost-effective alternative has been identified.

Both are subject to the provisos that there is no need for future service delivery from the property and further regeneration objectives are best served by retention of the property.

A property will be considered 'under-utilised' if:

- a) The income receivable is below the return obtainable from -
 - Disposal and reinvestment of the proceeds
 - A realistic alternative use
 - An intensification of the present use, or
- b) Part of the site is vacant and likely to remain so for the foreseeable future.

Authorisation required prior to disposal

- The Head of Valuation & Asset Management will consult with occupying service directorate (unless the directorate has declared the property surplus to their requirements) and the relevant portfolio holder

- The Portfolio Holder for Resources will consider whether there are any cost-effective and resourced alternative uses by the council service (or partner organisation)
- If income producing, finance section is to advise on cost-benefit analysis to confirm whether disposal would be in the council's best interest
- Property declared surplus by the appropriate service director or Cabinet (in accordance with the Constitution and based on estimated level of proceeds.)

Non-operational property policy

To ensure the effective management of non-operational property it is essential that the council is absolutely clear why the asset is being held.

For assets to be strategically significant they must fall into one of the following three categories – these are explained below. If a property does not fall into one of these categories then it should be considered for disposal – see reference to surplus property below.

1. **Indirect Service Property** – Assets held to fulfil specific service objectives, examples include:
 - Assets held in support of residential activities – e.g. shops within the housing revenue account, café's in parks etc.
 - Commercial starter units for small businesses.
 - The Innovation Centre
 - Any assets used by the council's out-sourced service providers.

2. **Properties awaiting re-use or redevelopment or safeguarded for /supporting/facilitating a specific policy or plan** – Assets being held in the furtherance of a Council objective, examples include:
 - Assets held for regeneration proposals.
 - Assets where disposal would seriously prejudice the value of a related asset.

3. **Investment property** – Assets held purely for investment purposes where their current and future financial return is objectively demonstrated to exceed the alternative available investments.

4. **Surplus/Held for sale property** – Assets that do not fall into one of the above categories where they are unused and have been declared surplus by the council and are awaiting disposal.

Fire sprinkler systems policy

In respect of its property portfolio it is Council policy to:

1. Fit fire sprinkler systems in all new schools, new sheltered housing schemes and new residential institutions.
2. Consider fitting fire sprinkler systems in all other new buildings and major refurbishments. A decision to be taken on the results of the risk assessment, feasibility and financial viability.
3. Support the installation of fire sprinkler systems in new buildings and consult with Kent Fire & Rescue Service regarding their appropriate introduction.

Appendix B

TITLE Name / description of the issue being assessed	CORPORATE PROPERTY STRATEGY 2017-2022
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DATE Date the DIA is completed	26 July 2017
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LEAD OFFICER Name, title and dept of person responsible for carrying out the DIA.	Perry Holmes Chief Legal Officer
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- 1 Summary description of the proposed change**
- What is the change to policy / service / new project that is being proposed?
 - How does it compare with the current situation?

The new Corporate Property Strategy builds on the previous one which covered 2013-2018, however any decisions made in respect of individual properties will still need to be made by Cabinet in the usual way. Where reports are submitted to Cabinet requesting that it makes decisions in respect of operational properties, a DIA will be carried out as part of the decision making process.

- 2 Summary of evidence used to support this assessment**
- Eg: Feedback from consultation, performance information, service user records etc.
 - Eg: Comparison of service user profile with Medway Community Profile

No decisions in respect of individual properties are being made at present and a DIA will be prepared when and if reports are submitted to Cabinet which recommend a course of action in respect of any operational properties.

- 3 What is the likely impact of the proposed change?**
- Is it likely to :
- Adversely impact on one or more of the protected characteristic groups?
 - Advance equality of opportunity for one or more of the protected characteristic groups?
 - Foster good relations between people who share a protected characteristic and those who don't?
- (insert ✓ in one or more boxes)*

Protected characteristic groups (Equality Act 2010)	Adverse impact	Advance equality	Foster good relations
Age	N/A	N/A	N/A
Disability	N/A	N/A	N/A
Gender reassignment	N/A	N/A	N/A

Diversity impact assessment

Marriage/civil partnership	N/A	N/A	N/A
Pregnancy/maternity	N/A	N/A	N/A
Race	N/A	N/A	N/A
Religion/belief	N/A	N/A	N/A
Sex	N/A	N/A	N/A
Sexual orientation	N/A	N/A	N/A
Other (eg low income groups)	N/A	N/A	N/A

4 Summary of the likely impacts

- Who will be affected?
- How will they be affected?

See 1 and 2 above. No decisions in respect of individual properties are being made at present and a DIA will be prepared when and if reports are submitted to Cabinet, which recommend a course of action in respect of any operational properties.

5 What actions can be taken to mitigate likely adverse impacts, improve equality of opportunity or foster good relations?

- What alternative ways can the Council provide the service?
- Are there alternative providers?
- Can demand for services be managed differently?

See 1 and 2 above. No decisions in respect of individual properties are being made at present and a DIA will be prepared when and if reports are submitted to Cabinet, which recommend a course of action in respect of any operational properties.

6 Action plan

- Actions to mitigate adverse impact, improve equality of opportunity or foster good relations and/or obtain new evidence

Action	Lead	Deadline or review date
See 1 and 2 above. No decisions in respect of		

individual properties are being made at present and a DIA will be prepared when and if reports are submitted to Cabinet, which recommend a course of action in respect of any operational properties.

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7 Recommendation

The recommendation by the lead officer should be stated below. This may be:

- to proceed with the change, implementing the Action Plan if appropriate
- consider alternatives
- gather further evidence

If the recommendation is to proceed with the change and there are no actions that can be taken to mitigate likely adverse impact, it is important to state why.

It is recommended that Cabinet approves the Corporate Property Strategy for 2017-2022 on the basis that a DIA will be prepared when and if reports are submitted to Cabinet which recommend a course of action in respect of any operational properties.

8 Authorisation

The authorising officer is consenting that:

- the recommendation can be implemented
- sufficient evidence has been obtained and appropriate mitigation is planned
- the Action Plan will be incorporated into the relevant Service Plan and monitored

Assistant Director

Perry Holmes

Date

26 July 2017

Contact your Performance and Intelligence hub for advice on completing this assessment

RCC:	phone 2443	email: annamarie.lawrence@medway.gov.uk
C&A (Children's Social Care):	contact your usual P&I contact	
C&A (all other areas):	phone 4013	email: jackie.brown@medway.gov.uk
BSD:	phone 2472/1490	email: corppi@medway.gov.uk
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