



Isle of Wight Council
Strategic Asset Management
Plan 2006

Version 3

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Foreword

by

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1. The Need for a Property Strategy

- 1.1. The Isle of Wight Council is committed to achieving excellence in the delivery of all its activities, to ensure that the needs of the Island community are met. The incoming Council of May 2005 was given a clear mandate for change by the local electorate and there is a determination to ensure that manifesto commitments to service improvements, efficiency and low taxation are met.
- 1.2. We recognise that achievement of our business goals and objectives will have property implications, and that we will need to ensure rigorous planning of our property and accommodation requirements to maximise the agility of this inherently inflexible resource, and to seek to maximise utility over time. A mechanism for the measurement of our performance will also be critical.
- 1.3. The Strategic Asset Management Group, embracing both officer and Member representatives, has been established. It has been tasked to develop a suite of fixed asset investment and management plans, aimed at optimising the contribution of our assets to our business objectives. The property strategy will provide the framework within which all future property decisions are made.

2. The Components of the Strategy

- 2.1. This document presents the first draft of our corporate property strategy. As such it must inevitably be viewed as 'direction of travel' rather than a blueprint for the future. Importantly, though, the document represents our commitment, for the first time, to adopt a genuinely strategic approach to the consideration of our property and accommodation requirements, and to the performance of our portfolio.

2.2. The strategy commences with a summary of the overall business goals and objectives of the Council, and from this identifies the implications for Council property. The property objectives and property critical success factors are then developed, which are designed to guide property decision making and performance measurement in the future. A vision for the Council's future property portfolio, that will enable the Council to meet its goals and objectives, is subsequently set out. Whilst this vision may change over time it provides a backdrop against which the current portfolio can be evaluated and assessed.

2.3. Each category of the portfolio is considered in turn to highlight broad actions needed to drive the Council towards achievement of its property objectives. A specific action plan is proposed, involving a series of business case assessments and reviews of property performance to determine a precise course of future action, and to ensure that judgements made about the portfolio are evidence-based.

3. The Council's Property Portfolio

3.1. The Council's asset portfolio had a valuation of £289.9m as at 31 March 2005 based largely on discounted replacement cost values, and includes a wide range of assets including schools, leisure sites, corporate and neighbourhood offices, highways and coastal defences. This valuation can be broken down as follows:

- Land and buildings £217.3 million (74.9%)
- Infrastructure £63.2 million (21.8%)
- Vehicles and Plant £4.6 million (1.6%)
- Community Assets £4.8 million (1.7%)

3.2. The Council owns 328 buildings valued at £179.8 million, and including:

- **69 schools**, providing education to some 19,000 children
- **6 other educational establishments**
- **21 social services establishments**, caring for the vulnerable
- **11 youth and community centres**, with some 9000 members
- **11 libraries**, issuing some 1.3 million items per annum
- **10 fire stations**, responding to around 2,500 incidents per annum
- **5 leisure establishments**, including pools, halls and theatres
- **7 tourist information centres**, informing some 2.5 million visitors
- **3 waste and disposal energy centres**, processing over 25,000 tonnes annually
- **1 crematorium and 24 cemeteries**, managing approx. 1,500 bereavements per annum
- **4 museums**, attracting over 45,000 visitors

- **88 public conveniences** (though this number is currently being reduced)
- **17,300 m² of office accommodation**
- **12 stores.**

3.3. Total property running costs in 2005/06 were estimated to be at least £8.8 million, 5% of the council's total net revenue expenditure of £168.5 million. The net revenue income from the portfolio amounted to £0.88 million. The maintenance backlog as at June 2006 was estimated at approx. £40 million, of which 65% is related to schools.

4. The Council's Actual and Estimated Capital Expenditure Position

4.1. The Council agreed the overall capital investment framework, along with prudential indicators and investment strategy for the next three years, at its budget meeting of 22nd February 2006. An updated position (July 2006) is summarised in the table below.

	2006/07 £ 000	2007/08 £ 000	2008/09 £ 000
CAPITAL PROGRAMME AREA			
Education	21,768	11,878	11,878
Highways	11,645	16,785	4,523
Fire and Safety	271	127	127
Adult PSS	325	178	178
Housing	2,866	2,249	2,249
Coast Protection	437	1,060	1,730
Other Services (receipts)	1,778	1,500	1,500
Spend to Save	3,000	3,000	3,000
Total Expenditure	42,090	36,777	25,185
CAPITAL RESOURCES			
Supported Expenditure 2006-07	22,320	28,968	16,706
Capital Grants	5,276	3,309	3,979
Capital Receipts	1,120	1,500	1,500
Previous Years' Resources	10,008	0	0
Prudential Borrowing	3,000	3,000	3,000
Direct Revenue Funding	367	0	0
Total Financing	42,090	36,777	25,185

5. The Challenge for the Property Portfolio

- 5.1. The profile of our portfolio, and our proposed framework for capital investment, present a number of challenges to the Council which it is imperative that we address. We are concerned that our portfolio may be too large for our needs, and that in many cases our properties are in poor condition, inefficient, and inadequately address the changing profile of service requirements and customer needs. We have a large maintenance backlog, which will be extremely difficult to eradicate within the context of our manifesto commitments to limiting the annual increase in Council Tax, and other pressing calls on our finances, and therefore we will need to be more innovative in the way we plan and manage the portfolio. At the same time, we recognise that we hold an asset base worth perhaps £400 million at market value, which may provide us with the leverage to secure significant change.
- 5.2. It is our belief that we have the opportunity to undertake a rationalisation programme without a reduction (and potentially with an improvement) in our service delivery standards. Furthermore, we have the opportunity to enhance the sustainability of our portfolio in both financial and environmental terms. Our property strategy will assist us to develop these judgements into a rigorously defined and justified programme of change, which will drive higher performance and efficiency.
- 5.3. The rationalisation should lead to an improvement in the retained operational property, creating a more efficient working environment which is more customer focussed and supports a better delivery of services. It should also lead to revenue savings as a result of the portfolio working more effectively.
- 5.4. Rationalisation of the operational and non-operational portfolio will support the Capital Receipts Programme with the proceeds, through a maximisation of values, supporting regeneration and service objectives.

Councillor Jilly Wood
Councillor George Brown
Joe Duckworth
October 2006

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The Isle of Wight Property Strategy – A One Page Summary 1

The Council, with the Island Strategic Partnership, has a **vision for 2020** of: *"a progressive Island, built on economic success, high standards and aspirations and a better quality of life for all".*

The specific defined priorities are for:

- A skilled and educated island
- A healthy island
- A safe and strong island
- A thriving island

The Council's **change management programme**, Aim High, defines our commitment to being a high performing and cost-effective Council, demonstrating clear leadership in the community and using the resources at our disposal to deliver high quality services that the community expects.

We are committed to adopting a rigorous business case approach to all of our activities to ensure that we remain focused on our vision and on the delivery of results.

Fundamental to our success is improved productivity through all levels of the Council, developing skills and capacity, and working with partners in the public and private sectors to lever maximum benefit for our residents.

A vision that defines our 'direction of travel', and that sets the components of our Strategy:

Strategic Capacity and Tools – to review skills and staffing requirements for delivering the business process for property, and urgently improve capacity

Property Reviews and Investment Planning – to institute a regular programme of property review and assessment, on a service and an area basis. These to inform capital strategy for property and our property investment plan, initial drafts of which to be completed by March 2007.

Regeneration Initiatives – to ensure that our regeneration programme is seen as part of a wider suite of initiatives contributing to our overall vision for the island, and that there is a clear business case for investment proposals (to be reflected within the Capital Strategy and Investment Plan for Property.

Maintenance – to confirm the extent of the Council's maintenance backlog and within the framework for the capital and revenue investment plan for property, to test the affordability of its eradication.

Office Accommodation – to review our existing pattern of office accommodation alongside the development of proposals for a fundamental restructure of public service provision on the Island. First high level review to input into Investment Plan for Property in March 2007. Also, to coordinate activities of property, HR and ICT teams to develop policies on future workstyle by end July 2007.

Democratic Activities – to prepare a business case assessment of The Guildhall and County Hall proposals – initially at high level – by March 2007.

Direct Service Property – to review ongoing capital and revenue requirements for all direct service property, and identify gaps/surplus provision, potential options for reconfiguration etc. Preliminary findings to be available for inclusion in the Investment Plan for Property in March 2007.

Investment Property – to undertake an urgent high level assessment of the desirability of retaining the investment estate, with existing and potential capital and revenue implications of change included within Investment Plan for Property.

Surplus Assets – dispose of surplus assets identified through Property Review, unless there are overwhelming financial or service reasons for retention.

These business drivers provide the framework for our property objectives:

- A lean portfolio
- A service driven portfolio
- A sustainable portfolio
- A safe, secure and productive portfolio
- A planned portfolio

And a process for implementation must be in place:

- Improving the capacity and skills within Property Management Group
- Improving data management
- Improving the business process for assets
 - Service property overviews
 - Area property reviews
 - Investment Plan for property
 - Inclusion in Council programmes
- Changing our culture
- Appropriate standards and protocols

Which, in turn, shape our vision for a highly coordinated public service framework delivering a suite of public services from a unified, strategically planned asset base, and operating from a single headquarters with five contact centres.

All public service provision will be driven by customer requirements, and located close to the people that require them.

Our vision assumes a reduced asset base, operating at reduced revenue costs, yet facilitating increased productivity and generating better value for money. Capital released will be deployed in relation to Council priorities and will in part be used to stimulate economic and physical regeneration.

Our aim in the future is an agile asset base that is responsive to changes in Island priorities.

And necessitate the formulation of **property performance management systems and indicators**, to ensure that we can measure how well we are doing.

Business Drivers

1. Introduction

- 1.1 The Council's core business drivers (our basic role, purpose, objectives and context) drive our need for property and accommodation.
- 1.2 We share a vision for the Island's future with **The Island Strategic Partnership**. We have explicitly stated our business drivers within our change management plan, **Aim High**, and our **Medium Term Financial Plan** provides a financial expression of how our objectives can be achieved.
- 1.3 The core themes of these documents are summarised in the rest of this section.

2. The Council's Core Business Drivers

- 2.1 The vision that the Council shares with The **Island Strategic Partnership** for 2020 is for:

"A progressive Island built on economic success, high standards and aspirations and a better quality of life for all"

- 2.2 This vision encapsulates the principles of community leadership, sustainability, high-performance, and cost effectiveness.
- 2.3 The specific Community Strategy priorities for the period 2006-2009 are as follows:

- **A Skilled and Educated Island:**
 - To improve school performance at GCSE and Keystage 2
 - To reduce teenage pregnancy rates
 - To reduce bullying at school
 - To increase the number of children or young people who think that services are "good" or better
 - To improve the employment prospects of 14 to 19 year olds
- **A Healthy Island:**
 - To reduce smoking and promote a smoke-free island
 - To increase levels of physical activity and reduce obesity rates
 - To reduce suicide rates
 - To improve the take-up of benefits by older people
 - To improve levels of satisfaction for homecare for older people
 - To reduce homelessness and increase the provision of affordable housing
- **A Safe and Strong Island:**
 - To reduce overall crime levels and the fear of crime
 - To reduce levels of anti-social behaviour
 - To increase the number of people who feel that their area has "got better"
 - To increase the number of people engaged in community or civic activities
 - To improve awareness of diversity and equality issues
 - To improve levels of service access to those living in the most disadvantaged communities
 - To improve safety on the road, at home and at work.
- **A Thriving Island:**
 - To improve business growth and productivity
 - To increase average earnings
 - To improve the value and quality of tourism

- To attract new jobs and investment to key employment zones
- To improve the island's image and raise community aspirations
- To improve levels of skills and qualifications in the workforce
- To maintain low levels of unemployment and reduce levels of benefit dependency.

2.4 In order to deliver its vision the Council has determined that it will focus its resources to achieve measurable outcomes for the community across five outward looking objectives that it also shares with The Island Strategic Partnership:

- To drive the sustainable regeneration and development of the island
- To improve the health and well-being of Island communities
- To create safer and stronger communities
- To improve outcomes for children and young people.
- A high performing cost effective Council.

2.5 Our change management programme, **Aim High**, also defines our commitment to being a high-performing and cost effective Council, demonstrating clear leadership in the community and using the resources at our disposal to deliver high quality services that the community expects. We are committed to adopting a rigorous business case approach to all of our activities to ensure that at all times we remain focused on our vision and on the delivery of results. This will involve the development of a corporate business case methodology (based on whole life principles) for use on all major projects.

2.6 We are committed to being among the most cost effective unitary authorities in the country, consistently delivering some of the

lowest Council Tax increases. Our Medium Term Financial Plan sets out the guiding principles for the allocation of financial resources to corporate objectives:

- Four year financial planning framework
- Minimising the annual increase in Council Tax to no more than inflation
- A structured approach to the allocation of resources which ensures that focus is placed on achieving the Council's objectives
- Delivering annual efficiency savings, greater than those required by the "Gershon agenda", which allows the creation of capacity in the budget whilst also contributing to a reduction in the level of Council Tax increase
- Identifying realistic income generation targets for services
- Ensuring reserves and balances are maintained at an acceptable level based on appropriate risk management criteria (both corporate and service risks).
- Efficiency reviews of service areas to be carried out aimed at achieving value for money in service delivery and, where possible, identifying means of reducing future revenue costs.

2.7 Fundamental to our success is improved productivity through all levels of the Council, developing skills and capacity in the right place at the right time, and working with partners in the public and private sectors to lever maximum benefit for our residents. The Council is intending to work with a transformational partner to ensure that the potential of the Council's human resources, IT, finance and property are combined to deliver customer focused cost effective services.

Property Objectives

1. Introduction

- 1.1 Achieving our core business drivers will have property implications – we cannot hope to realise our fundamental objectives without suitable accommodation and property to support the range of services that we provide. Furthermore, we are clear that we must not make any unwarranted assumptions about our asset base, and must continually review and challenge our portfolio to ensure that it assists our objectives in the most efficient way possible.
- 1.2 The definition of specific property objectives derived from our business drivers, is key to this process, and provides a basis for measuring the performance of our property and for guiding all property-related decisions in the future.

2. Our Property Objectives

- 2.1 We have defined five headline property objectives, which are set out below. Each includes a number of integral components.

Objective 1: A Lean Portfolio

- To secure a lean, efficient, high performing portfolio, the form of which is driven by Island priorities.
- To recognize that property ownership is not always essential to service delivery, to justify fully the continued ownership of all property no matter what its use, and to release property immediately if its retention cannot be fully justified.

- To achieve a reduction in the size of our property portfolio in terms of built floorspace.

Objective 2: A Service Driven Portfolio

- To provide cost-effective and up to date property and accommodation to support the delivery of the Council’s objectives and its services (including, where appropriate, services delivered with the Council’s partners). These objectives include: improved customer access and getting the Island’s public services more responsive to customer needs, throughout the Island; using Council property to facilitate regeneration wherever appropriate; working with partners to improve customer satisfaction with public services; together with, achieving the core objectives of the Council’s front line services.
- To ensure that we have sufficient and suitable property, in good condition, to meet our service requirements.
- To ensure that the definition of our property requirements is customer, rather than provider led, and that all of our property is functional, fit for purpose, and appropriately located.
- To improve access to Council property for all those wishing to use it and to use property to support the Council’s objectives of improving its customer focus.

Objective 3: A Sustainable Portfolio

- To use our property in an environmentally sustainable and environmentally friendly manner. Whenever we construct new assets, or improve or extend existing assets, to embody sustainability principles in the design and construction. This will include complying with Part L2 of the Building Regulations 2000 (as amended in 2006)
- To ensure that our asset portfolio is financially sustainable, that total revenue costs of property are reduced, and that sterile capital is released from our portfolio to support our future investment programme.
- To achieve value for money and efficiency in every aspect of property running costs and procurement.
- To limit our exposure to financial, environmental, or technological risk, through efficient and effective risk profiling and management. This will be part of the Council's approach to risk management and will be related to the Corporate Risk Register.

Objective 4: A Safe, Secure and Productive Portfolio

- To ensure that our property is of high quality, in good condition, and compliant with all relevant statutory requirements and safety standards. This will be evidenced by establishing a suitable data base for the portfolio and analysis of the portfolio in terms of suitability, sufficiency and condition.
- To ensure that we provide a good environment for our staff which matches our requirement for effective work styles, and which

supports our objective of high performance, and encourages recruitment, retention and motivation.

Objective 5: A Planned Portfolio

- To anticipate future property needs of the Council by effective forward planning of property and accommodation (because of the long lead in times needed for property change).
- To ensure that all of our core asset resources (property, ICT, human resources and finance) work in harmony in an efficient and effective manner.
- To recognise the opportunities to lever benefits and share risk, through strategic partnering with other public and private sector partners, and through co-location of public service provision.

3. Critical Success Factors

3.1 Critical success factors and associated performance indicators will need to be developed and refined as our strategic planning framework for property is further developed and enhanced. This will provide the foundation for a performance management system.

3.2 Fundamentally, however, our core objectives will be achieved, if, within the next five to ten years, we have brought all of our retained operational property and office accommodation up to a standard so that it is suitable for its purpose and in good condition. Within this timescale, our property should also meet our policies on sustainability, access and environmental protection and enhancement, as well as working with our partners.

- 3.3 In addition, over the next five to ten years, we seek to have reduced our total revenue budget allocated to property, through a reduction in the total floorspace we use and own, through enhanced efficiency of operation and if possible through an increase in revenue from our income-producing assets. While the extent of the budget reduction will need to be defined precisely once the scale of the opportunity has been quantified, this change must support our overall desire to ensure that the call on local residents through the Council tax does not exceed inflation.
- 3.4 Capital receipts must be released from our portfolio to, at minimum, meet the existing stated requirements within our Medium Term Financial Plan – namely £1.5 million per annum until 2008/09. This figure will need to be further reviewed as our investment strategy for assets is developed in detail. (At the time of writing, capital receipts for 06/07 are behind schedule and additional work will need to be undertaken to bring the receipts back to target levels).
- 3.5 Achievement of our objectives will necessitate a first draft of this Property Strategy to have been reviewed and agreed by Cabinet by October 2006. This will include a commitment to the further development and refinement of the strategy over time, and the appropriate allocation of resources for its implementation.
- 3.6 Therefore, our performance measures for property matters will reflect our desire to improve services within a tight financial framework and are likely to be grouped around the following critical success factors:
- Ensuring property facilitates service improvement and improved customer satisfaction from those services, including cross cutting services such as regeneration and environmental/sustainability improvement;
 - Working with the transformational partnership;
 - Ensuring property facilitates improved productivity, recruitment and retention of our workforce;
 - Improving our processes to ensure best value for money from the allocation of capital resources from all funding streams (including supported borrowing, grants, direct funding, capital receipts, capitalised revenue, devolved formulaic funding for schools and other DfES funding) in pursuit of Council objectives;
 - Working with partners to improve customer satisfaction, for example through the newly created Public Service Board;
 - Reducing and eventually eradicating the maintenance backlog;
 - Releasing capital for re-investment in line with our requirements;
 - Reducing revenue commitments from property running costs;
 - Reduced revenue and capital requirements through better procurement;
 - Ongoing effective forward planning for assets;
 - Pursuing best practice in asset management;
 - Reducing the total quantum of building floorspace we use and own.

Property Vision

1. Introduction

- 1.1 Previous sections of this document have set a framework for the consideration of our property and accommodation requirements – our business drivers; and our specific objectives driving the management of our portfolio.
- 1.2 This section draws on this framework to define our fundamental property vision: our core assumptions for our portfolio in the future.

2. Our Vision

- 2.1. At the heart of our vision is a highly co-ordinated public service framework delivering a suite of public services from a unified, strategically planned asset base, and operating from a single headquarters (although back office staff may be located elsewhere). This will, potentially, encompass local authority, schools, healthcare, police, fire and rescue services. This framework may be provided by a single public service agency or a virtual organisation subscribed to by existing agencies. It may, in time, envelop other complementary providers which share our objective of co-ordinated and high quality service provision that meets the needs of the Island population. We recognise that we may need to phase our aspirations over a number of years and these aspirations may be tempered by the fact that some public service agencies may not be able to move at the same speed that the Council wishes to.
- 2.2. Our vision is for all public service provision under this umbrella to be driven by customer requirements, and located close to the people that require them. We envisage a structure of public service hubs in key population centres, and local service centres and community based facilities at neighbourhood level. We expect technological developments will enable us to be ever more flexible in the availability of service – for example, through the provision of remote electronic access.
- 2.3. Detailed analysis will be required to confirm our proposals, though our current assumptions are for:
- Democratic and headquarters functions located in Newport (though it should not be assumed that this will necessarily be within the current County Hall)
 - Back office functions located in Newport (though it should not be assumed that this will necessarily be within the current County Hall and neither should it be assumed that they would necessarily be co-located with the democratic and headquarters functions)
 - Five customer service hubs, one each in:
 - The Bay Area;
 - Cowes;
 - West Wight;
 - Newport;
 - Ryde.

Whilst there is no blue print for these hubs they may, for example, comprise some or all of the following:

- Face to face customer enquiry facilities;
- Health facilities;
- Community meeting rooms;
- Day centres;
- Police office;
- Library facilities;
- Leisure facilities;
- Area offices (for office workers that need to be close to the community they serve and/or "drop-in" workers and/or back office workers).

- Office drop-in (for non office based workers) facilities located at existing Council/public sector properties, including "hubs".
- Extended use of other Council/public facilities (e.g. schools, leisure, and health) to ensure more intensive use of all Council/public sector assets.
- Rationalisations in the total asset base to reflect the more intensive use of the retained asset base which will result in capital release and reinvestment in new facilities.

- 2.4. More work needs to be undertaken to test the feasibility of our vision and the changes will be implemented through a series of pilots, which will then be reviewed prior to any phased roll-out. We anticipate that due to the availability and suitability of existing infrastructure, West Wight will serve as the location for the customer service hub pilot.

- 2.5. Our vision for the future assumes a reduced asset base, operating at reduced revenue costs, yet facilitating increased productivity and generating better value for money. Capital released will be deployed in relation to Council priorities and will in part be used to stimulate economic and physical regeneration.

- 2.6. Our aim for the future is an agile asset base that is responsive to changes in Island priorities.

The Strategy

1. Introduction

1.1. The aim of this section is to define the 'direction of travel' for the Council, to ensure that we meet our objective for a planned portfolio. We anticipate that over time, this first draft of our strategy will develop considerably, transitioning from actions which will allow the Council to make the necessary property/accommodation decisions, to actions which will put those property/accommodation decisions into place. This statement is not, however, intended to weaken the importance of the strategy set out within this section: it is the foundation for our future and we are committed to its implementation.

1.2. The strategy is separated into a number of components, each of which is considered in detail. Consideration is given first to a number of over-arching themes, and then to individual components of the portfolio, as follows:

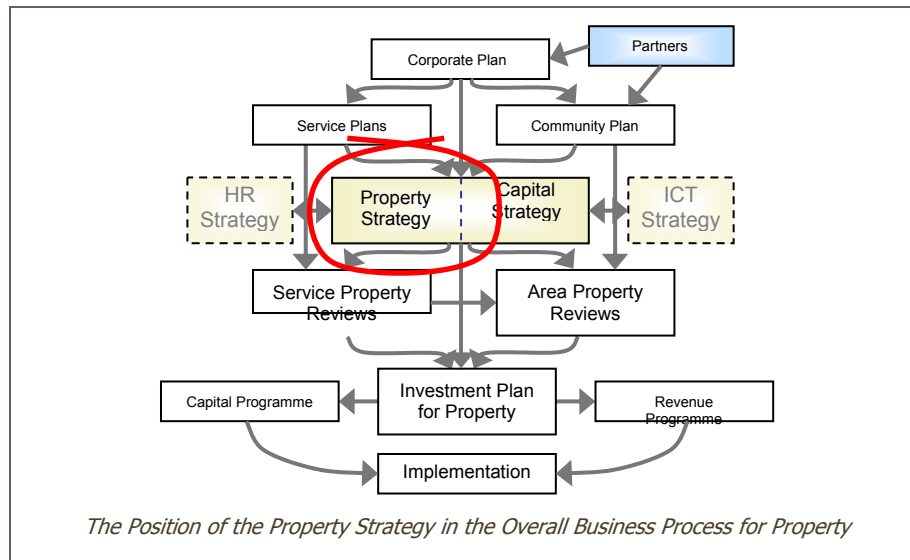
- Themes:
 - Strategic Capacity and Tools
 - Property Reviews and Investment Planning
 - Regeneration Initiatives
 - Maintenance
- Portfolio Components, including:
 - Office Accommodation
 - Democratic Activities
 - Direct Service Property
 - Investment Property
 - Surplus Property.

2. Strategic Capacity and Tools

2.1. This element of the strategy is concerned with having the resources and processes in place for the implementation and on-going review and refinement of the property strategy within a defined performance management framework. It embraces the organisation and structure of property service delivery, and our proposals for building capacity.

2.2. At the time of writing there is insufficient staff capacity within the Property Management Group to undertake the work required to advance this Strategy. This will need to be addressed because dedicated time is needed to ensure that the strategic action plan (described in the next section) can be implemented, and intensive activity is required during the course of 2006 and 2007 to enhance the data and tools at our disposal, and to put in place an effective business process for the strategic management of our property. Importantly, the staff allocated to this activity must be free from more day to day activities, to ensure that urgency (day to day property management matters) does not overtake importance (developing and implementing the strategy). They must also seek the clear political leadership of the Strategic Asset Management Group, with the relationship between the two parties, and their respective responsibilities, clearly stated. They will also need to work closely with officers in service departments and in the corporate centre. There will also need to be active "championing" of asset issues by a lead member and a lead senior officer of the Council.

2.3. The business processes that are needed range from the planning process itself, through to processes to ensure that individual business cases are robustly assessed. The position of this document in a provisional business process for property within the Council is shown in the following diagram.



2.4. As recognise that we do not currently have enough capacity (skills and resources) to implement this strategy, addressing this must be a top priority. The immediate task is to undertake some financial modelling of the likely high-level capital (and revenue) implications of this strategy, to test its affordability. That may lead to the revision of the strategy and will lead to the contemporaneous production of the Capital Strategy.

2.5. Finally, in order to successfully implement this strategy it will be necessary for strategic property matters to be centrally co-ordinated and to this end we will ensure that **all** property issues are referred to the Property Management Group by Service Departments.

Action: To review skills and staffing requirements and improve capacity for Property Strategy work as soon as possible.

Action: To define roles and responsibilities clearly for all those involved in Property Strategy work, within the context of the overall business process for strategic asset management. This will be done immediately following the finalisation of this strategy document.

Action: All property issues will be referred to the Property Management Group by Service Departments.

3. Property Reviews and Investment Planning

3.1. Property review is concerned with developing an understanding of how the entire portfolio is performing in financial and service terms, having regard to our core business drivers, our defined property objectives, and our overall vision. A continual

programme of property review and assessment is key to a healthy business process for property.

Service Property Reviews

- 3.2. All direct service properties that have not been reviewed recently will need to be reviewed by the service directorates and property staff as soon as possible (by the winter of 2006) to ensure that each one is sustainable in financial and other terms. In the first instance these reviews will need to be "short and sharp" and then greater depth will be added to them over the next few years. Consideration will need to be given to fitness for purpose, functionality and value for money in service terms, but it is vital that these reviews are not undertaken in silos, and that consideration is given to our wider objectives for a changing profile of service provision.
- 3.3. We recognize that some reviews have already been undertaken, which have led to specific proposals for rationalisation or investment, and these are alluded to in the rest of this section. Whilst we do not intend to stop these proposals for rationalisation and investment if they fit with this strategy, they will need to be reviewed to ensure that they take appropriate account of our newly defined objectives, vision and strategy for property. A wider programme of reviews will also need to be rolled out to cover the whole of the portfolio.
- 3.4. Our service property reviews will need to take account not just of our own service requirements, but reflect the opportunities that may exist for closer working with partner organisations in both the public and private sectors. A number of specific examples of this are included within the rest of this section, though we would anticipate joint approaches with health care providers, the

voluntary and community sectors, and the police and ambulance services.

- 3.5. As we have said, the pressures of time, and the need to move the strategy forward as quickly as possible, is likely to mean that some aspects of the portfolio must be reviewed somewhat rapidly initially, and at a very high level. Detailed reviews must follow. However, priority will be given to those aspects of the portfolio which are likely to have greatest impact on the overall strategy, and lead to the greatest 'wins' for Islanders.

Action: Complete all "first-cut" service property reviews and assess the broad ongoing capital and revenue requirements over the next five years by the end of February 2007.

Action: Based on the high level findings of these reviews, identify a longer term review programme which ensures that all aspects of the portfolio are regularly reviewed for service and financial sustainability. This longer term programme will be in place by end of February 2007.

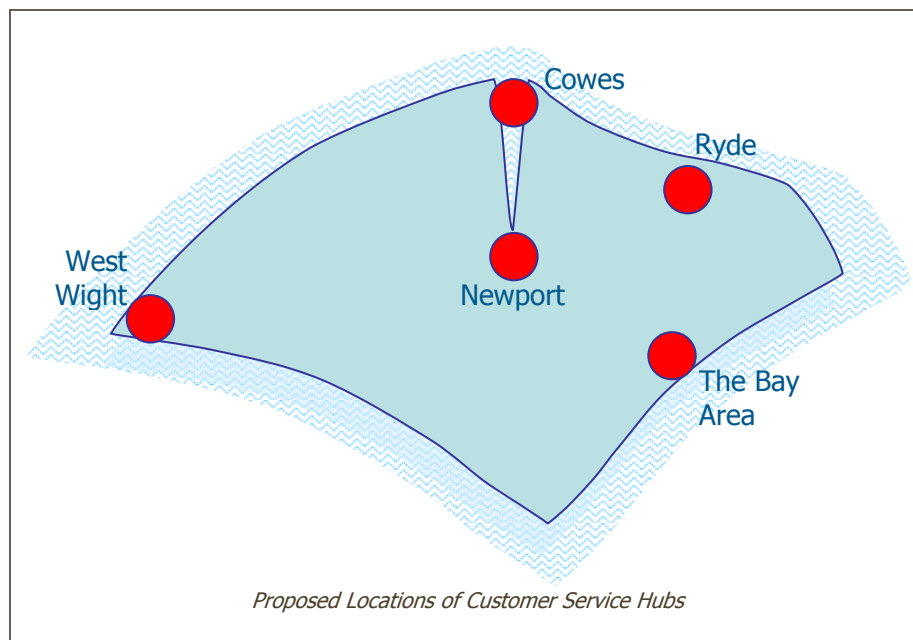
Action: Develop and implement a regular programme of consultation and discussion with public and private sector partners (e.g. through the Public Service Board) to facilitate the identification and realisation of co-location opportunities for joint service benefit. These consultation arrangements will be in place by the end of February 2007.

Area Property Reviews

- 3.6. Alongside the consideration of our portfolio on a service by service basis, it is important that we also consider the extent, nature and performance of our property on an area basis. This is particularly

important given our desire to revise our service delivery profile alongside that of other public sector partners, to encourage improved delivery of services at local/neighbourhood level.

- 3.7. Our vision assumes that we will operate five customer service hubs throughout the Island, and this proposed structure will provide the foundation for our area property review programme, although the review areas will be wider than simply the immediate areas around the hubs. Together the five areas will cover the entire Island.
- 3.8. The location of the hubs has already been described, and they are shown in the schematic diagram below.



Action: Undertake one area property review each year, commencing with West Wight in 2006 and followed by each of the other review areas - the order to be defined according to opportunity and the anticipated level of benefit to be derived.

Investment Planning

- 3.9. As soon as this Strategy document is finalised we will prepare a first draft of our Capital Strategy. This is a long term look at our capital requirements for all of the initiatives we wish to undertake over the next five to ten years and the ways we plan to fund them. Inevitably at this early stage in developing our long term strategy this Capital Strategy will be based on broadly estimated expenditure/costs and receipts/incomes, but it will enable us to test the affordability of our strategy. This may in turn cause us to amend the Strategy itself or the way we intend to implement it.
- 3.10. Following this and based on our property vision and our emerging property reviews, we will prepare a three year rolling expenditure and funding plan (capital and revenue) for property, which will ensure that our shorter term capital and revenue requirements are balanced with capital and revenue availability. This investment plan will then contribute to the Council’s annual budget making process.
- 3.11. It is important that we commence this exercise as soon as possible, and subsequently keep our Capital Strategy and Property Investment Plan current over time. This will enable us to have a full understanding of the required profiling of capital receipts and expenditure, and to monitor the revenue impacts of borrowing requirements.

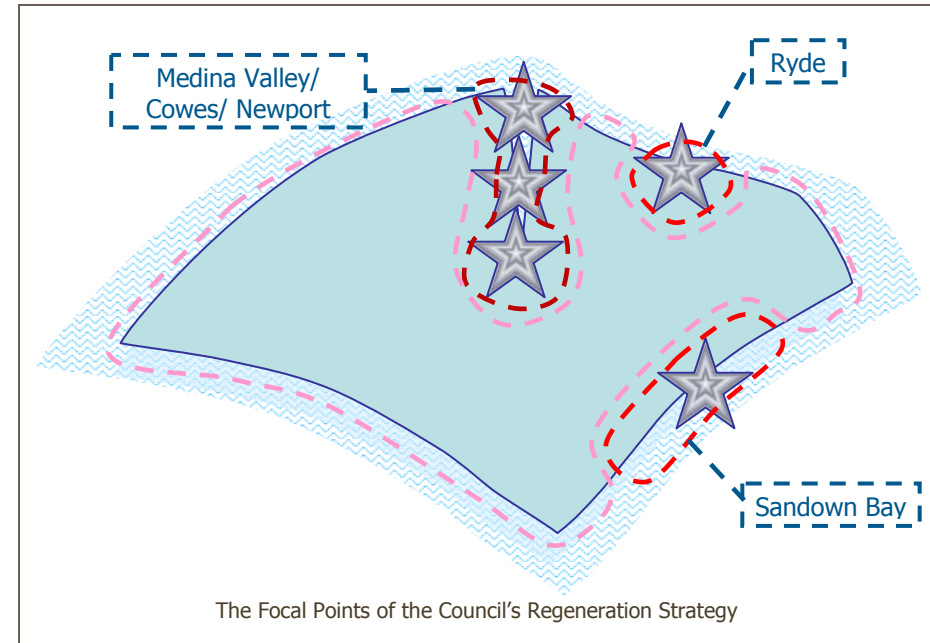
3.12 It should be noted that neither the Capital Strategy document nor the Property Investment Plan document are intended to be long documents, rather short documents backed with financial evidence.

Action: Prepare the first Capital Strategy by the end of January 2007.

Action: Prepare the first Delivery Investment Plan for Property by March 2007, with subsequent review and refinement as data improves.

4. Regeneration

4.1. The main foci of the Councils regeneration strategy are shown in the schematic diagram below:



4.2. A number of regeneration initiatives have been proposed on the Island and we expect our portfolio to play a key role in leveraging the available opportunities – whether to assist our own investment, or through strategic partnering with other public and private sector investors and service providers.

4.3. We recognise that we must not consider our regeneration programme as an initiative in its own right, but as one of a suite of activities which are contributing to the achievement of our overall vision for the Island. As such, we must carefully categorise our property holdings, considering which aspects of the portfolio impact upon others. For example, we must clearly identify our intentions in relation to our car parks which may have development potential where they are located on or adjacent to key regeneration sites.

Action: All regeneration initiatives must be considered together and an overall assessment made of the business case for investment. Preliminary findings in relation to capital and revenue implications will need to be included within the Capital Strategy and the Delivery and Investment Plan for Property.

Action: Our priorities for detailed review will be those regeneration proposals already identified, or those which emerge as our strategy advances. Specifically, we will:

- evaluate the overall options for, costs of and funding for the River Medina barrage/ lifting cill
- quantify other proposed improvements in the Medina valley and assess property implications, costs and funding
- evaluate overall options for the Newport Harbour Regeneration scheme, the costs to the Council and funding options (to include public realm costs)
- consider redevelopment options for the County Hall site (linked with Newport Harbour) and the financial implications
- evaluate the Maritime Heritage Centre proposals and its options
- bring together all initiatives being planned in the Cowes area, and make an overall assessment of the business case

- assess the financial and property implications of the Ryde interchange, and bring together all initiatives in this area
- bring together all the initiatives proposed for the Bay Area, and consider the financial and property implications.

5. Maintenance

Overview

5.1. There is a significant maintenance backlog of repair across the Council's portfolio at the present time and this will continue to increase without due consideration of this Asset Strategy. The details, locations and condition grades, priority ratings and budget costs are fully included in the Authorities database for a substantial number of establishments and this is being interrogated and analysed to prepare an outline for a planned maintenance programme for the next 3 years and beyond, which will inform the Investment Plan for property.

Maintenance Prioritisation Process

5.2. The output of the interrogation/analysis will lead to the prioritisation of planned programmes that are reconciled with the Authorities replacement/disposal programmes to establish informed decisions on optimum utilisation of funding streams available that deliver sound property management principles.

5.3. The first priority of the maintenance prioritisation process will be to secure the building fabric (Element 1: Roofs - Element 4: External Walls, Windows, Doors and the building services (Element 7: Mechanical Services - Element 8: Electrical Services of the AMP Condition Assessment Database) of those properties that are to be retained/upgraded. As this process may exceed the funding

available it will be further analysed for the highest priority items from the AMP Condition Matrix.

- 5.4. The process will also consider opportunity costs associated with combining packages of works at these defined properties to achieve economies of scale and good project management.

Eradication of Maintenance Backlog

- 5.5. We will seek to develop a solution for the eradication of our maintenance backlog within an 8 to 10 year time period through a combination of new build and increased funding.
- 5.6. Standards of maintenance, design/appearance, sustainability and compliance will be set, consistent with a 21st century service provider. Furthermore, arrangements will be made for funding of our future planned (preventative) maintenance programme in relation to the Investment Plan for property.

Action: To reconfirm the extent of the Council’s maintenance backlog, and to include it within the Delivery Investment Plan for Property in order to test the affordability of eradicating it within an 8 to 10 year time period. The first consideration of this test of affordability will be in the first Capital Strategy.

6. Portfolio Components

OFFICE ACCOMMODATION

- 6.1. Our new vision for public service provision on the Island will necessitate some significant changes to the profile of our office accommodation.
- 6.2. We expect to rationalise all of our offices within Newport into one (or perhaps a small number of) back-office operation(s), with all staff in back-office functions located there (other than in exceptional circumstances). Our current assumption is that this back office operation will be located within good quality, lower cost accommodation, away from the town centre of Newport. Subject to agreement of terms, provision will also be made for the co-location of other partners committed to a similar mode of operation.
- 6.3. We envisage co-location of all enforcement services, and for a call-centre to be established within this back-office, which encompasses all relevant public services.
- 6.4. Within our five proposed public service hubs, we will provide front offices co-located with other public uses (e.g. libraries, drop-in satellite offices, drop in offices, schools, community uses, adult care, surgeries etc.). Other work access points for Council staff will be provided in other locations in drop-in facilities at existing council buildings across the island (e.g. schools, adult care centres etc.).
- 6.5. Our office accommodation proposals assume the development of a new approach to work style within the Council, with property, HR and ICT resources reviewed together to ensure increased productivity and an enhanced environment for our staff which

encourages motivation and retention, and which assists future recruitment.

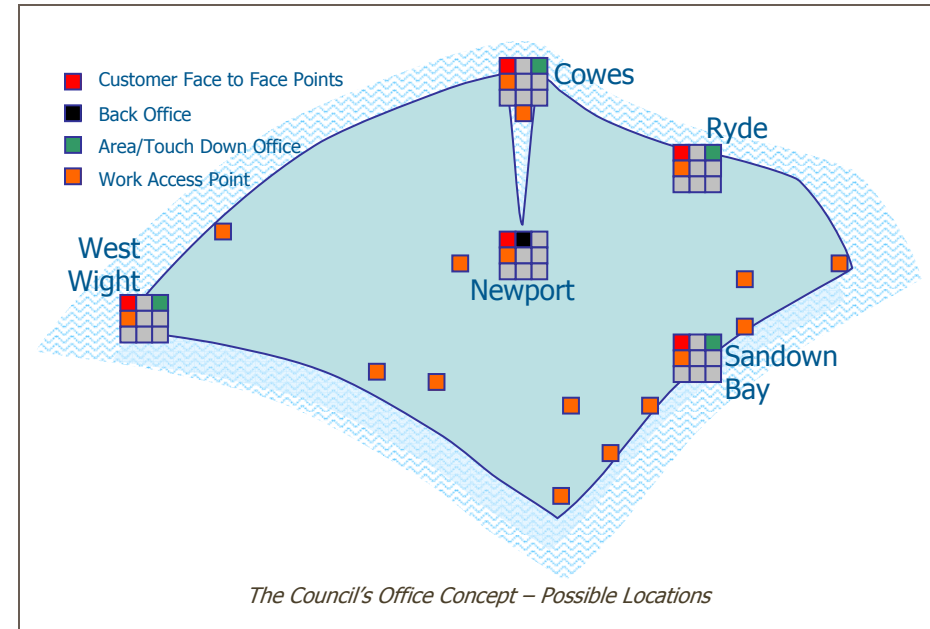
6.6. We anticipate that this work style approach will reduce the amount of office floorspace we require and we expect the normal occupancy standard in all of our offices to be one workstation per 8.5m² net internal area, with the allocation of 7 desks for every 10 FTE employees. Policies will be developed to support individual, frequently more flexible, work styles.

6.7. We envisage co-location of the chief officers of all core public sector providers on the Island and this may either be in the back office location or, if feasible, together with democratic activities (see below).

Action: to review our existing pattern of office accommodation alongside the development of proposals for a fundamental restructure of public service provision on the Island. The first high level review must be undertaken within the proposed programme of property reviews, so that the decisions that flow from it inform the development of the Delivery and Investment Plan for Property which we intend to have in place by March 2007.

Action: to coordinate the activities of property, HR and ICT teams to develop policies on future work style. These, too, will need to inform the investment planning process for property. We intend that this will be done by the end of July 2007.

6.8. A schematic diagram of this office arrangement is shown below.



DEMOCRATIC ACTIVITIES

6.9. We are examining the feasibility of the relocation of our democratic space within Newport (i.e. space used by elected members for their work as Councillors and space for Council meetings), and the possible use (subject to the findings of the detailed business case assessment) of the Guildhall for these purposes.

Action: to prepare a business case assessment of the Guildhall proposals. At high level, at least, this must be completed for inclusion in the Delivery and Investment Plan for Property scheduled for completion in March 2007.

DIRECT SERVICE PROPERTY

Schools and Other Educational Facilities

6.10 The provision of schools must be driven by educational needs, and it seems likely that in the context of ongoing changes in school rolls, it may be possible to introduce some rationalisation across the school portfolio. However, rationalisation proposals must in no way compromise our core objective to improve levels of educational attainment on the Island. Furthermore, we recognise that service drivers associated with a dispersed population may justify keeping a school open even with occupancy levels lower than would normally be viable.

6.11 As part of the review of the school estate we will consider the potential for the relocation/redevelopment of Cowes High School, potentially towards the western end of the current site, with possible Pathfinder/Building Schools For The Future funding. Consideration will also be given to the possible relocation of

Carisbrooke High School to a new site further west, if it can be economically justified and there are associated education benefits. Detailed business cases for both will need to be prepared to test their feasibility.

6.12 We expect that our school estate will have a key role to play in the delivery of our new model for public service provision, and this will necessitate awareness-raising exercises among the local population. Extended schools and co-locating other uses on school sites are expected to become more commonplace, and carefully planning will be necessary to ensure that such uses are accommodated.

Action: to review the ongoing capital and revenue requirements for schools premises for inclusion in the Delivery and Investment Plan for Property. To specifically include a review of options for Cowes and Carisbrooke High Schools, in the context of the pattern of educational demand and financial considerations. Due to the potential funding timescales the review for Cowes will need to be completed by January 2007. For Carisbrooke this is a longer term action which we would not expect to have completed until March 2008.

6.13 Other educational facilities will be reviewed to test opportunities for rationalisation and/or inclusion within the proposed hubs.

Youth Centres

6.14 Our current provision of youth centres needs to be considered in the context of our revised framework for public service provision – specifically to consider the opportunities for reconfiguration into the hub and neighbourhood pattern of provision, and associated potential for securing service improvements.

Action: to review the opportunities for the reconfiguration of youth centre provision, and include preliminary findings within the Delivery and Investment Plan for Property. This is a longer term action which we would not expect to have completed until March 2008.

Libraries

- 6.15 There are currently 11 libraries on the Island, and we propose to review both the level and nature of provision for the future. While careful consideration must be given to the BVPIs which define acceptable travel times for library access, we must be prepared to challenge these where other service benefits might be derived. In particular, this may include challenging the traditional assumptions relating to library provision: considering the opportunities to provide new library facilities alongside other complementary activities (on school sites, for example), or through greater use of advances in technology to change the pattern of use of the library service.
- 6.16 Our intention for the future is for 5 fixed and dedicated libraries on the Island, one in each of the hubs, supported by secondary facilities on existing Council sites (this may result in rather more than 11 library outlets on the Island). The feasibility of this approach needs to be tested.

Action: To review the opportunities for the reconfiguration of library provision and to include preliminary findings within the Delivery and Investment Plan for Property scheduled for March 2007.

Recreation Grounds

- 6.17 We believe that there is currently some opportunity for rationalisation of our recreation grounds, though a detailed assessment of need against provision has not been undertaken. Such an assessment will need to be included within the medium term plan for property review. However, it is not considered that the level of benefit from this element of our portfolio is sufficient to warrant its inclusion in the strategy as a high priority. Instead, in the short term, the Council will simply react to opportunities as they may arise.

Leisure Facilities

- 6.18 A number of specific proposals exist in relation to leisure facilities on the Island, and it is recognised that in these, and in any future proposals, a detailed review of the business case will need to be undertaken prior to the implementation of any improvements.
- 6.19 As part of the programme of service reviews, consideration must also be given to the sustainability of neighbourhood level provision, and the opportunities for co-location with other types of public service provision on the Island.

Action: to evaluate the business case for existing leisure proposals such as the extension to the Dinosaur Isle facility, the new glass house at Ventnor Botanic Garden, the Training Centre for the Island Games, the Extreme Sports Centre at Yaverland, and the cross island cycleway proposals. At minimum, a high level review of these proposals must be included within the Delivery and Investment Plan for Property, and hence must be completed by end February 2007.

Esplanades, Parks and Gardens

- 6.20 No change is anticipated to this element of our estate, though provision for its regular review (alongside our countryside assets) should be included within the overall future planning process for property.

Community Halls

- 6.21 The Council only owns 3 Community Halls, though we advocate the review of provision across the Island, working with our public sector partners to consider opportunities for rationalisation and/or co-location with other facilities. It is anticipated that there may be opportunities for reconfiguring community hall provision to encourage greater levels of access at neighbourhood level, co-location with other facilities (e.g. school premises) and enhanced overall levels of use.

Action: to review the opportunities for the reconfiguration of community hall provision, in partnership with other community organisations. This is a longer term action which we would not expect to have completed until March 2008.

Cemeteries

- 6.22 Proposals are in place, with funding allocated within the capital programme, for the upgrade of the Island’s existing crematorium. These proposals will be implemented as defined, though outsourcing options may be considered in the future. Any capital or revenue implications of such change will need to be incorporated within future investment plans.

Tourist Information Centres

- 6.23 The level of Tourist Information Centre provision has recently been reviewed, with proposals put to cabinet for their rationalisation.

Highways, Highways Stores and Depots

- 6.24 A review of this element of our portfolio will be considered within the context of our consideration of PFI options for the County’s Highways. No additional action is anticipated.

Car Parks

- 6.25 As stated earlier, it is anticipated that where our car parks are located on or adjacent to key opportunity sites, they may play a key role in the Island’s regeneration. However, it is necessary for any change in the extent or nature of car parking provision to be carefully assessed alongside other priorities. A review of this element of the portfolio needs to consider whether car parking needs to be retained at existing levels, or whether sites can be released for development. Where levels must be retained, consideration should be given within wider regeneration proposals to the options for relocation of car parking provision, or integration within development proposals.
- 6.26 It is anticipated that there may be opportunities to lever funding from the private sector for development over existing car parking sites. Our review of this element of the estate needs to categorise our car parks according to development potential, and the potential to derive social, regeneration and/or urban form improvements.

Action: to categorise existing car park sites, and review the opportunities for reconfiguration of provision, in partnership with the commercial sector. Preliminary findings will be included within the Delivery and Investment Plan for Property scheduled for March 2007.

Public Conveniences

- 6.27 The Civic Pride Initiative defined a rationalisation and investment programme for public conveniences provision. This will form the basis for future action.

Action: to continue the implementation of the Civic Pride proposals for public convenience provision, targeting completion of the initiative by 2011.

Fire Stations

- 6.28 Preliminary consideration has been given to existing fire and rescue provision across the Island, though a more detailed review of this element of our estate is required. Specifically, there is a need to identify whether equivalent or enhanced service provision might be achieved following reconfiguration.
- 6.29 Preliminary discussions have been held with the ambulance service, regarding the opportunities for a joint control centre, and the financial and service implications of such a move need to be fully assessed.

Action: to review the financial and service implications of a rationalisation and/or reconfiguration of fire service property, and to include preliminary findings within the Delivery and Investment Plan for Property scheduled for March 2007.

Day Centres

- 6.30 A reconfiguration programme is currently in place which involves a move to more devolved provision. This reflects our new vision for public service delivery on a hub and neighbourhood level.

Action: to ensure that existing proposals for reconfiguration of the council's day centres are reflected in wider reviews of the property implications of our new service delivery proposals, and that the financial implications are included within the Delivery and Investment Plan for Property scheduled for March 2007.

Care Homes, Islecare Homes

- 6.31 Our existing stock of care homes does not comply with current standards, and hence there is an urgent requirement to consider the full extent of this problem and to devise a detailed strategy for its remedy.

Action: to undertake an urgent 'high level' assessment of the extent of shortfall in the compliance of the existing stock with required standards, the options for addressing the problem, and the associated financial implications. The preliminary findings should be included within the Delivery and Investment Plan for Property, and a programme of detailed reviews should then be completed over the period 2006 to 2010.

Housing

- 6.32 The Council has an existing programme of disposal of its housing assets, and it is proposed that this will continue as currently defined.
- 6.33 The property strategy as a whole will also need to give due consideration to the opportunities that exist for releasing land for housing, to meet the requirement to construct some 520 new homes on the Island each year up until 2026. It is anticipated that such release of land might generate significant capital receipts for re-investment, and contribute to our wider regeneration objectives. As such, proposals for land release for this purpose will be carefully assessed to ensure that value for money is achieved. The Council will also be mindful of the capacity of utilities and infrastructure in making these assessments.

Countryside Management

- 6.34 No change is anticipated to this element of our estate, though provision for its regular review (alongside our parks and gardens) should be included within the overall future planning process for property.

Coastal

- 6.35 Our coastal estate will continue to be managed according to the defined Shoreline Management Plan.

Waste Disposal

- 6.36 No major change is anticipated to this element of our estate, though commercial waste disposal opportunities and medium term landfill potential will need to be kept under review, with potential future property implications. The outcomes of such reviews will need to be fed into the property planning process as necessary.

Children’s Care Provision

- 6.37 Children’s care provision will be reviewed in the context of the changing overall pattern of public service provision proposed for the Island. Where appropriate, provision will be located as close to the hubs as possible and/or in existing Council buildings (e.g. schools). Preliminary options must be considered, with the implications included within the Delivery and Investment Plan for Property, though a more detailed assessment will be necessary to confirm the suitability of the different kinds of children’s care provision to this pattern of co-located service delivery. It is anticipated, for example, that while the hub-based operation may be feasible for early year’s childcare provision, it may not be suitable for special needs provision.

Action: to undertake a preliminary review of the opportunity for child care provision within the public service hubs, with the associated capital and revenue implications of such change included within the Delivery and Investment Plan for Property. This will be followed by a more detailed assessment as part of the future planning process for property.

New Records Office/Facility

- 6.38 A Heritage Lottery Fund grant application has been submitted to support the preparation of a business case, and the subsequent development of a new records office on the Island.

Action: to consider whether the new records office proposals will result in any un-programmed capital or revenue costs, and include a preliminary assessment within the emerging Delivery and Investment Plan for Property.

INVESTMENT PROPERTY

- 6.39 Investment property is defined as those non-operational properties held by the Council which provide significant rental income to the Council (effectively the Council receives a financial return on the capital employed in these properties).
- 6.40 We are not a property company and our ability or desire to act as such is limited. We cannot trade in property in the way that a property company would, and the profile of our investment property is very different. The majority, if not all, of our investment property were originally acquired for local government service purposes (e.g. town planning, social and/or economic development, highways, regeneration, housing, education etc.) and in many cases they still fulfil one or other of these roles. However, over time some of the original reasons for acquisition and retention have changed and it is important for us to consider whether we should continue to retain all or some of these assets.

Factories/Industrial Units

- 6.41 A review is required of the effectiveness of the management of our factories/industrial units, to ensure that income generation is being maximised. Where opportunities are identified for rationalisation, a financial assessment will be necessary to assess the relative benefits to the Council of an income stream or a capital receipt.

Action: to undertake an urgent 'high level' assessment of the desirability of retention of our investment estate, with existing and potential capital and revenue implications of change included within the Delivery and Investment Plan for Property.

Allotments

- 6.42 No change is anticipated to this element of our estate, though provision for its regular review will be included within the overall future planning process for property. Specific opportunities that may arise (for example in connection with wider regeneration proposals), will be examined on their financial and service merit.

SURPLUS ASSETS

- 6.43 Our programme of property review is anticipated to identify sites and buildings as surplus to our requirements. Arrangements will be made for the disposal of such assets unless there are overwhelming financial or service reasons for retention. Our commitment is to release capital from the existing portfolio to allow the Council to re-invest this capital in order to achieve its objectives.

Strategic Action Plan

1. Introduction

- 1.1. We have already identified the role of this document presenting our required 'direction of travel' for establishing a solid foundation to our property asset management practices in the future, and for ensuring that our portfolio is planned within the context of our core business drivers. We have also acknowledged that there are a number of actions that need to be undertaken, that are critical to the delivery of our property objectives and the achievement of our overall vision. In the immediate term, we need to undertake actions which will inform our future direction, and enable us to make the right decisions. In the longer term, we will need to institute actions that will ensure that our defined strategy is implemented.
- 1.2. The aim of this section is to summarise:
 - The key actions that need to be undertaken
 - Those responsible for ensuring that they happen
 - The key parties that will need to be involved to complete them
 - The timetable within which they need to be completed.
- 1.3. A tabular format is used for summarising the principal activities identified within the strategy, with higher priority activities highlighted. There then follows a diagrammatic representation of the overall programme, which identifies specific milestones.

- 1.4. We recognise that there is a lot that we need to do, and moreover, a lot that we need to do in the immediate term. In this context, it is vital that we identify skills and capacity issues at an early stage, and ensure that we have the resources in place to deliver. We cannot afford to lose the momentum we have generated, and are committed to delivery.

Category	Action	Description	Involving Whom?	Led by?	When Required?
Strategic Capacity and Tools	Review skills and staffing requirement	Undertake analysis of skills and time availability among existing staff	Strategic Asset Management Group Service heads	Director of Regeneration and Development ?	Immediate and then on-going
		Identify additional resource or skills requirements as necessary and consider options for filling them			
		Formally allocate staff and resources to Property Strategy			
		Communicate requirements and mobilise staff elsewhere in the organisation, as required. Secure commitment to the dedication of time required.			
	Review data requirements	Assess level and nature of data available in relation to portfolio, and consider whether any core gaps in knowledge exist.	Property Management Group Directors Group	Head of Regeneration Property Management Group	Immediate and on-going
		Prepare and implement plan for addressing gaps.			

Overall Strategy Review and Development	Agree first draft of Property Strategy	Formal commitment of Council to definition and implementation of Property Strategy	Strategic Asset Management Group/ Cabinet	Director of Regeneration and Development Cllrs Wood and Brown	January 2007
	Prepare first draft Capital Strategy	Preparation of long-term look at capital requirements of all initiatives that the Council seeks to undertake over the next ten years, and our proposals for funding them – as a means of testing the affordability of our strategy.	Service/Project teams Property team Finance team	Property Management Group Finance	End January 2007 (with on-going review and revision thereafter)
Overall Strategy Review and Development	Prepare first draft Delivery and Investment Plan for Property	Preparation of three year rolling expenditure and funding plan (capital and revenue) for property – to input into Council's wider annual budget making process.	Finance team Property team	Director of Regeneration and Development Director of Finance	March 2007 (with on-going review and revision thereafter)
	Develop Performance Management Framework for Property	Within the context of the agreed Property Strategy, preparation of formal measures for assessing performance, and framework for the assessment of progress.	Strategic Asset Management Group Property Team	Property Management Group	January 2007 (with on-going review and revision thereafter)
	Ensure that business process for property is formally instituted within the authority.	Development of capacity and programme for incorporation of business process for property within the authority. This to embrace: <ul style="list-style-type: none"> • Strategy development • Preparation and delivery of specific projects and programmes • Review of achievements • Strategy review and development 	Strategic Asset Management Group	Director of Regeneration and Development Property Management Group	January 2007
Property Reviews	Portfolio Review	Undertake 'first cut' reviews of all direct service property, office accommodation, democratic space and investment property, to clarify extent and nature of existing issues of property performance, and existing plans and projects in place.	Property Team Service Teams	Director of Regeneration and Development	End February 2007

	Portfolio Review	Define programme for future comprehensive, detailed property review based upon priorities identified within draft Property Strategy (Section 5) and emerging priorities arising from high level review. This should include provision for complementary review or strategy development (e.g. development of work style proposals to support consideration of office portfolio)	Property Team Service Teams Central Resource Teams	Head of Regeneration	End February 2007
Property Reviews	Consultation Programme	Institute wide programme of consultation with external partners to ensure that opportunities for closer working, co-location are formally discussed.	Strategic Asset Management Group Public Service Board	Property Management Group	End February 2007 and then on-going
	Geographical Review	Undertake detailed review of West Wight area, to include assessment of opportunity for Freshwater as location for first customer service hub. This to consider existing property use and requirements within the area, opportunities for co-location internally among Council services and/or with complementary external partners.	Property Team Service Teams Relevant Partners	Property Management Group	Commence Q1 2007 Complete by end Q4 2007 to input into annual budgeting framework.
		Undertake reviews of remaining four defined areas (The Bay Area, Cowes, Newport and Ride), with order and timing defined according to priorities identified as Property Strategy develops.	Property Team Service Teams Relevant Partners	Property Management Group	Commence Q1 2008, with at least one review completed per annum thereafter
Maintenance	Review of affordability	Reconfirm extent of existing maintenance backlog and assess its affordability within emerging Capital Strategy. Inclusion within Delivery Investment Plan for Property over next 8 to 10 years.	Property Team Finance Team	Property Management Group	High level assessment required by end January 2007, with more detailed analysis following thereafter to fit into overall investment planning process for property

<p style="text-align: center; color: blue;">Regeneration</p>	<p>Detailed review of regeneration proposals within context of wider strategic context for property; and review of property strategy proposals in context of regeneration opportunities.</p> <p>Consideration of financial and property implications of all regeneration proposals, and development of full business case assessment approach to their evaluation.</p>	<p>Preliminary focus:</p> <ul style="list-style-type: none"> • River Medina barrage / lifting cill • Other proposals in the Medina Valley • Newport Harbour Regeneration Scheme • County Hall site (linked to Newport Harbour) • Maritime Heritage Centre • Cowes area proposals • Ryde Interchange • Bay area • Existing Council car parks <p>Further assessment defined by priorities emerging in context of emerging findings as property strategy develops.</p>	<p style="text-align: center;">Property Team Regeneration Team Finance Team</p>	<p style="text-align: center;">Property Management Group</p>	<p>High level assessment required by end January 2007, with more detailed analysis following thereafter to fit into overall investment planning process for property</p>
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