

APPENDIX 1



Isle of Wight Council
Strategic Asset Management
Plan 2009

Version 2

June 2009

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1. Foreword

- 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 Council's Corporate Plan was agreed by Cabinet in October 2008 as its main strategic planning document, providing a framework for the delivery of our services. It is a clear statement of the Eco-Island vision, strategic aims and priorities, and outlines the key actions which will support the delivery of these priorities.
- 1.2. The Council has limited resources in money, people, assets, systems and capacity and needs to make the most of these in delivering its Vision and Priorities. Greater Value for Money means greater outcomes that can be delivered.
- 1.3. The Strategic Asset Management Plan is an essential element in enabling the Council to deliver its Services effectively in an efficient and cost effective way.
- 1.4. The Medium-Term Financial Strategy for 2009/12 agreed by Cabinet on 31st March 2009 sets out our resource plan to ensure that the overall vision, objectives and outcomes sought for the local community are deliverable within the resources that are available or likely to be available in the medium term. Also that these resources are deployed to the priorities of the Council and that our strategies and activities are driven by the Vision and Corporate Plan and service plans.
- 1.5. This means that over time we have to re-shape our budget and redirect resources away from lower priority areas and ensure we live within our means. This is set against a backdrop of a deepening recession, fall in income and very constrained resources. This makes it even more essential that we have a well planned realistic and transparent strategy that identifies where resources will come from and how they will be used.
- 1.6. We have a large Asset base and we spend significant sums of money maintaining and operating it. The Property Strategy is designed to ensure that we unlock the opportunities from our assets, dispose of those we don't need, minimise our running costs, and ensure that the assets we do keep are fit for purpose and used effectively in service delivery.

Councillor Peter Bingham

The Council's Cabinet Member for Resources

Dave Burbage

Director of Resources

2. Strategic context

- 2.1 The Vision and the Corporate Plan set out the overall direction, priorities and outcomes sought for service delivery and improvement. The Strategic Asset Management Plan (SAMP) needs to support and help enable the achievement of these. The Medium-Term Financial Strategy, Value for Money Strategy and strategic office accommodation rationalisation approach agreed by Cabinet also set the scene as to the outcomes that need to be achieved from our asset base.
- 2.2 These relate to a need to respond to the key programmes of change and improvement such as School Re-organisation, Highways PFI, Transformation, Fire Service Modernisation; to deliver Value for Money from our property portfolio; to unlock the full potential of the assets we own; and rationalise what we have and make what we keep fit for purpose.
- 2.3 The key outcomes from this are to:-
- unlock the full opportunities and value from our Asset base
 - identify and effectively dispose of surplus assets
 - ensure that the Assets we keep are fit for purpose and enable effective service delivery
 - Ensure that the Assets we keep are cost –effectively managed and operational costs are minimised
 - understand and monitor our costs and demonstrate that we are delivering VFM
- 2.4 The SAMP therefore sets out our overall strategy for delivering these outcomes.
- 2.5 This document builds on the Strategic Asset Management Plan (SAMP) approved in November 2006 which set out a “direction of travel” rather than a blue print for the future. Importantly though the 2006 SAMP represented a 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.
- 2.6 The delivery of the 2006 SAMP, however, has proved difficult and the recent Audit Commission report on Property Asset Management as part of its Use of Resources judgement highlighted a number of areas for improvement. The strategy and action plan incorporate the necessary actions to respond to those improvements.
- 2.7 Having commissioned and received the Strategic Property Review undertaken by Bruton Knowles the extent of and key issues related to our main property holdings are known. This has informed the way forward and we are now in a much better position to deliver on the outcomes required.

- 2.8 The Strategic Asset Management Group, embracing both senior officer and member representatives, is tasked with the overview and governance of this strategy, including the asset investment and rationalisation plans aimed at optimising the contribution of our property assets to our strategic objectives.
- 2.9 The strategy will be developed and programmed through the Strategic Asset Management Group which will be supported by a service based Service Asset Management Group.
- 2.10 Accountability will be through Directors Team to Cabinet with specific reports to Scrutiny and Audit Committees as appropriate.

3. The Strategy

- 3.1. The strategy directly flows from the Council's Vision and Corporate Plan. 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.
- 3.2. 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.
- 3.3. Our vision is for all public service provision to be driven by customer requirements and be accessible to the people that require them. We envisage a structure of locality bases for key service provision, 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.
- 3.4. Detailed analysis will be required to confirm our proposals, though our current assumptions are for:
 - Democratic and headquarters functions located in Newport within a refurbished County Hall
 - Major support functions and strategic services functions located primarily in Newport, some within the refurbished County Hall, and others within the key buildings to be retained.
 - Flexible working through open plan accommodation, analysis of work style leading to shared desk utilisation, touch down office use, remote working and home working.
 - Three key locality bases, one each in
 - West /Central Wight;
 - East Wight
 - South Wight.
 - Local service centres to be provided through the co-location of services as opportunities arise (for example help centres within libraries).
 - Touch down office facilities made available within retained Council (and potentially other public sector) buildings.
 - Extended use of other Council / public facilities, particularly schools, in order to ensure a more intensive use of these assets.

- Rationalisation of the operational asset base to reflect the more intensive use of the retained assets, which will result in capital release and revenue savings.
- 3.5. The Strategic Transformation Programme is driving through a series of pilots proving the effectiveness of flexible working and the rationalisation of the operational asset base is predicated upon this. As these pilots prove this effectiveness further tranches of the accommodation rationalisation programme will be planned and implemented.
- 3.6. Our vision for the future assumes a reduced asset base that is more fit for purpose (including the addressing of statutory compliance and health and safety issues), 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.
- 3.7. Our aim for the future is an agile asset base that is responsive to changes in Island priorities.
- 3.8. A summary of the Strategic Asset Management Plan is set out on the next page.

The **Eco Island vision for 2020** is:

"we want the Isle of Wight to become a world renowned Eco Island with a thriving economy, a real sense of pride and where residents and visitors enjoy healthy lives, feel safe and are treated with respect".

The four themes underpinning the vision are:

- A thriving Island.
- A healthy and supportive Island.
- A safe and well kept Island.
- An inspiring Island.

As part of the Eco Island Vision the Council has launched a transformation programme called a **Modern Council** that will change the way the Council operates across a wide range of areas. The Council has also agreed a Medium-Term Financial Strategy, a Value For Money Strategy and a Strategic Office Accommodation rationalisation approach that set out a clear framework for the Strategic Asset Management Plan

- Major Service improvements and changes –School Re-organisation, Highways PFI, Fire Service modernisation, Transformation etc.
- Refurbishing County Hall and reducing our Office accommodation through rationalisation
- Improving performance and value for money.
- Reducing the Council's impact on the environment.
- Making our buildings more fit for purpose.
- Establish, maintain and improve effective partnership engagement.

These business drivers provide the framework for our property objectives:

- To Unlock the full opportunities and value from our Asset base
- To identify and effectively dispose of surplus assets
- Assets we keep are fit for purpose and enable effective service delivery
- Assets we keep are cost –effectively managed and operational costs are minimised
- To Understand and monitor our costs and demonstrate that we are delivering VFM

And a process for implementation must be in place:

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

Which, in turn deliver the outcomes we need to achieve

- Office buildings reduced from 34 to 17
- Flexible working implemented
- Average workstation ratio 70%
- Ongoing revenue savings of at least £500k each year
- Retained properties more fit for purpose
- Surplus properties sold with Capital receipts of £2m+ each year
- Backlog of repairs identified and action resourced and planned
- Property performance in upper quartile of comparable Councils

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

The components of our Strategy are:

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.

Flexible Working – to enable strategic transformation via the introduction of flexible working across the Island.

Community Asset Transfer – to enable partnership working with a thriving and sustainable Third Sector with community management and ownership of public assets, whilst ensuring best consideration for the disposal of Council assets.

Sustainable Development – to ensure assets comply with sustainability standards, energy savings and the carbon reduction commitment.

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 undertake Tranche One of the Accommodation Rationalisation Programme and continue to review the occupation of the remaining office portfolio.

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.

Investment Property – to undertake 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.

4. Current Property Portfolio

- 4.1. The Council's asset portfolio had a valuation of £342m as at 31 March 2008 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 £250.6 million (73%)
 - Infrastructure £69 million (20%)
 - Vehicles and Plant £7.5 million (2%)
 - Community Assets £1.9 million (1%)
 - Surplus Assets for Disposal £8.2 million (2%)
- 4.2. The Council owns 328 buildings valued at £215 million, and including:
- **69 schools**, providing education to some 18,800 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 957,000 items per annum
 - **10 fire stations**, responding to around 1,415 incidents per annum
 - **4 leisure establishments**, with 684,000 visits
 - **7 tourist information centres**, with a footfall of 350,000
 - **3 waste and disposal energy centres**, processing over 86,500 tonnes annually
 - **1 crematorium and 24 cemeteries**, managing approx. 1,600 bereavements per annum
 - **4 museums**, attracting over 90,700 visitors
 - **71 public conveniences**
 - **17,300 m² of office accommodation**
 - **12 stores.**
- 4.3. Total property running costs in 2008/09 were estimated to be at least £9.1 million, 4.6% of the council's total net revenue expenditure of £200 million. The net revenue income from the portfolio amounted to £0.97 million. The maintenance backlog as at March 2009 was estimated at approx. £53 million, of which 65% is related to schools.

CURRENT PROPERTY PORTFOLIO 4

- 4.4. 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 is too large for our needs, and that in very 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 the commitment to limiting the annual increase of 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.
- 4.5. 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.
- 4.6. 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.
- 4.7. 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.

5. Property Objectives

5.1. Introduction

- 5.1.1 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.
- 5.1.2 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.

5.2 Our Property Objectives

- 5.2.1 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 and whole life principles in the design and construction.
- 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 utilising the Technology Forge property database and management system with the 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 potential co-location of public service provision.

5.3. Critical Success Factors

- 5.3.1 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. Clear, tangible, costed and prioritised targets will need to be set against a background of approved and meaningful Performance Indicators, allowing benchmarking against similar Authorities, in order to identify and drive out any under performance and ensure the delivery of value for money.
- 5.3.2 Fundamentally, however, our core objectives will be achieved, if, within the next 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 access, sustainability, environmental protection and enhancement, energy management and carbon savings, as well as working with our partners.
- 5.3.3 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 (with particular emphasis upon leasehold premises with short terms unexpired) and own, through enhanced efficiency of operation (with emphasis upon flexible working) and if possible through an increase in revenue from our income producing assets. While the extent of the budget reduction is likely to be defined on an annual basis, 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.
- 5.3.4 Capital receipts must be released from our portfolio to, at minimum, meet the existing stated requirements within our Medium Term Financial Plan – namely £1.9 million for 2009/10 and 2010/11. This figure will need to be further reviewed as our investment strategy for assets is developed in detail (at the time of writing the significant downturn in the economy is having a major impact upon property values, demand and supply, and if the capital receipt targets are not achieved this is likely to have an adverse impact on the Medium Term Financial Plan).

- 5.3.5 Achievement of our objectives will necessitate this Property Strategy to have been reviewed and agreed by Cabinet by July 2009, accounting for Tranche 1 of the Strategic Transformation and Strategic Accommodation Rationalisation Programmes. 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.

MAIN COMPONENTS OF THE STRATEGY 6

6. Main components of the Strategy

6.1. Introduction

- 6.1.1. 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. As this is an iterative process, building upon itself, it will include developing actions that will enable the Council to make the necessary property and accommodation decisions through to actions that will put those decisions into practice. It will be reviewed regularly to reflect service asset management planning and also to reflect changes at the strategic level (for example a change of political direction).
- 6.1.2. Regular reviews will also be required to ensure that this strategy has clear links with the Council's corporate aims and objectives and strategic objectives and that it links with other service led strategies and policies. Obvious links include with the Medium Term Financial Plan and the Council's Capital Strategy; ICT and HR enablers, such as Flexible Working Policy; sustainability issues such as the Carbon Reduction Commitment; and various others such as the Local Area Agreement.
- 6.1.3. The strategy is separated into a number of components, each of which is considered in turn. Consideration is given first to a number of overarching themes, and then to individual components of the portfolio, as follows:
- Themes:
 - Strategic Capacity and Tools
 - Service Reviews, Service Property Reviews and Investment Planning
 - Flexible Working
 - Community Asset Transfer
 - Sustainable Development
 - Regeneration
 - Maintenance
 - Portfolio Components, including:
 - Office Accommodation
 - Democratic Activities
 - Direct Service Property
 - Investment Property
 - Surplus Property

MAIN COMPONENTS OF THE STRATEGY 6

6.2. Strategic Capacity and Tools

- 6.2.1. 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.
- 6.2.2. Currently (June 2009) there is insufficient staff capacity (for example an Asset Manager has only recently been recruited, internally, but his previous post is yet to be backfilled) within the Strategic Asset Management Service to undertake the work required to advance this strategy. This must be addressed as dedicated time is required to ensure that the Strategic Action Plan (described in the next section) can be implemented and intensive activity (running the Service Asset Management Group meetings, assisting services in preparing Service Asset Plans, meeting with Heads of Service and Senior Service Managers to discuss service delivery requirements, suitability surveys, assisting service reviews and undertaking service property reviews and area property reviews, reviewing action and investment plans and instigating their implementation) is necessary during the course of 2009 and 2010 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 matters) does not overtake importance (developing and implementing the strategy).
- 6.2.3. The clear political leadership of the Strategic Asset Management Group should be sought and the relationship between Officers and Members and their respective responsibilities be clearly stated. The Strategic Asset Management Service staff involved will also need to work closely with colleagues within service departments and in the corporate centre. There will also need to be active “championing” of asset issues by the relevant Cabinet Member and a lead Senior Officer of the Council.
- 6.2.4. The business processes that are needed range from the planning process itself through to processes to ensure that individual business cases are robustly assessed.
- 6.2.5. It is recognised that we do not currently have the capacity (skills and resources) to plan, but especially implement, this strategy and therefore addressing this capacity shortfall must be a top priority. There are two proposals aimed at addressing the shortfall, namely:
 - A spend to save bid for the recruitment of a Rating and Valuation Surveyor, which will enable an existing Surveyor to be redeployed as Asset Manager.
 - A proposed restructure of the Strategic Asset Management Service to incorporate the Children’s and Young People Directorate Premises and Development Team.

MAIN COMPONENTS OF THE STRATEGY 6

- 6.2.6. A further potential means of increasing capacity has already been explored, namely, improved working with partner organisations (particularly the NHS Trust and the Police), including the joint use, commissioning and procurement of assets. Indeed, a Joint Strategic Property Review was commissioned and is referred to in a subsequent section. At this stage only limited opportunities exist, but quarterly meetings have been arranged to continue to explore emerging opportunities.
- 6.2.7. 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, by means of a property code of practice (to be approved by Corporate Management Board), ensure that all property issues are referred to the Strategic Asset Management Service by service departments.

Action: Review the Council's Strategic Objectives and Service Strategies and Policies to ensure linkages with the Property Strategy.

Action: Agree the roles and responsibilities of those involved in property strategy work.

Action: Address staff capacity issues for property strategy work as soon as possible.

Action: Draft and approve a Property Code of Practice.

6.3. Service Reviews, Property Reviews and Investment Planning

- 6.3.1. 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. However, property reviews at a service level must be undertaken in conjunction with service reviews as they are predicated upon service delivery. A continual programme of service and property reviews and assessment is key to a healthy business process for property.

Strategic Property Reviews

- 6.3.2. The 2006 Strategic Asset Management Plan expounds a number of aspirations particularly that of much closer integration with other public sector agencies, including co-location for service delivery and potentially a joint headquarters office facility. In some ways these aspirations were anticipating some of the initiatives in the "Strong, Safe and Prosperous Communities" proposals set out by DCLG in 2007.

MAIN COMPONENTS OF THE STRATEGY 6

- 6.3.3. In order to investigate the opportunities relating to these aspirations a Joint Strategic Property Review was commissioned by the Isle of Wight Partnership (Isle of Wight Council, Isle of Wight NHS and the Island part of the Hampshire and Isle of Wight Constabulary). The scope of this review was:
- Delivery against the current property objectives.
 - Consider delivery of measurable revenue savings and capital receipts.
 - Identify market led opportunities for change.
 - Consider operational assets reflecting the 2006 SAMP priorities.
 - Consider co-location and especially potential for a joint HQ facility.
- 6.3.4. The Strategic Review concluded that, whilst there are synergies between the partner's portfolios particularly in the context of disposals and site assembly, there were opportunities for co-location between all three services albeit much less far reaching than originally envisaged in the initial project brief or the 2006 Strategic Asset Management Plan. It was also concluded that there was limited practical advantage in a shared HQ facility.
- 6.3.5. Appended to that Joint Strategic Property Review Report is a schedule of property recommendations, together with financial projections, and a recommended Office Accommodation Rationalisation Strategy. These documents will form one of the main building blocks of the Strategic Asset Rationalisation Plan within this Strategic Asset Management Plan and will be further informed by the emerging service asset management data.

Service Reviews

- 6.3.6. Asset management can be defined as "optimising the utilisation of assets in terms of service benefits and financial returns". Asset management planning helps to raise awareness of resources invested in property assets and to develop strategies and programmes to ensure these investments are deployed in the most effective way to meet the Council's corporate and service objectives.
- 6.3.7. It is important therefore that services inform the asset management process so that property assets can be optimised in respect of service delivery. This requires a joint approach through service asset management planning with service reviews shaping service property reviews. Without the context of how a service is evolving (or not) in light of service delivery expectations, changing Government legislation and other external (and internal, such as the introduction of the new SAP Finance System and potential resulting staff reductions or staff centralisation) factors, the shape of the service property requirement cannot be reviewed.
- 6.3.8. A number of service reviews have been undertaken recently or are currently in progress and the outcome of these is directly informing the relevant service property reviews and ultimately this Strategic Asset Management Plan

MAIN COMPONENTS OF THE STRATEGY 6

Service Property Reviews

- 6.3.9. The Service Asset Management Group has been formed in order to integrate service reviews with service property reviews. Where services have not yet undertaken a service review or these are still in progress and not yet in a position to inform the property requirements, then Officers from the Service Directorates and Strategic Asset Management Service will need to undertake some “short and sharp” reviews as soon as possible in order to inform the strategic asset planning process. Thereafter greater depth can be added over the coming years when formal service reviews and service property reviews are undertaken.
- 6.3.10. 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, particularly in light of the Strategic Transformation Programme.
- 6.3.11. We recognise that some reviews have already been undertaken which have led to specific proposals for rationalisation or investment and these are referred to later within the portfolio components section. The proposals emanating from these reviews obviously need to be considered against the overall property strategy in order to ensure that they take account of our objectives, vision and strategy for property.
- 6.3.12. The service reviews will need to take account of the emerging Strategic Transformation Programme, particularly flexible working, and will also need to take account of not just our own service requirements but reflect the opportunities that may exist for closer working with partner organisations in both the public and private sectors.
- 6.3.13. Due to the pressures of time and the need to move the strategy forwards as quickly as possible this is likely to mean that some aspects of the portfolio must be reviewed somewhat rapidly initially and at a high level. Detailed reviews will need to follow. However, priority will be given to those aspects of the portfolio which are likely to have the greatest impact on the overall strategy and lead to the greatest “wins” for the Island.

Action: Ensure completion of current service property reviews and undertake a “short and sharp” review for any not yet formally commenced.

Area Property Reviews

- 6.3.14. 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 (potentially alongside that of other public sector or voluntary sector partners) to encourage improved delivery of services at a locality or neighbourhood level. It is also important in respect of co-location of our own service delivery at these levels, again taking account of the Strategic Transformation Programme.

MAIN COMPONENTS OF THE STRATEGY 6

- 6.3.15. Our vision assumes three locality bases serving the Island, together with a more local or neighbourhood provision and particularly for touch down office accommodation. This will be the foundation of the area property review programme.

Action: Instigate a series of area reviews to inform the property strategy, with particular emphasis upon co-location and better utilisation.

Investment Planning

- 6.3.16. Once this property strategy is finalised we will work closely with colleagues within Finance to review the capital requirements for the initiatives in order to plan how these may be undertaken over the next 5-10 years. Inevitably at this early stage in developing our long term strategy the capital strategy element will need to be based broadly on estimated expenditure / costs and receipts / incomes, but it will enable us to test the affordability of the property strategy. This may in turn cause us to amend the strategy or the way in which we intend to implement it.
- 6.3.17. Following this and based on our property vision and our emerging property reviews we will prepare a 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.
- 6.3.18. It is important that we commence this exercise promptly 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.
- 6.3.19. The Asset Investment Plan document is not intended to be overly complicated, but rather a short document backed with financial evidence.

MAIN COMPONENTS OF THE STRATEGY 6

6.4. Flexible Working

- 6.4.1. Flexible working is one of the cornerstones of the Council's Strategic Transformation Programme and is a key element of the Modern Council Agenda. From a property perspective it is envisaged that utilisation of a suite of flexible working options will enable a rationalisation of the office accommodation portfolio, and subsequently service delivery portfolios. It is the way by which the utilisation of our property assets can be maximised, ultimately leading to the potential for revenue savings and capital receipts.
- 6.4.2. Flexible working already occurs to some degree, albeit in an unstructured ad hoc manner. In order to enable a more structured approach an analysis of work style across the Council has been undertaken at a high level in order to determine the level of flexibility within different work groups. Further work is required to refine this work style analysis and once achieved it is proposed that this will be used to determine the percentage time occupation of accommodation required by the respective work style groups, thus enabling the planning of better utilisation of the accommodation based on Corporate Office Standards.
- 6.4.3. As part of the Corporate Office Standards it is envisaged that, where physically possible, retained buildings will become open plan allowing better utilisation of the floor area available through enabling much greater flexibility of floor layouts. This requires a space planning exercise of the buildings likely to be retained in order to ensure maximum floor utilisation.
- 6.4.4. Touch down accommodation has been referred to previously and this is where bookable work stations will be made available in a number of locations across the Island to enable mobile officers access to accommodation and the ICT network close to their point of work or without having to cross the Island to their normal office base, thus reducing the need for work travel and potentially improving work / life balance. It is envisaged that such touch down accommodation will be provided in as many locations as possible.
- 6.4.5. In order to allow remote access to the ICT network via touchdown or indeed home working situations the ICT network requires improving to ensure Island wide access on a secure network. This and other enablers such as wireless and the electronic document management system (reducing the need for paper records), thereby further reducing office accommodation requirements, need to be in place to achieve flexible working on the scale proposed, thereby directly impacting upon this Property Strategy.

Action: Refine the work style analysis to inform the better utilisation of buildings.

Action: Procure space planning consultants to ensure better floor layouts and utilisation.

MAIN COMPONENTS OF THE STRATEGY 6

6.5. Community Asset Transfer (CAT)

- 6.5.1** Reference has previously been made to partnership working, particularly with the community and this will become possible through the Voluntary Sector Strategy through which the Council will work more closely with a thriving and sustainable Third Sector, leading to more community engagement and commissioning of services. Part of the infrastructure created by the Council to enable this Voluntary Sector Strategy is the Community Asset Transfer Policy. Community asset transfer is where an unused or under utilised Council owned property asset is transferred to a voluntary sector organisation for a variety of different social, community and public purposes, enabling benefits to the community, the Council and the organisation taking ownership. Where the Third Sector is commissioning services there are likely to be instances where operational service buildings might also be considered for asset transfer, especially if the service commissioned was that being provided from the building.
- 6.5.2** A Community Asset Transfer Policy has recently been approved by Cabinet and this establishes the principles of asset transfer, together with key policy criteria and how asset transfer requests will be assessed. One of the most important elements of this policy will be to understand the tension between the Third Sector making a request for the transfer of assets (generally) at less than market value and how the Council ensures that there is a transparent process whereby it assess a below market value transfer against the likely other uses if sold on the open market, taking account of the less tangible benefits the transfer might bring to the wider community.
- 6.5.3** The quarterly updated Capital Receipts Programme which highlights the properties that will potentially be made available for disposal by the Isle of Wight Council (this list will be informed by the action plan within this Strategic Asset Management Plan) will enable Third Sector organisations to express interest in these properties for community asset transfer purposes. It is obviously important that there is a balance struck in this respect as the Council is quite obviously unable to transfer all properties at below market value to such Third Sector organisations, as there is considerable pressure to achieve both revenue savings and capital receipts.

6.6. Sustainable Development

- 6.6.1** The Eco Island Community Strategy Theme of “A Thriving Island” refers to the introduction of innovative solutions for 21st century sustainable living which makes real progress in reducing the environmental footprint of the Island. In property terms this means the setting of high design standards for all new buildings (BREEAM excellent) leading to a decrease in energy consumption, reduction in carbon footprint and minimisation of waste generation.

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- 6.6.2 Energy savings and the Carbon Reduction Commitment are also of paramount importance in respect of the Council's property assets, both from a revenue savings perspective and from a compliance with Government requirements perspective. A variety of savings schemes will be introduced to retained buildings and the commitment to these programmes will help inform the fitness for purpose of property assets and assist in the decision making process in terms of fitness for purpose.

Action: Explore energy saving opportunities and implement across the portfolio.

6.7. Regeneration

- 6.7.1. A Regeneration Leadership Team, chaired by the Chief Executive, has been established in order to ensure delivery of regeneration initiatives across the Island, both from the Council's own perspective and in conjunction with other public and private sector organisations. The current principal regeneration areas are the Medina Valley (from Cowes through to Newport), Ryde and the Sandown Bay Area.
- 6.7.2. A number of regeneration initiatives have been proposed on the Island and it is anticipated that our portfolio will 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.
- 6.7.3. 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, within Newport Harbour there are operational and non-operational buildings together with land that could enable a significant regeneration of an area in need of investment. As part of the emerging Island Plan it has been recognised that locations such as Newport Harbour will benefit from Supplementary Planning Documents which will assist in the strategic regeneration vision for these given areas. We must work closely with Planning colleagues, and other user groups, to assist in the preparation of these SPD's in order to ensure the best possible strategic regeneration outcome.
- 6.7.4. The relevance of the emerging Island Plan must not be under estimated. The development process for this strategic document has required the inclusion of sites across the Island that landowners have considered suitable for regeneration or development, and these are being assessed and scored within the process as to their suitability (or not) for development and their deliverability. Council owned land (particularly non-operational) has been fed into this process in order to enable regeneration and to ensure maximum consideration for the disposal of surplus assets. Any further Council sites identified, following service reviews, as being surplus will be treated as windfall opportunities and be reviewed by the Planning Policy Team at that time.

MAIN COMPONENTS OF THE STRATEGY 6

6.8. Maintenance

- 6.8.1. There is a significant maintenance backlog of repair across the Council's portfolio at the present time (currently estimated at approximately £53 million) and this will continue to increase without due consideration of this asset strategy. This backlog is a result of many years of insufficient repair and maintenance funding.
- 6.8.2. In addition to the repair and maintenance revenue budget the last two years has also seen a capital budget made available for planned capital programme works, principal of which have been connected with statutory compliance and health and safety issues. These are elements of the property portfolio that cannot be ignored, particularly in light of the recent corporate manslaughter legislation.
- 6.8.3. Expenditure against both the revenue and planned capital programme are prioritised against the condition survey details held on the Technology Forge database, which is interrogated to give priority ratings in respect of the planned programme. The programme is planned on a three year rolling basis (subject to the production of project plans, costings, suitably robust project management and linkage with the SAP financial system, leading to funding being confirmed) with the first year being much more detailed. This programming of maintenance will inform the investment plan for property.
- 6.8.4. The output of the interrogation / analysis of Technology Forge will lead to the prioritisation of planned programmes that are reconciled with the Council's replacement / disposal programmes to establish informed decisions on optimum utilisation of funding streams available that deliver sound property management principles.
- 6.8.5. The first priority (following statutory compliance, including asbestos, water hygiene and fire safety) of the maintenance prioritisation process will be to secure the building fabric (element 1 roofs to element 4 external walls, windows and doors) and the building services (element 7 mechanical services to 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.
- 6.8.6. 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.
- 6.8.7. The backlog of repairs will not be reduced through undertaking a repair and maintenance and planned capital programme regime unless significant additional funding is made available or there is a reduction in the size of the portfolio. As budgets are limited and unlikely to be increased in the foreseeable future it is envisaged that the backlog of repairs can only be significantly addressed by the removal of properties from the Council's portfolio, thereby removing the backlogs attributable to the properties disposed of and removing the need for on-going repair and maintenance to those properties.

MAIN COMPONENTS OF THE STRATEGY 6

- 6.8.8. Standards of maintenance, design / appearance, sustainability and compliance will be set consistent with a 21st century service provider. Furthermore arrangement will be made for funding of our future planned (preventative) maintenance programme in relation to the investment plan for property.

Action: Ensure the 5 year rolling programme of condition surveys is up to date.

Action: Ensure the capital programme project plans are complete, based on TF data prioritisation, enabling maintenance programmes to commence.

Action: Ensure statutory compliance programmes are undertaken, with works properly procured.

Action: Assess the backlog of repairs against the capital and revenue repair and maintenance works and the accommodation rationalisation programme to establish how the backlog might be eradicated.

6.9. Portfolio Components

Office Accommodation

- 6.9.1. The Strategic Transformation Programme and our new vision for public service provision on the Island will necessitate some significant changes to the profile of our office accommodation.
- 6.9.2. The outcome of the Strategic Property Review is a decision to rationalise office accommodation across the Island, and particularly in Newport, into a smaller number of buildings all providing maximised utilisation, enabling flexible working and enabling touch down usage. The principal building to be retained is County Hall where the decision is to undertake a scheme of refurbishment creating open plan accommodation and facilitating the above issues and also creating a sustainable building with a life expectancy of at least 25 years.
- 6.9.3. The aim of reducing the number of buildings will be to ensure that those retained are more fit for purpose, facilitate flexible working and are maintained in good condition thus addressing (as best we can) the backlog of repairs.

MAIN COMPONENTS OF THE STRATEGY 6

- 6.9.4. Which services will occupy which retained buildings has yet to be formulated, although Tranche 1 of the Strategic Transformation Programme is beginning to shape the proposed occupations. Tranche 1 is also addressing the leasehold accommodation occupied by the Council, especially where leases are already time expired or are due to expire shortly. As part of the revenue savings programme these buildings will be highlighted for early relocation of the services to those buildings planned to be retained. Such moves cannot however be fully effected until the ICT enablers have been put into place and HR's new Flexible Working Policy has been adopted.
- 6.9.5. The three proposed key locality bases will be centred upon the Children's and Young People Directorate and will cover the Central / West Wight, East Wight and South Wight areas. It is possible that these will, subject to the outcome of Schools Reorganisation, occupy former school buildings and will facilitate both office accommodation for the Directorate and direct service delivery accommodation as well. In addition to this the locality bases will also offer co-location opportunities for other services and especially touch down office accommodation. The exact locations will be decided following approval of the Schools Reorganisation Programme.
- 6.9.6. Flexible working is a fundamental part of the Strategic Transformation Programme and this will of course have significant impacts upon the property strategy and especially on office accommodation. Once embedded flexible working will enable the accommodation rationalisation programme to be moved forwards, driving out revenue savings and capital receipts and maximising the utilisation of the retained buildings. Along with the associated improvements or refurbishments to the retained buildings it is envisaged that this will increase productivity and enhance the environment for our staff which encourages motivation and retention, assisting with future recruitment.
- 6.9.7. In order to facilitate flexible working it is necessary to introduce Corporate Office Standards to act as guidance for the quality of office accommodation, space occupancy and provision of facilities within Isle of Wight Council offices. The standards assume open plan accommodation unless the structure of a building prevents this, with an appropriate number of meeting rooms and area for quiet working or confidential discussions. Space allocation will generally be between 7-8 square metres per work station (taking into account meeting rooms, etc). The ratio of staff to work stations will depend upon the work style analysis undertaken as part of the Strategic Transformation Programme. Storage will gradually be reduced using electronic document management systems.

Action: Co-ordinate the efforts of Property, HR, ICT and Strategic Transformation to deliver flexible working.

Action: To develop Tranche 2 and further tranches of the Accommodation Rationalisation Programme.

Democratic Activities

- 6.9.8. As part of the Strategic Property Review the relocation of the democratic space has been considered and the decision taken for it to remain within County Hall.

MAIN COMPONENTS OF THE STRATEGY 6

Direct Service Property

Schools

- 6.9.9. One of the major strategic pieces of work currently being undertaken by the Council is the Schools Reorganisation Programme. Under this the current three tier system of primary, middle and high school will be consolidated into two tiers, extending the age range within primary schools from 4-11 years old and in the secondary schools from 11-19 years of age. This strategic reorganisation will enable the Council to provide all young people of the Island with a 21st century education and opportunity for life long learning.
- 6.9.10. Primary Capital Programme monies have already been secured and the Council is currently awaiting the outcome of its bid for Building Schools for the Future monies. These funding sources, particularly the latter, will enable rebuilding of a number of principal schools across the Island thereby bringing these educational buildings into the 21st century. The proposed new builds (5 secondary schools and 2 primary schools) are to be offered for competition and, if successful, this will essentially remove these property assets from the Council's portfolio.
- 6.9.11. All schools are expected to facilitate community and extended services from their sites providing extended learning opportunities and the use of the facilities beyond the school day, weekends and school holidays. It is possible that as part of this extended use there may be potential for public service provision from some sites, perhaps with touch down office accommodation for Council officers or even co-location of service delivery with Council services or other key agencies such as the PCT, the Police or even the voluntary sector. This is likely to be considered on a site by site basis and will therefore be difficult to plan within this strategy.

Other Education Facilities

- 6.9.12. The Children and Young People Directorate has identified three locality bases from which to operate providing both direct service delivery and back office functions. Whilst the general locations of these bases have been established as West / Central Wight, East Wight and South Wight, the specific locations have yet to be agreed. That said these will almost certainly be within Newport, Ryde and the Bay Area and may well be centred around schools that potentially will become surplus to requirements as part of the proposed Schools Reorganisation.
- 6.9.13. Any such decentralisation to locality bases will ultimately also lead to the rationalisation of the existing other Education facility portfolio, including the principal office buildings. This will lead to both freehold disposals resulting in capital receipts and leases not being renewed resulting in revenue savings.

MAIN COMPONENTS OF THE STRATEGY 6

Action: Following approval of the School Reorganisation Programme, confirm the location of the three locality bases, ensure they are space planned, and review co-location opportunities.

Action: Identify any other education facilities that may be released through use of the locality bases and dispose as appropriate.

Youth Centres

- 6.9.14. There is currently a review being undertaken of youth provision across the Island and how this service will be delivered. As yet there is no clarity as to whether this will result in a rationalisation of the existing youth centres; youth centres being provided on school sites; youth provision being externally commissioned; or further youth centres being provided in addition to those currently in use.
- 6.9.15. Once the picture of youth centre provision starts to take shape a property review can take place alongside this in order to develop an appropriate action and investment plan.

Libraries

- 6.9.16. There are currently 11 libraries on the Island and a service review together with property review is required in order to challenge the current provision with regards to the level and nature of provision for the future and how service delivery might be improved.
- 6.9.17. As part of this challenge, traditional assumptions relating to library provision will be considered, particularly where there are opportunities for co-location, both with other Council services and potentially with partner organisations. In particular co-location with other direct Council services such as help centres could provide a mutually beneficial symbiosis. Examples already tested include Ryde and Freshwater Libraries.

Leisure Facilities

- 6.9.18. A review of the major leisure facilities has recently been completed in the guise of the Leisure Needs Analysis. A number of options suggested within this piece of work have been considered and a capital bid to refurbish the 3 main leisure centres (The Heights, Medina Centre and The Waterside Pool), with smaller scale refurbishments of other facilities such as the squash courts at Westridge, has been approved.
- 6.9.19. The smaller scale facilities around the Island, such as pitch and putt, were not reviewed as part of the Leisure Needs Analysis and a service review of these facilities is therefore required. These facilities are more directly aimed at the tourist market, which also includes Dinosaur Isle and Ventnor Botanic Gardens, which should also form part of the review, particularly in respect of proposals for any further investment.

MAIN COMPONENTS OF THE STRATEGY 6

Theatre Facilities

- 6.9.20. A service review has been undertaken of the theatre facilities provided by the Council resulting in a decision that theatres are not core business and therefore future options should be considered. These options include marketing of the units as trading entities as they stand; marketing as trading entities but with additional redevelopment opportunities; or marketing purely as development opportunities.
- 6.9.21. In order to encourage continued live music and theatre use of the 2 venues (Ryde Theatre and Shanklin Theatre) the option of marketing as trading entities is being pursued as the preliminary course of action. If this does not produce suitable purchasers or tenants then the redevelopment option may be pursued.

Tourist Information Centres

- 6.9.22. The Tourism Service has recently been restructured resulting in various elements moving into other service areas. Prior to this restructuring a review had previously been undertaken of the Tourist Information Centres, however it is now deemed appropriate that a further service review is undertaken.

Fire Stations

- 6.9.23. The Fire and Rescue Service has undergone a detailed service review resulting in recommendations to reduce the number of stations manned by retained fire crews and increase the number of full-time personnel. This will enable a better call out response time from fully manned stations meaning that the overall number of stations can be rationalised, with more modern facilities being provided in key locations.
- 6.9.24. A capital bid has been approved to encompass this modernisation of the Fire and Rescue Service which will entail new build facilities in Newport and Ventnor, with the existing facilities being disposed of; a review of the facility at Yarmouth; and the refurbishment to varying degrees of three of the remaining facilities. The new build in Newport would be the principal fire station for the Island and would also incorporate the Fire and Rescue Headquarters.
- 6.9.25. A potential site for the Newport new build facility has been identified. 2 possible sites have been identified for Ventnor and are being investigated further. Once appropriate decisions have been taken a disposal programme will be formulated.

MAIN COMPONENTS OF THE STRATEGY 6

Day Centres

- 6.9.26. A service review has been undertaken of Adult Mental Health Day Care Centres resulting in the recommendation that a more targeted service delivery approach is adopted and this is likely to result in the rationalisation of the 4 existing properties, with investment into alternative facilities in keeping with the service delivery model. Once the new model has been finalised and alternative locations identified then the existing 4 properties can be disposed of.
- 6.9.27. A service review is required for day centres used by the Children's and Young People Directorate, particularly where they provide ancillary office use. This review will take into consideration the proposal for 3 locality bases across the Island.
- 6.9.28. Other day centre provision comprises premises let to partner organisations and in light of changes to commissioning a review of the leasing agreements might be appropriate.

Community Halls and Centres

- 6.9.29. Of the 5 community halls / centres owned by the Council 3 are let to Community Associations and only 2 are currently operated by the Council. A review has been undertaken of the provision of community halls run by the Council and the recommendation is these two should be transferred to the Third Sector. In order to ensure a continued community provision these will be offered for Community Asset Transfer on a leasehold basis thus ensuring covenants that enable on-going community provision.

Care Homes

- 6.9.30. A service review is required of care home provision, particularly in light of new commissioning procedures, the emerging Voluntary Sector Strategy and the building standards required for such facilities. Any service review will undoubtedly take into consideration the condition and suitability of the buildings in arriving at any recommendations.

MAIN COMPONENTS OF THE STRATEGY 6

Housing

- 6.9.31. The Council no longer acts as a direct housing provider and does not retain any housing stock (this having previously been transferred to the two main Island based Housing Associations). There remain, however, one or two smaller residential properties let on residential tenancies, particularly former farm cottages, and as these become vacant they will be disposed of. Likewise where Housing Associations do not renew or seek to surrender leases on Council owned buildings where the cost of maintaining them to current requirements is prohibitive, as these are returned to the Council they too will be disposed of.
- 6.9.32. 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 until 2026. It is opportunities such as these that have been submitted into the emerging Island Plan process, as referred to in a previous section. It is anticipated that such release of land might generate significant capital receipts for reinvestment and contribute to our wider regeneration objectives. As such, proposals for land release for this purpose will be carefully assessed to ensure that the relevant 30% affordable housing target is achieved, value for money is achieved and that capacity issues in respect of utilities and infrastructure are also taken into consideration.

Islecare

- 6.9.33. In the late 1990's the Council disposed of its nursing home facilities to Islecare 97 Limited. The disposal was undertaken on a leasehold basis under which the Council retains a significant maintenance and repair liability. With this in mind and the new commissioning requirements giving personal choice to residents and aiming to enable potential residents to remain in their own homes longer rather than enter long term care homes, a review has been undertaken of the Islecare provision resulting in an agreement to rationalise this provision. Essentially Islecare will retain the freehold of 1 property in order to undertake a redevelopment and the 4 remaining facilities will revert to the Council, subject to 3 of them simultaneously transferring to a Housing Association.

Car Parks

- 6.9.34. It is anticipated that where our car parks are located on or adjacent to key opportunity sites they might 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 service review is therefore required to consider whether car parking needs to be retained at existing levels. Where levels must be retained consideration should be given within wider regeneration proposal to the options for the relocation of car parking provision or integration within development proposals.

MAIN COMPONENTS OF THE STRATEGY 6

- 6.9.35. It is possible that there may be opportunities to lever funding from the private sector for redevelopment over existing car parking sites. Any review of this element of the Council's property estate needs to categorise our car parks according to development potential and the potential to derive social regeneration and / or urban form improvements.

Highways Stores and Depots

- 6.9.36. A review of this element of the Council's property assets, together with an element of office provision, needs to be considered within the context of the Highways PFI. This review will form part of the work emerging from the Highways PFI Working Group. It is possible that additional (or alternative) sites for stores and depots will be required as part of the Highways PFI and, again, this will be informed by the Highways PFI Working Group. There may even be a requirement for wharfage facilities.
- 6.9.37. Until the PFI contract is finally let, the future ownership of any Highways property assets remains unclear. The Council's assets will be proposed within options to the successful provider, however, it will be for the provider (as part of its successful bid) to identify which assets, if any, it wishes to take over, and on what basis. These might transfer freehold, or leasehold for the term of the contract, and may comprise part of the finances of the PFI contract, rather than capital receipts or revenue savings to the corporate centre.

Public Conveniences

- 6.9.38. Whilst the previous Civic Pride initiative defined a rationalisation and investment programme for public conveniences, this was never implemented. That said, under the One Island initiatives (The Council's strategic objectives) a strategic programme of public convenience rebuilds and refurbishments has been undertaken utilising a prioritisation schedule that reflects a considerable number of operational factors.
- 6.9.39. Notwithstanding the strategic programme of investment, a rationalisation of the portfolio is recommended and a high level review has been undertaken to this effect in order to assist the targeting of on-going investment and to ensure that there is no over provision of facilities, requiring significant investment beyond the financial means of this Council. The proposals from this review are yet to be considered, but once this occurs it is anticipated that a rationalisation programme may result in a number of disposals. Where appropriate alternative uses will be considered in order to achieve best consideration from the disposals. In some instances however there will be little or no alternative use value and such facilities are likely to be demolished.

Cemeteries

- 6.9.40. A review has been undertaken of Bereavement Services, with particular reference to the Crematorium and how this facility is managed. The recommendation made was that it remains a Council run facility and appropriate investment is being undertaken.

MAIN COMPONENTS OF THE STRATEGY 6

- 6.9.41. With regards to other cemeteries, there is limited funding available for investment and therefore alternative means are being considered, particularly in conjunction with the voluntary sector. A successful Heritage Lottery Fund Bid was made for Ryde Cemetery in conjunction with The Friends of Ryde Cemetery. Other groups have been formed elsewhere on the Island and support is being given from a property perspective to these groups, including Community Asset Transfer of former chapel buildings on the cemetery sites to enable the voluntary sector groups to provide proactive support.

Waste Management

- 6.9.42. A review has recently been undertaken in respect of landfill requirements upon the Island leading to the production of a report containing a number of options. These options are currently being assessed and when recommendations have been made the property implications can be investigated. The need for landfill may well be tempered by the recent opening of the gasification plant at Parkhurst which will be dealing with domestic waste.
- 6.9.43. No major change is anticipated (apart from the landfill requirement) to the waste management element of our estate, although commercial waste disposal opportunities will need to be kept under review, together with any future associated property implications. The outcomes of such reviews will need to be fed into the property planning process as appropriate.

Esplanades, Parks and Gardens

- 6.9.44. No change is anticipated to this element of our estate, primarily as much of it is classed as community asset, though provision for its regular review (alongside Countryside assets) should be included within the overall future planning process for property.

Recreation Grounds

- 6.9.45. There may be an opportunity for rationalisation of our recreation grounds, although a detailed assessment of need against provision has not been undertaken (this not being covered by the recent Leisure Needs Analysis). Such an assessment will need to be included within any medium term plan for property review and it is recommended that this is not undertaken until the potential impact of the Schools Reorganisation is fully known. The reason for this is that the potential closure of some school sites may remove recreation ground facilities from use, albeit the closure of such grounds can only take place with the approval of the likes of Sport England and only then when strict criteria have been met. It is more likely however that extended school use requirements for the new build and refurbished existing schools could provide additional recreation ground facilities for community use, and this potential needs to be understood when reviewing the remainder of the Council's recreation ground assets.

MAIN COMPONENTS OF THE STRATEGY 6

- 6.9.46. In addition, as part of any rationalisation, it is possible that the transfer of some recreation grounds to the community or Town and Parish Councils might be possible under Community Asset Transfer (CAT) or Parish Empowerment. However, until a formal needs analysis has been undertaken it is likely that the Council will react to opportunities as they arise, particularly in respect of CAT and empowerment issues.

Countryside

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

Coastal

- 6.9.48. Our coastal estate will continue to be managed according to the Shoreline Management Plan which is currently being updated.

Allotments

- 6.9.49. Under the Local Government (Parish and Parish Council) Regulations 1999 all statutory allotments have been transferred to Town and Parish Councils and, as the Island is entirely emparished, this means that no statutory allotments are now owned by the Isle of Wight Council. That said, as the details of this legislation were not well known or understood, the operational transfer of these allotments is only just being undertaken.
- 6.9.50. There are a small number of non-statutory allotments that remain in the ownership of the Council and, in light of the transfer of statutory allotments; it is considered that a review of the remaining sites should be undertaken. This is particularly relevant as, in fact, community demand for allotments is currently increasing. As part of any such review it may be appropriate to consider other Council non-operational land to ascertain its potential for allotment use.

Investment Property

- 6.9.51. 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).

MAIN COMPONENTS OF THE STRATEGY 6

- 6.9.52. The Council is 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 was originally acquired for Local Government service purposes (eg 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 may 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

- 6.9.53. We own a number of small industrial estates, which were originally acquired and developed for socio-economic purposes to provide starter units at reasonable rents. In this way, whilst the industrial units are revenue producing, they are classed as operational properties rather than non-operational investment property.
- 6.9.54. A review of the factories and industrial units is required as the original socio-economic purpose for their ownership may no longer hold true. Indeed the units are let at market rents and many tenants have been in occupation for a considerable number of years. The review should also consider whether income generation is being maximised and where there are redevelopment opportunities for alternative uses that might be more valuable. In addition, 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.

Kiosks and Concessions

- 6.9.55. Some of the non-operational properties held as investments comprise kiosks and concessions, particularly along seafront locations, and these remain in the Council's ownership primarily for planning purposes in order that the Council may continue to exercise control over these important locations, not only through the planning process but also via restrictive covenants within lease agreements. Whilst no change is anticipated to this element of our estate, a review should be undertaken, particularly to assess whether the original purpose for retaining ownership remains valid.

Surplus Assets

- 6.9.56. Our programme of property review is anticipated to identify sites and buildings as surplus to requirement. These will include non-operational properties, particularly sites that are identified as having development potential, plus operational service properties that via the rationalisation programme are no longer seen as required for service delivery.

MAIN COMPONENTS OF THE STRATEGY 6

- 6.9.57. In order to ensure that we maximise capital receipts from such disposals a value adding process is undertaken for any property highlighted as potentially being surplus to requirements. This entails considering the current value of the land or building as it exists and considering what the site might be worth for an alternative, more valuable use. We then review what would be needed to achieve the more valuable use (such as site clearance, ground condition reports, planning consent for development or change of use, etc) and the cost of achieving this. If the value added is considerably more than the original value and cost of achieving it, then the process is considered worthwhile and is entered into, obviously taking into account risk implications involved. If the original value and cost of adding value does not produce a significant uplift in potential capital receipt then the site is likely to be disposed of as existing.
- 6.9.58. A 3 year rolling programme of potential capital receipts exists and is updated on a quarterly basis and this is used to estimate the potential capital receipts likely to be achieved in any given financial year and this is used to inform colleagues preparing the Medium Term Financial Plan.
- 6.9.59. Our commitment is to release capital from the existing portfolio to allow the Council to reinvest this capital in order to achieve its objectives. That said the current state of the economy and general market conditions means that the value, or indeed marketability, of a number of our surplus assets is such that serious consideration needs to be given on a property by property basis regarding whether a disposal should be undertaken now or whether the property should be retained and considered for disposal at a future date when market conditions have improved. This hold / sell decision reflects a number of issues, particularly whether the asset is currently income producing. If this is the case then the site is likely to be held. Alternatively, if the site is not income producing and, indeed, may be costing the Council money in terms of maintenance, it might be more appropriate for a disposal to take place despite market conditions. This is particularly important where the cost of holding the site may not outweigh any potential increases in value as market conditions improve. This is obviously a difficult judgement to make as no-one can predict when the economy will turn and how market values will improve.

Strategic Action Plans

7. Introduction

- 7.1. As identified within this document, the role of this Property Strategy is to ensure that the Council's property portfolio plays its part in delivering the business goals and objectives of the Council. By planning our use of property we can maximise the agility of this inherently inflexible resource and seek to maximise utility and value for money over time. By linking with service led strategies and policies and, particularly, with service delivery we can ensure that the needs of our 'customers' are met.
- 7.2. The Joint Strategic Property Review resulted in some high level property recommendations; financial projections; and a principal office accommodation recommended strategy. These have been used to arrive at the decision to retain and refurbish County Hall, and to undertake an Accommodation Rationalisation Programme, based around office accommodation. Whilst interviews were undertaken with Directors around service delivery, these documents do not reflect service reviews that have subsequently been completed or are in hand.
- 7.3. Using the service review recommendations, together with work from the Strategic Transformation Programme, we have developed the attached plans:
- **Annex 1** - Strategic Asset Overview
 - **Annex 2** - Strategic Asset Rationalisation Plan
 - **Annex 3** - Capital Receipts Programme (this is currently being updated)
 - **Annex 4** - Asset Investment Plan
- 7.4. It is recognised that these are early versions of these plans and that, as further service reviews are undertaken, they will be further developed. It is also recognised that a considerable amount of additional review work is required and that asset planning is a continuous process, taking into account changing circumstances.
- 7.5. Finally, we recognise that the skills and capacity required to deliver asset planning and this strategy are fundamental to the success of this process and that the urgency of day to day matters must not overtake the importance of developing and implementing this strategy. We cannot afford to lose the momentum that we have already generated and are committed to deliver.

Strategic Asset Overview

Current Position	Enablers	Outcomes 0 → 15 years
Number of office properties - 34	ICT Investment enabling remote working and shared desk utilisation	Number of office buildings reduced to 17
Total property running costs £9.1 million	Electronic document management systems	Annual revenue savings £500,000 per annum
Backlog of repairs £53 million	New Flexible Working Policy	Capital receipts £2m + each year
Building repair and maintenance is reactive, with attention focussed on individual incidents	BSIP	Backlog of repairs identified and action resourced
Work station ratio currently 1:1	Strategic Transformation Programme	Building maintenance undertaken within a planned programme, with reduced reactive element
	Organisational Change	Buildings more fit for purpose
	Service relocations	Flexible working implemented with touch down facilities around the Island
	Capital receipts	Average work station ratio of 10 people to 7 work stations
	Revenue savings	Overall reduced numbers of staff
	Improvement works to premises	
	Space planning and maximisation of utilisation of buildings	

STRATEGIC ASSET RATIONALISATION PLAN

ANNEX 2

Property	Strategy	Capital Receipt	Revenue Saving	Timescale	Comments
OFFICES					
4 & 5 Mariners Way, Cowes	Retain	-	-	-	Investigate better utilisation of office space, alongside Corporate Stores.
Registrars, Northwood House, Cowes	Retain	-	-	-	Isle of Wight Council is only the Custodian Trustee of this property. Its long term use is currently under consideration and whilst the intention is for Registrars to remain in occupation, a relocation may be necessary at some point.
Neighbourhood Office, Samuel Whites, Cowes	Surrender	-	£36,700 pa	2009/10 or 2010/11	6 month rolling break clause enables flexibility of occupation. Team to be relocated to Newport, through flexible working.
128 Pyle Street, Newport	Surrender	-	£51,080 pa	2009/10	Lease expires in July 2009. Team has been relocated to Thompson House following minor alteration works. Surrender completed.
Thompson House, Newport	Retain / Dispose	TBC	£46,000 pa	2012/13	To be retained in the short term, subject to minor alterations. A disposal to be undertaken once the Newport locality base is created. Staff to transfer to the locality base.
Family Centre, Atkinson Drive, Newport	Retain	-	-	-	A space planning exercise will be undertaken of the office accommodation to ensure maximum utilisation.
Connexions, 29 High Street, Newport	Retain / Dispose	-	-	2012/13	Consideration is required regarding the "shop front" location for Connexions. Does this require a town centre position or could it be the locality base? This will determine the strategy.
114 Pyle Street, Newport	Surrender	-	C £15,000	2013/14	Vacate the property upon lease expiry with staff being moved to the Newport locality base (July 2014).
The Guildhall, Newport	Retain	-	-	-	Retain in the short to medium term as office accommodation and potentially as decant accommodation in connection with other moves. Occupation of the building to be reviewed at a future date.
17A Riverway, Newport	Retain	-	-	-	Leasehold premises occupied by the Car Parks Team with specific operational benefits. NB: possible PFI considerations.
17 Quay Street, Newport	Dispose	TBC	£14,000	2010/11	The property is currently vacant with consideration for re-use on a short term basis pending disposal once the residential market has improved.
2 Langley Court, Newport	Surrender	-	£28,200 pa	2010/11	Lease expired March 2009. Currently "holding over". Staff to be relocated to combined ICT office location,

Property	Strategy	Capital Receipt	Revenue Saving	Timescale	Comments
					possibly County Hall.
4 Langley Court, Newport	Surrender	-	TBC	2013/14	Do not renew lease upon expiry (May 2013). Pan Neighbourhood Partnership Team potentially to be relocated to Pan.
5 Langley Court, Newport	Surrender	-	£12,000 pa	2013/14	Do not renew lease upon expiry (May 2013). Use as short term relocation for Supporting People and as touch down offices until then.
7 High Street, Newport	Surrender	-	£45,980 pa	2010/11	The lease has already expired. Staff to be relocated to County Hall once open plan and flexible working has been instigated.
30 Quay Street, Newport	Surrender	-	£8,480 pa	2009/10	Small number of staff to be relocated to associated teams.
Bugle House, High Street, Newport	Retain	-	-	-	Leasehold building. Council's options very restricted due to need to relocate control room operation if building is to be vacated.
County Hall, Newport	Retain	-	-	-	A Cabinet decision has been taken to retain County Hall and undertake a full refurbishment at a cost approaching £4 million. This will create open plan accommodation and facilitate flexible working, thus creating an enlarged capacity for staff.
46 Sea Street, Newport	Retain	-	-	-	This is currently occupied by the NHS. The intention is to obtain vacant possession and refurbish as part of the County Hall project.
Enterprise House, Newport	Retain	-	-	-	Undertake space planning exercise to maximise utilisation of building. The future use may be impacted upon by Highways PFI.
Jubilee Store, Newport	Retain	-	-	-	Undertake space planning exercise to maximise utilisation of floor area. Subject to verification of floor loadings, relocate Community Safety Service from Charter House to Jubilee Store.
Seaclose Offices, Newport	Retain	-	-	-	Undertake space planning exercise to maximise utilisation of floor area.
South Street Office, Newport	Retain	-	-	-	A short term Community Asset Transfer is proposed to Shopmobility. In the medium term this property forms part of a town centre regeneration opportunity and it therefore likely to be disposed of.
St Nicholas House, Newport	Dispose	TBC	£36,820	2010/11	Building is currently occupied by the BSIP Team and Fire and Rescue HQ. BSIP Team likely to be disbanded in early 2010. Possible relocation of Fire and Rescue on an interim basis to Bugle House. A planning application for residential development on

Property	Strategy	Capital Receipt	Revenue Saving	Timescale	Comments
					the St Nicholas House site is currently being renewed.
Charter House, St Thomas Square, Newport	Dispose	TBC	£4,355	2009/10	Relocate Community Safety Service staff to Jubilee Stores. Terminate ground floor tenancy. Offer the property for sale or to let.
147 High Street, Newport	Surrender	-	£48,000	2010/11	Lease expires in June 2009 and will need to be renewed short term. Potential to relocate staff to County Hall once open plan and flexible working full implemented.
17 Fairlee Road, Newport	Dispose	TBC	£25,080	2011/12	Relocation of staff likely to be tied into County Hall refurbishment open planning and flexible working implementation. The capital receipt for 17 Fairlee Road would be realised in conjunction with the adjacent Hillside Records Office and therefore the Records Office also need relocating. Current proposals for the latter may not be implemented until 2012/13.
Innovation Centre, Newport	Surrender	-	£23,544 pa	2009/10	Relocate staff to 5 Langley Court, pending a joint relocation with Housing Services from 7 High Street.
St James Centre, Lower St James, Newport	Surrender	-	£63,580 pa	2013/14	Lease expires January 2014. Relocation to Newport locality base considered appropriate.
Treeside, School Lane, Newport	Retain / Dispose	-	-	-	The building adjoins Medina House and Medina House School, plus PCT owned Wight Lodge, all of which create a potential residential redevelopment opportunity. Future use of Treeside will therefore be tied into decisions relating to the future of Medina House and Medina House School, which may trigger a disposal in 2012/13.
Ryde Town Hall Offices, Ryde	Dispose	TBC	£50,570	2009/10	Ryde Theatre is currently being marketed and the proposal is that the entire building would be transferred with vacant possession, thus requiring the ground floor offices to be vacated. The Adult Service element will implement flexible working and transfer to Newport office bases. The Children's Service element will also implement flexible working and transfer to Atkinson Drive plus other yet to be confirmed locations.
Westridge Centre, Ryde	Retain	-	-	-	Westridge Centre is currently being fitted out as the Council's Disaster Recovery Location and as the Learning Centre training rooms.
Civic Centre, Sandown	Retain	-	-	-	A space planning exercise is required to ensure

Property	Strategy	Capital Receipt	Revenue Saving	Timescale	Comments
					maximum utilisation of the floor area. The combined use of the Civic Centre and adjacent Barrack Block is to be reviewed.
Barrack Block, Sandown	Retain	-	-	-	A space planning exercise is to be undertaken to maximise utilisation of the accommodation. The future occupation of this building is to be reviewed in conjunction with the adjacent Civic Centre.
Salisbury Gardens, Ventnor	Dispose	TBC	£22,170	2011/12	A proposed relocation of the limited numbers of staff to Enterprise House. There may be Highways PFI implications. The non-Council third sector occupier will need to be relocated. The building has residential conversion potential.
SCHOOLS					
Various Schools	-	-	-	-	The future occupation of all school sites is currently under consideration as part of the School Reorganisation Programme. Once a formal decision has been made a disposal programme can be considered and this SAMP updated accordingly.
OTHER EDUCATION FACILITIES					
Branstone Farm Study Centre, Arreton	Retain	-	-	-	The site is to be used for vocational training and improvements are currently being costed.
AVT Building, Dodnor Lane, Newport	Retain	-	-	-	This is a storage building. Its internal layout has been re-planned to enable two other Children's Services store buildings to close and relocate.
Family Information Zone, Newport	Retain / Dispose	-	-	-	This forms part of a town centre regeneration opportunity and may therefore be considered for disposal in the medium term.
Tutorial Centre, 63 Clatterford Road, Newport	Dispose	TBC	£8,370	2012/13	The future of this site is linked with the Archaeological Centre on Clatterford Road and both would need to be vacated and disposed of simultaneously to maximise the receipt. A potential for relocation is likely to tie into the proposed new Public Records Office.
Wise Workshop, Newport	Retain	-	-	-	Retain as an operational building.
YOUTH CENTRES					
All Youth Centre	-	-	-	-	A review is currently being undertaken, following the outcome of this the SAMP can be updated.

Property	Strategy	Capital Receipt	Revenue Saving	Timescale	Comments
LIBRARIES					
All Libraries	-	-	-	-	A service review has yet to be undertaken. Following such a review the SAMP can be updated.
LEISURE FACILITIES					
Medina Leisure Centre, Newport	Retain	-	-	-	A programme of capital improvements is currently planned for the three main Leisure Centres which are to remain on their existing sites, subject to refurbishment.
Waterside Pool, Ryde	Retain	-	-	-	A programme of capital improvements is currently planned for the three main Leisure Centres which are to remain on their existing sites, subject to refurbishment.
The Heights Leisure Centre, Sandown	Retain	-	-	-	A programme of capital improvements is currently planned for the three main Leisure Centres which are to remain on their existing sites, subject to refurbishment.
All remaining Leisure Facilities	-	-	-	-	A service review has yet to be undertaken of these facilities. Following this the SAMP can be updated.
THEATRE FACILITIES					
Ryde Theatre	Dispose	TBC	£27,000*	2009/10 or 2010/11	The Council will no longer provide theatre facilities and a decision has been taken to market this property as a live music venue. The Town Hall Offices beneath are to be included.
Shanklin Theatre	Dispose	TBC	£30,200*	2009/10 or 2010/11	The Council will no longer provide theatre facilities and a decision has been taken to market this property as a "trading" theatre.
TOURIST INFORMATION CENTRES					
All Tourist Information Centres	-	-	-	-	Since restructuring the Tourism Service a review of the future of the TIC's is required and this will inform the SAMP by way of a future update.
FIRE STATIONS					
Bembridge Fire Station	Retain	-	-	-	Retain subject to normal repairs.
Cowes Fire Station	Retain	-	-	-	Retain subject to normal repairs.
East Cowes Fire Station	Retain	-	-	-	Retain subject to normal repairs.
Freshwater Fire Station	Retain	-	-	-	Retain subject to a refurbishment programme.
Newport Fire Station	Dispose	TBC	£82,640	2011/12	Following the Fire Station Review Newport Fire Station is to be rebuilt on a new site to include the

Property	Strategy	Capital Receipt	Revenue Saving	Timescale	Comments
					Fire and Rescue HQ office and the former Newport Fire Station site will be disposed of.
Ryde Fire Station	Retain	-	-	-	Retain subject to a refurbishment programme.
Sandown Fire Station	Retain	-	-	-	Retain subject to a refurbishment programme.
Shanklin Fire Station	Retain	TBC	£13,410	2012/13	Retain subject to normal repairs.
Ventnor Fire Station	Dispose	TBC	£9,430	2012/13	Following review Ventnor Fire Station is to be relocated and rebuilt on a new site and the current facility disposed of.
Yarmouth Fire Station	Review	TBC	£5,200	2012/13	A further location specific review is required to establish the future of this facility.
DAY CENTRES					
Parklands Resource Centre, Cowes	Dispose	TBC	£14,270	TBC	Adult and Mental Health Day Care Centres are to be rationalised. This facility will be released and will either be available for residential redevelopment purposes or will provide expansion potential for the adjacent school as part of the School Reorganisation Programme.
Avenues Day Centre, Freshwater	Dispose	TBC	£6,860	TBC	Following a review of Adult Mental Health Day Centre provision this unit is to be disposed of. However, it presents limited alternative use or redevelopment opportunities.
Riboleau House, Ryde	Dispose	TBC	£4,040	TBC	Following a review of Adult Mental Health Day Care Centres this unit is to be disposed of. The redevelopment potential is currently being reviewed.
Church View Day Centre, Ventnor	Dispose	TBC	£5,340	TBC	Following a review of Adult Mental Health Day Care Centres this unit is to be disposed of. It has potential as a residential unit.
All other Day Centres	-	-	-	-	Other Day Centres are yet to be reviewed. Once this has been undertaken the SAMP can be updated.
COMMUNITY HALLS AND CENTRES					
St Andrews Community Centre, Cowes	Dispose	TBC	£4,145	2009/10	The Community Halls are to be disposed of by means of Community Asset Transfer to ensure continued community usage.
St James Community Hall, East Cowes	Dispose	TBC	£3,468	2009/10	The Community Halls are to be disposed of by means of Community Asset Transfer to ensure continued community usage.
CARE HOMES					
All Care Homes	-	-	-	-	A service review of Care Home provision is yet to be undertaken. Following this the SAMP can be updated.

Property	Strategy	Capital Receipt	Revenue Saving	Timescale	Comments
HOUSING					
All Residential Properties	Retain / Dispose	-	-	-	The Council retains a small number of residential properties which are currently let on a variety of tenancies. As the tenants vacate the properties will be disposed of.
ISLECARE					
5 Islecare Properties	Dispose	TBC	£24,392	2009/10	A decision has been taken to transact with Islecare resulting in one freehold transferring to it and four leases reverting to the Council.
CAR PARKS					
All Car Parks	-	-	-	-	A service review is required in respect of Car Parks in order to inform the SAMP. However, individual Car Parks may play a key role in regeneration or redevelopment opportunities and will be reviewed on an individual basis accordingly. NB: Highways PFI may impact upon Car Parks.
CEMETERIES					
All Cemeteries	Retain	-	-	-	All Cemeteries and The Crematorium are to be retained.
WASTE MANAGEMENT					
All Waste Management Facilities	-	-	-	-	A review of Waste Management is yet to be undertaken. Following this the SAMP can be updated.
ESPLANADES, PARKS AND GARDENS					
All Sites	Retain	-	-	-	A service review has yet to be undertaken. Following this the SAMP can be updated.
RECREATION GROUNDS					
All Sites	-	-	-	-	A service review has yet to be undertaken. Following this the SAMP can be updated.
COUNTRYSIDE					
All Sites	Retain	-	-	-	A service review has yet to be undertaken. Following this the SAMP can be updated.
COASTAL					
All Sites	Retain	-	-	-	A service review has yet to be undertaken. Following this the SAMP can be updated.
ALLOTMENTS					
Statutory Allotments	Dispose	N/A	TBC	2009/10	All Statutory Allotments have now been legally

Property	Strategy	Capital Receipt	Revenue Saving	Timescale	Comments
					transferred to Town and Parish Councils.
Non-Statutory Allotments	-	-	-	-	In light of the transfer of statutory Allotments, the small number of non-statutory Allotments are to be reviewed. Following this the SAMP can be updated.
FACTORIES / INDUSTRIAL UNITS					
All Income Producing Factories / Industrial Units	-	-	-	-	A review is required to establish whether the original socio- economic purpose for retaining these properties still holds true. The outcome of this will enable an updating of the SAMP.
KIOSKS AND CONCESSIONS					
All Kiosks and Concessions	-	-	-	-	A review is required of the purpose for retaining ownership of these properties. Subject to the outcome of this the SAMP can be updated.
SURPLUS ASSETS					
All Surplus Assets	Dispose	-	N/A	2009-2012	A 3 year rolling programme of capital receipts exists and is updated on a quarterly basis. The current version of the Capital Receipts Programme 2009-2012 is appended to this Strategic Asset Management Plan.

* The revenue savings for the theatres are property costs only, and do not reflect the additional revenue subsidies currently made to keep these 'businesses' trading.

ANNEX 3

Capital Receipts Programme Year 1 - 2009 to 2010 and Years 2 and 3 – 2010 to 2012 As at April 2009

O = Officer
CM = Cabinet
Member
C = Cabinet
DT = Decision Taken

Description	Reason For Sale	Method of Sale	Decision Maker	Current Position	Year
Chale – Recreation Ground off the Military Road	Maximise capital receipt and release surplus asset.	Restricted Market	DT	Sale agreed to Chale Parish Council at £44,000. Solicitors instructed.	1
Cowes – St Andrew's Community Hall	Enable redevelopment of hall for continued and expanded community usage	Open Market	C	Preliminary discussions held with community group regarding continued community use of building pending possible redevelopment of purpose built facility.	1
East Cowes – Red Cross Hall, York Avenue	Enable refurbishment of hall by Red Cross to provide a more robust service.	Restricted Market	DT	Delegated decision taken. Solicitors instructed.	1
East Cowes – Well Road Car Park	Enable town centre regeneration.	Restricted Market	C	Site required as part of larger town centre regeneration scheme. Payment likely to be deferred pending completion of scheme.	1
Islecare Properties	To consolidate ownership and ensure future service delivery and enable urban regeneration.	Restricted Market & Open Market	C	Agreement in principle with Islecare to surrender four properties to IWC and take freehold of another leading to redevelopment of two sites.	1
Newport – Charter House	Maximise capital receipt.	Open Market	CM	Options for the building currently under consideration.	1
Newport – Parkhurst Road (former Library HQ)	Maximise capital receipt and release surplus asset.	Open Market	CM	Joint scheme with Prison Service. Access issues to be resolved.	1
Newport – St Georges School (access)	Maximise capital receipt and enable development.	Restricted Market	CM	Negotiations in hand with adjacent landowner to improve access to residential scheme	1
Shanklin – Land Adjacent Falcon Cross Toilets	Maximise capital receipt and release asset.	Restricted Market	DT	Delegated Decision approved. Solicitors instructed at £5,500.	1
Shanklin – Windsor Drive	Maximise capital receipt and enable development.	Open Market	CM	Investigating development potential of large single plot.	1
Ventnor – Former 13 St Catherine's Street	Remove maintenance and risk liability from IWC and enable local residents to extend gardens.	Open Market	O	Early stage discussions.	1

Description	Reason For Sale	Method of Sale	Decision Maker	Current Position	Year
Ventnor – Steephill Down Road	Maximise capital receipt and enable development.	Restricted Market	CM	Initial negotiations with tenant, holding over, regarding purchase of site.	1
Wootton – Brannon Way	Maximise capital receipt and release surplus asset.	Open Market	CM	Ability to develop the site is currently under consideration.	1
Cowes – Parklands	Maximise capital receipt and release asset to enable relocation of service.	Open Market	CM	Opportunity to be investigated but may be required for operational purposes.	2
East Cowes – Land at Albany Road	Enable better access to school site and enable waterfront regeneration.	Restricted Market	C	Potential land swap.	2
Newport – Car Park at New Street	Maximise capital receipt, release asset and enable redevelopment.	Open Market	CM	Investigating development potential.	2
Newport – Scarrots Lane	Enable medical centre redevelopment and maximise capital receipt.	Restricted Market	CM	Options under consideration to enable development of replacement medical centre.	2
Newport – Standen Heath Farmhouse	Maximise capital receipt and release surplus asset.	Open Market	CM	Dilapidated and vacant. To be marketed following review of waste disposal on adjacent tip.	2
Newport – St Nicholas House	Maximise capital receipt, release surplus asset and accommodation rationalisation.	Open Market	CM	Outline consent required for redevelopment. Fire Service HQ to be relocated as part of Rationalisation Programme.	2
Niton – Town End / Allotment Road Car Park	Maximise capital receipt and enable development.	Open Market	CM	Investigating development potential.	2
Shanklin – Cemetery Road Former Toilets	Maximise capital receipt and enable development.	Open Market	CM	Investigating development potential.	2
Shanklin – Sibden Hill Site	Maximise capital receipt, release asset and enable residential development.	Open Market	CM	Outline planning application submitted prior to disposal.	2
Ventnor – Garden Estate, Lowtherville	Maximise capital receipt and enable employment and residential regeneration.	Open Market	CM	Possible regeneration scheme being investigated.	2
Ventnor – Lowtherville Land off Newport Road	Maximise capital receipt and enable residential development.	Open Market	CM	Possible redevelopment opportunity being investigated.	2
Whippingham – Alverstone Road	Maximise capital receipt and release surplus asset.	Open Market	CM	Investigating site availability in order to prepare a scheme.	2
Freshwater – Car Park at Solent Gardens	Maximise capital receipt, release asset and enable redevelopment.	Open Market	CM	Investigating cost of relocation of electricity underground mains.	3

Description	Reason For Sale	Method of Sale	Decision Maker	Current Position	Year
Newchurch – Sunnycrest Nursery	Maximise capital receipt and release surplus asset.	Open Market	CM	Awaiting instructions from Director of Community Services.	3
Newport – South Street Car Park	Maximise capital receipt and enable retail development.	Open Market	CM	Re-visit possible disposal of site for retail development as part of larger town centre scheme.	3
Shanklin – Spa Site	Maximise capital receipt, release surplus asset and enable redevelopment and regeneration.	Open Market	C	Agents instructed to commence marketing the site. Stage 2 interest now received and under consideration.	3
Newport – Blackhouse Quay	Maximise capital receipt, release surplus asset and regeneration of Newport Harbour.	Open Market	CM	Environment Agency opposition on the grounds of flood risk.	tba
Newport – Carpenters Quay	Maximise capital receipt, release surplus asset and regeneration of Newport Harbour.	Open Market	CM	Environment Agency opposition on the grounds of flood risk.	tba
Newport – Kitbridge School (access)	Maximise capital receipt and enable development.	Restricted Market	DT	Negotiations agreed with developer for access over school field. However poor market conditions are causing delays.	tba
Newport – Pan Extension	Maximise capital receipt and enable residential and employment development.	Open Market	C	Developers chosen subject to legal agreement – stage payments over a number of years.	tba
Residential Rationalisation	Maximise capital receipts and release surplus assets as residential tenants vacate.	Open Market	CM	Awaiting tenants vacating properties.	tba
Ryde – Business Park off Nicholson Road	Maximise capital receipt and support employment and possible residential regeneration.	Open Market	CM	Investigations on-going into feasibility of extending infrastructure to expand Ryde Business Park.	tba
Sandown – Culver Parade	Maximise capital receipt, release asset and enable regeneration.	Open Market	C	Possible Collaboration Agreement with other major landowner to bring scheme forward.	tba
Seaview – Pier Road Car Park	Maximise capital receipt, release asset, and enable redevelopment and regeneration.	Open Market	CM	Awaiting confirmation that car park is surplus to requirements.	tba
Shanklin – Hope Road Promontory	Maximise capital receipt, release asset and enable regeneration.	Open Market	CM	Awaiting research into possible marina off Hope Beach.	tba
Ventnor – Signal House at Botanic Gardens	Maximise capital receipt and release surplus asset.	Open Market	CM	Awaiting confirmation of declaration 'surplus to requirements'.	tba

Important Note: Inclusion of a property on this list does not guarantee that it will be declared surplus and offered for disposal. Please do not assume therefore that all of these properties will be sold.

ASSET INVESTMENT PLAN

Property	Move Costs	Dilapidations	Space Planning & Refurbishment	Comments
OFFICES				
4 & 5 Mariners Way, Cowes	-	-	£2,000	
Registrars, Northwood House, Cowes	-	-	-	If external forces result in the need for Registrars to relocate then there will be an investment requirement.
Neighbourhood Office, Samuel Whites, Cowes	£3,300	£15,000	-	
128 Pyle Street, Newport	£2,000	£10,000	-	
Thompson House, Newport	-	-	£30,000	Move costs will be incurred in 2012/13 when the building is finally disposed of.
Family Centre, Atkinson Drive, Newport	-	-	£10,000	
Connexions, 29 High Street, Newport	-	-	£20,000	If a decision is taken to relocate this facility then there will be move costs and dilapidation costs incurred at a later stage.
114 Pyle Street, Newport	£1,200	£20,000	-	
The Guildhall, Newport	-	-	£2,000	The future use of The Guildhall will determine whether there is to be a major refurbishment or not. If so this could be in the region of £1.5 million
17A Riverway, Newport	£800	£10,000	-	
17 Quay Street, Newport	-	-	£10,000	This is the cost of reinstating and ICT connection for the short term re-use of the building.
2 Langley Court, Newport	£2,200	£15,000	-	
4 Langley Court, Newport	£200	£5,000	-	
5 Langley Court, Newport	£400	£10,000	-	
7 High Street, Newport	£2,200	£24,000	-	
30 Quay Street, Newport	£400	£3,000	-	
Bugle House, High Street, Newport	-	-	£20,000	
County Hall, Newport	-	-	£4 million	A specification of works is to be prepared and costed relating to this major refurbishment programme.
46 Sea Street, Newport	-	-	-	This is classed as part of the County Hall refurbishment.
Enterprise House, Newport	-	-	£30,000	
Jubilee Store, Newport	-	-	£25,000	
Seaclose Offices, Newport	-	-	£40,000	
South Street Office, Newport	-	-	-	
St Nicholas House, Newport	£5,000	-	-	
Charter House, St Thomas Square, Newport	£2,500	-	-	
147 High Street, Newport	£3,500	£30,000	-	
17 Fairlee Road, Newport	£4,000	-	-	
St James Centre, Lower St James, Newport	£2,000	£30,000	-	
Treeside, School Lane, Newport	£1,000	-	-	
Ryde Town Hall Offices, Ryde	£5,000	-	-	

Property	Move Costs	Dilapidations	Space Planning & Refurbishment	Comments
Westridge Centre, Ryde	-	-	£350,000	This is the cost of fitting out the Disaster Recovery Centre and new Learning Centre Training Rooms, plus potential touch down office facility.
Civic Centre, Sandown	-	-	£40,000	
Barrack Block, Sandown	-	-	£30,000	
Salisbury Gardens, Ventnor	£1,000	-	-	There may be a cost implication to removing the third sector occupier from the premises.
SCHOOLS				
Newport Locality Base	-	-	£250,000	This is an estimated cost for converting the former school premises into office accommodation.
Thompson House Move	£6,000	-	-	
Atkinson Drive Move	£4,200	-	-	
Ryde Locality Base	-	-	£250,000	This is an estimated cost for converting the former school premises into office accommodation.
Sandown Locality Base	-	-	£250,000	This is an estimated cost for converting the former school premises into office accommodation.
Various Schools	-	-	-	Once a formal decision has been made regarding the School Reorganisation Programme it is anticipated that Primary Capital Programme and Building Schools for the Future monies will be made available of up to £190 million to complete major investments in school premises.
OTHER EDUCATION FACILITIES				
Branstone Farm Study Centre, Arreton	-	-	£250,000	This is the estimated cost of creating the additional vocational training facilities and improvements.
LEISURE FACILITIES				
Medina Leisure Centre, Newport	-	-	tbc	£7m has been allocated to the 3 leisure facilities, to cover specified refurbishment and reconfiguration, plus addressing the backlog of repairs. The apportionment between the 3 facilities is yet to be agreed.
Waterside Pool, Ryde	-	-	tbc	£7m has been allocated to the 3 leisure facilities, to cover specified refurbishment and reconfiguration, plus addressing the backlog of repairs. The apportionment between the 3 facilities is yet to be agreed.
The Heights Leisure Centre, Sandown	-	-	tbc	£7m has been allocated to the 3 leisure facilities, to cover specified refurbishment and reconfiguration, plus addressing the backlog of repairs. The apportionment between the 3 facilities is yet to be agreed.
FIRE STATIONS				
Freshwater Fire Station	-	-	£50,000	This is a minor refurbishment programme.
Newport Fire Station	TBC	-	£5,500,000	This is the cost of a new build fire station on an alternative site within Newport.
Ryde Fire Station	-	-	£50,000	This is a minor refurbishment programme.
Sandown Fire Station	-	-	£50,000	This is a minor refurbishment programme.
Ventnor Fire Station	TBC	-	£2,500,000	This will be a new build fire station on a new site within Ventnor.