

**HRA Garage Management Strategy Action Plan  
Adopted 9 February 2022**

Action No.	Action	Start and/or completion dates and monitoring notes	Responsible lead officer or team
<b>Outcome 1: Manage garage assets efficiently and effectively.</b>			
1.1	Develop a SMART action plan to reduce the number of vacant garages as quickly, cheaply as possible.	3 January 2022 to 31 March 2022	Working Group
1.2	Reopen waiting lists for garages.	By 31 March 2022	Finance/Income Recovery & Money and Benefit Team
1.3	Use stock condition data to prioritise forecourts for repair and reletting based on those requiring least expenditure plus highest demand.	By 31 March 2022	Programmed & Capital Works/BSU/Tenancy
1.4	Publicise the availability of garages in the forecourts that are prioritised for repair and letting.	By 31 March 2022	BSU/Tenancy
1.5	Develop a garage allocations policy that prioritises local residents	By 31 March 2022	
1.6	Contact members of the public who have previously expressed an interest in renting a garage.	By 31 March 2022	BSU/Tenancy
1.7	Update the information about renting garages on the council's website. <a href="https://www.canterbury.gov.uk/housing/apply-rent-garage">https://www.canterbury.gov.uk/housing/apply-rent-garage</a>	By 31 March 2022	BSU/Tenancy
1.8	Review garage licences, offer letters, termination forms and all associated documents to ensure legally compliant	By 31 March 2022	BSU/Specialist (Tenancy)/Legal Services

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1.9	Create an online process to apply for a garage licence, to give notice to terminate a garage licence and report garage repairs etc.	By 30 June 2022	BSU/Tenancy/Digital
1.10	Inspect every garage area once per month.	By 31 March 2022	Asset Management/Tenancy
1.11	Respond promptly to all reports of anti-social behaviour in garage areas.	By 31 March 2022	Tenancy
1.12	Arrange for fly-tipping and graffiti to be removed within 4 working days of being reported.	By 31 March 2022	BSU
<b>Outcome 2: Maintain garages to an appropriate standard.</b>			
2.1	Analyse the data in the garage stock condition combined with local knowledge and on-site inspections to a granular local level to create a detailed planned maintenance programme.	By 30 June 2022	Programmed & Capital Works
2.2	Base the planned maintenance programme on the lifespan of component parts that exceed industry standard component life-cycle assumptions, where supported by stock condition data.	By 30 June 2022	Programmed & Capital Works
<b>Outcome 3: Control costs and expenditure.</b>			
3.1	Develop a system of whole-life costing, including garage management overheads, to ensure that the management	By 30 September 2022	Programmed & Capital Works

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	and maintenance of garage assets is financially efficient, accurate and transparent.		
3.2	Develop a planned maintenance programme that phases expenditure evenly throughout the cycle.	By 30 June 2022	Programmed & Capital Works
3.3	Optimise expenditure reduction.	By 30 September 2022	Programmed & Capital Works
3.4	Improve value for money through effective procurement based on the principles in this strategy and action plan.	By 30 September 2022	Programmed & Capital Works/Procurement
<b>Outcome 4: Increase income to exceed expenditure.</b>			
4.1	Maximise rental income by adopting a commercial approach to setting garage rent levels.	November 2021	Finance/Income Recovery & Money and Benefit Team
4.2	Increase garage rents by at least £1.50 per week per year from 2022/23.	By 31 March 2022	Finance/Income Recovery & Money and Benefit Team
4.3	Benchmark garage rents against neighbouring local authorities, local private garage landlords and self-storage companies.	From 1 April 2022	Finance/Income Recovery & Money and Benefit Team/Specialist (Tenancy)
<b>Outcome 5: Appraise alternative uses to maximise the financial and strategic contribution of all garage sites.</b>			
5.1	Establish a system of regular asset reviews, using the principles set out in the HRA Acquisitions and Disposals Policy, to determine the future of individual garage blocks.	From 1 April 2023	Programmed & Capital Works

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5.2	Actively seek alternative uses, such as sale or redevelopment, for garage blocks that provide development opportunities, are difficult to let or require excessive investment.	From 1 April 2023	Specialist (Tenancy)/Regeneration
5.3	Develop a financial model that measures all expenditure, income and a cost/benefit analysis of alternative uses.	By 1 April 2023	Programmed & Capital Works/Finance
5.4	Complete the development viability appraisals of the 16 sites assessed as having the greatest redevelopment potential.	By 30 June 2022	Regeneration
5.5	Keep the retention of the garage stock in the HRA under constant review in case alternative arrangements provide a clear benefit.	Ongoing	Finance/Regeneration/Specialist (Tenancy)