Gloucestershire County Council

Property Maintenance Strategy 2026-2029

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Strategic context

Our Council Strategy 'A Stronger Future, Built Together' outlines Gloucestershire County Council's vision, to ensure Gloucestershire is a thriving county where everyone can live a healthy life, get a good education and job and feel proud of their area.

This Property Maintenance Strategy is also aligned to:

- Corporate Asset Management Plan,
- Schools Asset Management Plan,
- Rural Estate Strategic Estate Plan,
- Climate Change Strategy and Action Plan,
- Capital Strategy,
- Medium Term Financial Strategy (MTFS),
- the wider framework of strategies, plans, and policies within GCC

This Property Maintenance Strategy identifies the overriding principles applied to property maintenance to achieve Gloucestershire County Council's ambition to provide a quality, fit for purpose, sustainable and safe property portfolio from which we deliver Services that support Gloucestershire County Council's corporate aims, objectives and priorities.

As outlined in the Corporate Asset Management Plan, Gloucestershire County Council owns, occupies or manages a varied and extensive portfolio of buildings providing accommodation from which it delivers: direct frontline Services (e.g. Fire Stations, Libraries & Care Facilities); supports Services (e.g. Offices & Depots); supports wider Council aims and objectives. Our property estate is made up of:

Asset Type	**Number of sites in 2025**	**Asset Type**	**Number of sites in 2025**
Schools – Primary	244 (85 Academy)	Libraries	40 (8 Community)
Schools – Secondary	41 (36 Academy)	Fire Stations	21 (4 PFI)
Schools – Special	12 (8 Academy)	Office space buildings	9
Pupil Referral Units	7	Tenanted Farms	51
Children's Centres	19	Highway Depots	5
Children's Homes	5	Household Recycling Centres	5
Youth Centres	6	Travellers Sites	4
Community Centres	17	Coroners	1
Elderly Care Homes	10	Archives	1
Respite and adult occupation facilities	11	Park and Ride	2

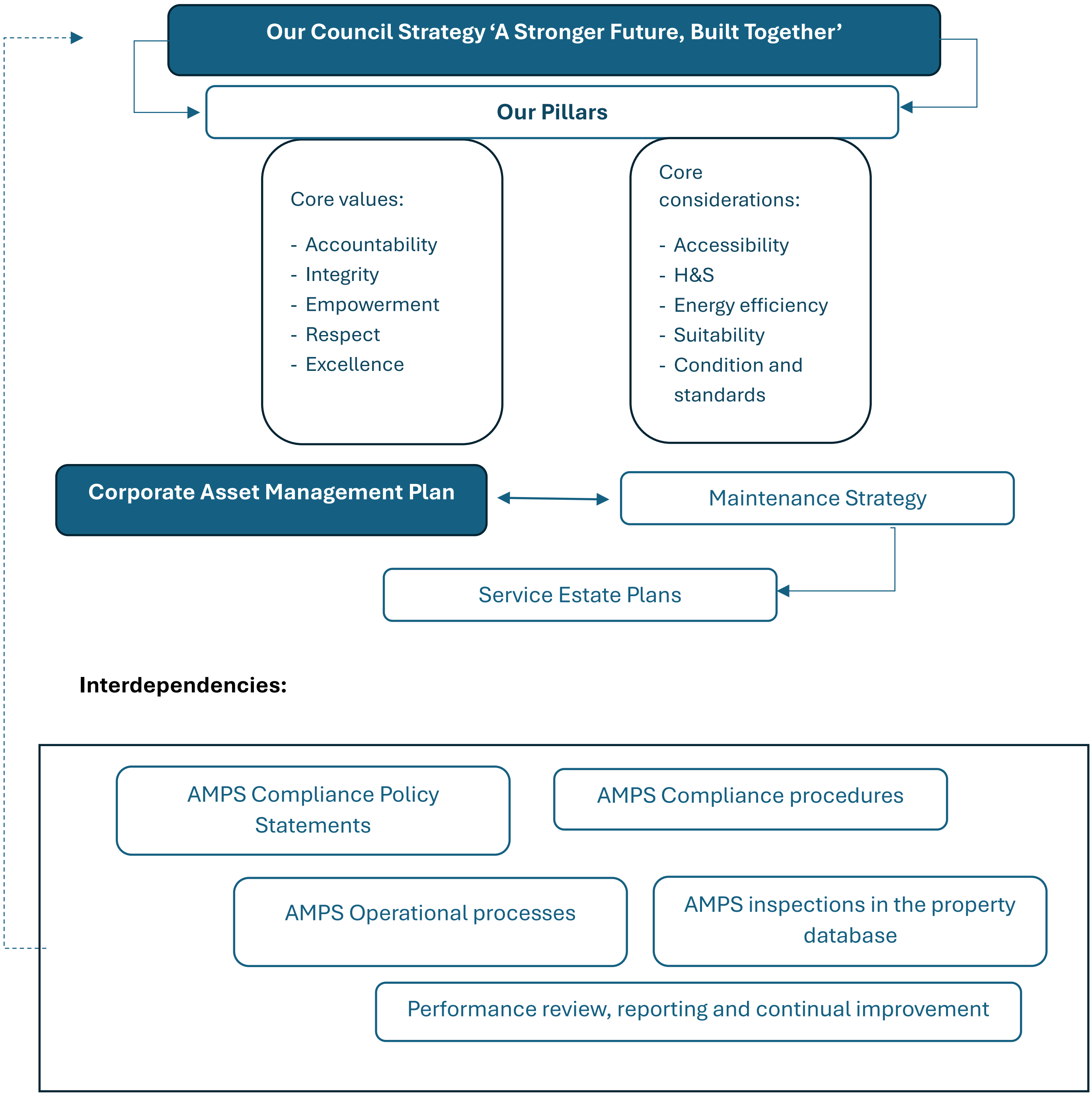
It is critical that an effective maintenance strategy is adopted to ensure that our buildings can:

- support key GCC objectives,
- optimise their value,
- remain fit for purpose by providing a good environment for customers, staff and other users,
- continue to function efficiently and effectively, and
- enhance occupier and user satisfaction.

Lack of maintenance can lead to breaches in health & safety and compliance legislation; an increase in minor issues escalating into major ones; building failure; increased future financial burdens; and a negative impact the delivery of services. In more serious cases, lack of maintenance can lead to injury or ill health, legal repercussions and/or reputational damage which is avoidable by applying preventative maintenance principles.

Property Maintenance Strategy – principles, aims and context

This Strategy, in alignment with the aims in our Corporate Asset Management Plan, establishes our aims and objectives in how we will manage our land and buildings. The arrangement will operate for a maximum of three years and will be reviewed annually to confirm it continues to support our intended outcomes. This graphic further outlines the strategic and operational process for Asset Management and Property Services:



Our Asset Management and Maintenance Objectives

Our mission is to provide a land and property portfolio which: -

1. **Is managed strategically to support Gloucestershire County Council's Vision for 'A Stronger Future, Built Together'**

   As outlined in the Corporate Asset Management Plan, we will utilise a Corporate Landlord Approach to plan and manage property as a corporate resource to deliver our Strategic Priorities and Core Values. We will work closely with key internal and external stakeholders to manage and maintain an estate which support these strategic aims.

2. **Ensures value for money and prioritises expenditure where it is needed most**
   The Council will use property, occupation and energy data to drive future maintenance decisions.

3. **Is actively managed and developed to support our net zero objectives**
   The Council will actively manage our property estate and work alongside occupants to address sustainability principles and our corporate emissions. We will work with our suppliers to prioritise this agenda in protecting green spaces whilst driving maintenance initiatives to meet our climate change aims.

4. **Ensures the right property, fit for purpose and in the right place both now and for the future of our communities**

   The Council will utilise property maintenance data, alongside the principles of the Corporate Asset Management Plan and Service Estate Plans, to ensure facilities are fit for purpose, meet current demand and standards, and are suitably designed and positioned to enable future service delivery.

5. **Supports our ambition to thrive in a high-skill, innovation-led economy**

   The Council will adopt an evidence-based approach to maintenance decision-making to support the Corporate Asset Management Plan. This will be delivered through effective collaboration with internal and external stakeholders and established supplier frameworks to ensure that key strategic objectives are achieved and appropriately managed and maintained.

6. **Promotes community empowerment and the value of place**

   The Council will recognise the importance of the places and environments where we live and work (our communities and neighbourhoods) on to support safe, healthy, efficient and comfortable spaces in which to live, work and provide key services.

Our Core Values

Our values are at the heart of everything we do and how we treat each other. They were developed by our staff at Gloucestershire County Council.

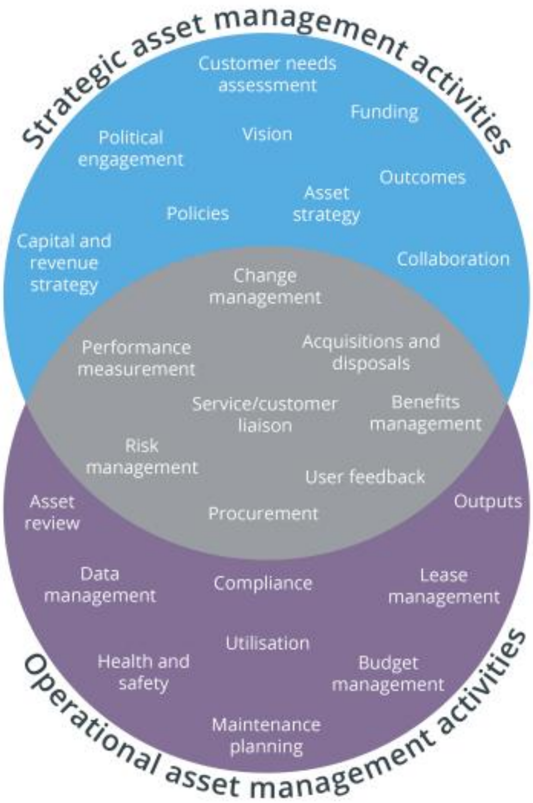
Our values provide essential guiding principles about the way that we work and set the tone for our culture and identify; they encompass what we care about.

- **Accountability** - we do what we say we will
- **Integrity** - we are honest, fair and speak up
- **Empowerment** - we enable communities and colleagues to be the best they can
- **Respect** - we value and listen to each other
- **Excellence** - we continually improve through listening, learning and innovation

Our Property Maintenance Principles

Our Maintenance Strategy will be informed and driven by Gloucestershire County Council's Corporate Asset Management Plan and Service Estates Plans (SEP) which will outline the priorities for our land & property portfolio.

The graphic below, from RICS Strategic Public Sector Property Asset Management Guidance, demonstrates how strategic and operational property management should be achieved, each of these practices are already embedded within AMPS strategic and operational processes:



RICS Public Sector Asset Management Guidelines

What is a Service Estate Plan?

The Strategic Property Team will meet regularly with services areas to understand their service direction and resultant property needs. These discussions with services will form part of the development and ongoing revision of **Service Estate Plans** which will be reported to the Property Board for coordination at a strategic level and the development of strategic programmes for land and property. Stakeholders involved will be:

- Adult Social Care
- Children's Social care
- Environment and Waste
- Highways Service
- Libraries and Registration Service
- Archives Service
- Coroners Service
- Fire and Rescue Service
- Rural estate
- Corporate Resources

Delivering on our objectives

When setting these objectives, we've identified specific actions and behaviours we need to follow in how we manage our land and buildings. These are listed under each objective, though not in any particular order of importance. Sometimes, these elements might seem to conflict with each other, so the main challenge for Gloucestershire County Council is to strike the right balance when making decisions about land and buildings. Further information on achieving these aims can be found in the associated Action Plan on page 19.

1. To provide a Land and Property Portfolio that is managed strategically to support Gloucestershire County Council's Vision for 'A Stronger Future, Built Together'

- We will continue to assess our backlog maintenance requirements to identify future funding requirements
- We will continue to update/review condition surveys on the whole of the GCC estate, in line with industry principles
- We will work collaboratively with key internal and external stakeholders to maintain an estate which support our wider strategic aims.
- We will take account of service demand and priorities through regular dialogue and production of Service Estate Plans, balancing service need against our overall strategic priorities.
- We will continue to manage and allocate property budgets as a corporate landlord, to prioritise key investment needs and consider property investment alongside wider strategic aims.
- We will ensure that property information is accurate, current and comprehensive to drive funding decisions.

2. To ensure value for money and prioritisation of expenditure where it is needed most

- We will use property, accessibility, sustainability, occupation and other applicable data to drive future maintenance decisions

- We will scrutinise property maintenance expenditure through effective contract management with our framework contractors.
- We will use property data and measure performance of our framework contractors to obtain value for money
- We will work with our current and future framework contractors, to develop a new suite of Key Performance Indicators which are relevant, specific and measurable
- We will define and reset parameters for devolved responsibilities and funding with stakeholders in Education and our leased-out estate
- We will redefine and reset parameters for capital expenditure, capital maintenance and revenue maintenance
- We will prepare for Local Government Reorganisation in accordance with the aims in the Corporate Asset Management Plan and the requirements of the Gloucestershire Local Government Reorganisation Implementation Plan
- We will develop our skills and seek to invest new technologies and digital principles for automated building management and maintenance.

3. To provide a land and property portfolio that is actively managed and developed to support our net zero objectives

- We will review our property maintenance requirements with a sustainability mindset, considering building running costs and efficiencies
- We will work with our framework contractors to assess building performance
- We will examine and aim to reduce our carbon footprint using our building data and through strong contract management of our framework contractors.
- We will seek to invest in renewable technologies, where appropriate.
- Using property performance data, we will reduce energy use, water consumption and CO_2 emissions together and we are committed to recycling more and sending less waste to landfill.
- We will work with our internal colleagues to raise awareness of the things we can all do to reduce our impact on the environment.
- We will work with our framework contractors to examine our collective contributions to waste as part of our maintenance activities.

4. To provide a land and property portfolio which provides the right property, fit for purpose and in the right place both now and for the future or our communities

- We will utilise our property maintenance data and Service Estate Plans to ensure our facilities are in the right place with good design, meeting current need and standards, and ready to support future service delivery.
- We will prioritise investment to ensure our buildings are fit for purpose, inclusive, and aligned with service delivery needs, placing equality, diversity, and accessibility at the heart of every decision.
- We will ensure our property is secure and safe to use, fulfilling statutory requirements that supports the health and wellbeing of our employees and customers.

5. Supports our ambition to thrive in a high-skill, innovation-led economy

- We will work with our internal and external stakeholders, and supplier framework, to ensure key strategic aims are met, and to ensure that if applicable, our buildings are maintained to the highest standard we can achieve within financial parameters.

- We will support our framework contractors to ensure growth in our local economy through our maintenance activities.

6. Promotes Community Empowerment and the value of place

- We will engage with our leased-out estate to support their compliance and use of assets whilst considering their ongoing maintenance obligations.
- We will ensure that our property estate is suitable and sufficient to meet the needs of services and their users.

Our Funding

Gloucestershire County Council's expenditure on property maintenance work represents a significant recurring investment and is a material proportion of the total cost of owning and operating a building over its lifetime, the level of available funding for which is increasingly under pressure and scrutiny.

Despite reductions in funding, Gloucestershire County Council has a strong track-record of managing money well, planning ahead and delivering excellent services. We face significant financial pressures particularly regarding our property portfolio.

Despite these challenges, Gloucestershire County Council remains committed to investing in our backlog maintenance and identifying funding opportunities for investment and efficiencies in building performance.

Backlog Maintenance funding:

Backlog maintenance is the accumulated value of outstanding repairs, renewals, or replacements that are necessary to keep our buildings, their plant, and infrastructure safe, compliant, and fit for purpose.

Examples:

- Roof repairs delayed due to budget constraints
- End-of-life boilers still in service
- Fire doors requiring replacement
- Electrical systems needing rewiring

The funding element is the planned capital or revenue investment required to reduce or eliminate this backlog.

The backlog is based on identified works as part of the Condition Survey process within GCC. Items are assessed using the following criteria:

Grade A	**Good**	Performing as intended and operating efficiently.
Grade B	**Satisfactory**	Performing as intended but exhibiting minor deterioration
Grade C	**Poor**	Exhibiting major defects and/or not operating as intended
Grade D	**Bad**	Life expired and/or serious risk of imminent failure.

As such, items which have been assessed as A & B have historically not been invested in, meaning they deteriorate further as time passes (see page 15 onwards) for further details on how we assess this. The net backlog will only increase, should GCC not invest in identified works which are only priority C & D.

Without adequate backlog funding:

- Risks to health and safety increase
- Compliance failures become more likely
- Assets degrade faster, costing more long-term
- Emergency repairs become more frequent and expensive
- Service delivery (or business continuity) is put at risk

Backlog maintenance for the other areas of the GCC estate is being collated. This includes the rural estate, travellers' sites, leased out and children's centres. GCC is not responsible for condition surveys of academy schools.

Corporate estate

Annual capital maintenance funding (revenue budget) has been fixed at £1.185m (additional bids are raised through the MTFS process) which, if successful are awarded for the following financial year. The Corporate Estate condition data was updated throughout 2025/2026 and all identified works have been set over future years based on lifecycle and priority. The following data demonstrates the backlog funding requirements to invest in condition items on the corporate estate.

Condition items	**£**
Condition items A & B (Good and Satisfactory)	£10.7m
Condition items C & D (Poor and Bad)*	£7.3m
*There are no items deemed to be "Bad" on the corporate estate	

These projected costs have risen as we work to align with GCC's sustainability principles, such as replacing end-of-life boilers with renewable technologies, which involve significantly higher capital expenditure.

Education estate (maintained schools)

Annual capital funding is requested from internal and external Education colleagues based on condition data. Funding allocations are both from Education at GCC as well, as the Department for Education. On average, this is around £1-2m. In line with DfE requirements and national best practice, 20% of the Education estate is surveyed every year, meaning as this Strategy progresses further data is being gathered and will be reviewed as this Strategy is delivered.

The following data demonstrates the backlog funding requirements to invest in condition items on the education estate. The data excludes any contingency costs for older maintenance items that were judged to be in good or satisfactory condition at the time. If this investment requirement is not met, the risks presented on the page above will have potential to materialise.

The Education estate is required to contribute towards capital expenditure, typically 25% - 25% dependent on the building component and value. There are increased amounts of C items on the Education estate owing to schools being in deficit and lacking capital expenditure to remedy it.

Condition items	£
Condition items A & B (Good and Satisfactory)	£13.9m
Condition items C & D (Poor and Bad)*	£11.4m
*There are no items deemed to be "Bad" on the education estate	

Maintenance activities and requirements

Maintenance activities are those required to keep a property or structure safe, in good condition, and functional. These maintenance activities can generally be placed into the following 3 categories:

- **Statutory (compliance) maintenance** – involves cyclical inspections, servicing and testing together with any resulting required remedial work.
- **Planned preventative maintenance** – often referred to as Planned Preventative Maintenance (PPM) and is an agreed rolling programme of required costed and prioritised work. Planned maintenance will also include a rolling improvement programme based on property data of building competent lifecycle.
- **Reactive/responsive maintenance** – works that are carried out to address damage, faults and failures which have occurred, and which need to be addressed in the short term.

When assessing the condition of our buildings, we will adhere to professional standards and industry good practice. Planned Preventative Maintenance of Commercial and Residential Property (RICS 2022). We will also consider the merits of alternative models of good practice in planned preventative maintenance, for example using SFG20 or SFG30 models. (What is SFG20?)

Statutory (Compliance) Maintenance

Gloucestershire County Council has a duty to ensure that buildings under its ownership or control comply with all appropriate statutory and regulatory standards and have a responsibility for ensuring the safety of:

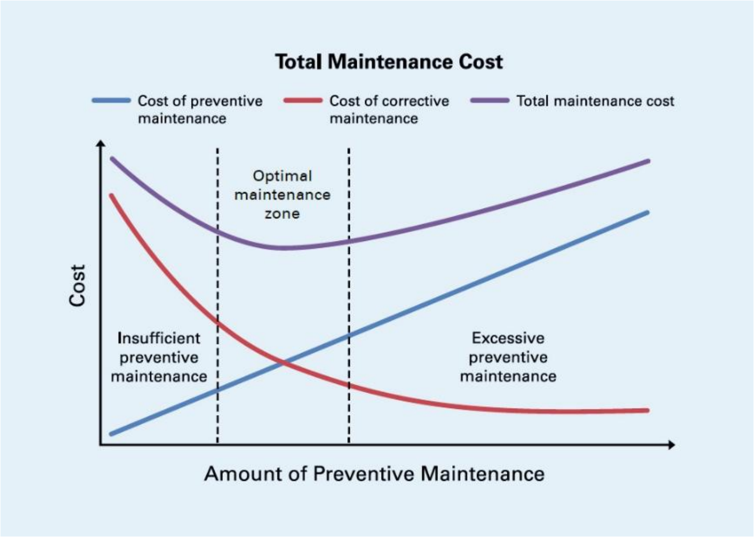
- The workforce.
- Visitors to buildings it owns or otherwise occupies or controls.
- Members of the public.
- Tenants within its portfolio.
- Appointed Contractors.

By taking a coordinated approach, GCC aims to ensure compliance with all statutory responsibilities including but not limited to:

- Health and Safety at Work Act 1974
- Building Regulations and Approved Documents
- The Control of Asbestos Regulations
- The Control of Legionella
- Gas & Electrical Safety legislation, regulation and standards
- Fire Safety
- access under the Equalities Act 2010 (formerly the Disability Discrimination Act (DDA)
- Construction (Design and Management) Regulations 2010

Typically, strong principles for planned preventative maintenance and investment will ensure GCC meets its aims and statutory duties, whilst planning for longer term financial investment based on lifecycle data.

The graphic below shows how planned, long-term investment can reduce ongoing maintenance liabilities and ensure that the corporate estate can continue to meet the aims of this Strategy and the Corporate Asset Management Plan. Applying these principles, in addition, using property condition, energy consumption and reactive maintenance data will allow for a more planned approach to long term investment where the asset will continue to be utilised by services.



Planned preventative maintenance

Planned Preventative Maintenance schedules are developed following assessment of building condition. This ensures:

- The asset will be maintained in a condition in which it can perform its required function.
- The prevention of deterioration and failure to extend the life of the asset, where applicable.
- Improving the physical condition to a specified standard
- Partial equivalent replacement of building, service or infrastructure components of the building
- Medium- and long-term funding requirements can be identified

Work generally excluded from planned preventative maintenance includes:

- reactive/responsive maintenance
- upgrading to meet new Statutory requirements
- operational tasks to enable occupancy and use (e.g. cleaning, security, waste removal); supply of utilities (energy, water and telecommunications)
- construction of new assets
- major restoration as a result of natural and other disasters.

Such works will generally be subject to a capital bid as part of the Capital Programme procedures or be funded from specific grants or funding schemes/opportunities.

For buildings leased and rented, responsibility for maintenance is subject to the terms and conditions of each lease agreement.

Best practice suggests that there should be a target minimum ratio of 70:30 between all expenditure on planned and reactive maintenance. However, whether this is achievable in the short to medium term is very much dependant on the condition on the property portfolio – for example, an historical period of underinvestment in maintenance is likely to lead to increased failure and will be informed by identified from condition surveys and prioritised by agreed criteria.

Planned maintenance projects will, where possible, be bundled into programmes of similar projects for procurement via framework arrangements, where applicable, to ensure best value is achieved from resources.

Reactive and Responsive Maintenance

Reactive Maintenance works included are classed as:

- Maintenance carried out after a fault has occurred.
- Urgent maintenance to resolve critical, unsafe or business stopping failures.

Categories may include:

- Emergency (immediate)
- Responsive (timely)
- Reactive (after failure)

Maintenance standards will be established to ensure that property assets are maintained in an appropriate condition to support service delivery and will be in line with legislative requirements and best practice.

Maintenance of this nature has a mix of operational, financial, and compliance related impacts. While sometimes unavoidable, relying on it too heavily exposes GCC to significant risks which may include emergency call out costs, higher repair costs, secondary damage, service disruption and health and safety related risks.

Roles and responsibilities

The Asset Management and Property Service (AMPS) function is organised as follows: -

Strategic Property	**Strategic Property Team -** Responsible for providing the support to successfully develop, implement and update Gloucestershire County Council's Asset Management Plan – focusing on challenging the use and performance of sites and on property reviews.
	Development Disposals Team – Specialises in securing capital receipts, promoting council land through local plan frameworks.
	Estates Team – Deals with valuations, leases, acquisitions and property management.
	Rural Team – Manages the Rural Estate providing opportunities to new entrants into the agricultural industry, supporting the rural community and its contribution towards national food production and the regional economy. Regular reviews identify opportunities for capital receipts and to consolidate lettings to improve farming sustainability. Parts of the estate are held strategically to support future housing and employment needs.

Corporate Landlord function	**Delivery Project Management/Engineering/Surveying –** Delivers capital building projects and capital maintenance programmes and manages buildings related hazards (asbestos, legionella, flooding, radon, fire risk, etc). Also responsible for the collection and management of condition survey data and provides support services to premises with delegated responsibilities.
	Delivery Contract Management – Provides specialist support to schools and the corporate estate for the provision of 'soft FM' services including grounds maintenance, arboriculture, cleaning and schools catering.
	Facilities Management – Provides FM for corporate sites including Shire Hall, provision of custodians, in-house repairs and maintenance, post and utilities management.
	Health and Safety - provides competent health and safety advice, to GCC managers, employees, schools and others buying the service to enable them to comply with relevant standards and legislative requirements so that safe workplaces and working practices are in place.
Business Unit	**Property Information Unit –** Manages our CIVICA – Property Management System which contains all of our property related data. The success of the system depends critically on the data being regularly updated to ensure that property decisions are made on the most up to date and comprehensive information.
	Projects Support Team – Provides technical programme support to large strategic projects including planning, programme management, communications, risk and financial management.
	Business Support Team – Provides administrative and financial support to AMPS. Its key function is the Building Helpdesk, and it is a central point of access for corporate compliance programmes and reactive maintenance calls.

Using our data

Condition data

A building condition survey is an assessment of the physical condition of a building or group of buildings. Whilst typically non-intrusive these surveys involve a thorough inspection of the building's structure, systems, and components, such as the roofs, walls, floors, electrical and mechanical systems, and any other relevant features.

To update and supplement information already held Gloucestershire County Council we will continue to undertake a rolling programme of condition surveys to all properties where Gloucestershire County Council has a repairing obligation with an aim of fully updating a minimum of 20% of the portfolio per annum.

These condition surveys will provide Gloucestershire County Council with consistent, quantitative and qualitative information relating to asset performance in terms of condition and associated risk and provide adequate information for management and planning purposes to support a planned maintenance programme that supports the retention of a safe; compliant and value driven property estate.

These condition surveys will include an overall assessment of the building's condition:

Grade A	**Good**	As new condition typically built within the last five years or have undergone a major refurbishment within this period
Grade B	**Satisfactory**	Regularly maintain, sound, operationally safe, and exhibiting only minor deterioration with no impact upon the buildings function
Grade C	**Poor**	Operational but repair or replacement needed in the short to medium-term (generally 3 years) to minimise risk to the buildings function
Grade D	**Bad**	Life expired and/or inoperable with a serious risk of major failure or breakdown

In addition, elements within the building (e.g. roofs, walls, windows, electrics etc) will also be given a similar rating:

Grade A	**Good**	Performing as intended and operating efficiently.
Grade B	**Satisfactory**	Performing as intended but exhibiting minor deterioration
Grade C	**Poor**	Exhibiting major defects and/or not operating as intended
Grade D	**Bad**	Life expired and/or serious risk of imminent failure.

And where any maintenance or replacement works are identified each will be allocated a priority:

Priority 1	Urgent work that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of occupants and/or remedy a serious breach of legislation.
Priority 2	Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health and safety of occupants and/or remedy a less serious breach of legislation.
Priority 3	Desirable work required within three to five years that will prevent deterioration of the fabric or services and/or address a low risk to the health and safety of occupants and/or remedy a minor breach of legislation.
Priority 4	Long term work required outside the five year planning period that will prevent deterioration of the fabric or services.

Energy related data

Our Maintenance Strategy will support wider strategic aims and prioritise good environmental, climate change and sustainable practices through its delivery. Decisions about property maintenance and investment will not be taken in isolation without considerations of energy consumption, replacing building components like for like, renewable technologies and our impact on the natural environment. We commit to minimising resource consumption by implementing energy-efficient systems, reducing water usage, and using building management and performance data to extend lifecycle and prevent unnecessary waste. All maintenance activities will adhere to relevant environmental regulations and standards, ensuring compliance and reducing carbon footprint. Consideration will be given to the use of sustainable materials, sustainable transport, promote recycling, and adopt predictive maintenance techniques to avoid excessive repairs and replacements.

The Royal Institute of Chartered Surveyors outlines, decarbonising property and facing up to climate change through the pursuit of net zero carbon policies are now key strategic issues for Asset Management and Property Services. It is recommended that short term action should be taken in the context of long-term perspectives.

To continuously improve, we will regularly review and enhance maintenance processes to align with evolving sustainability goals and industry standards.

By embedding these principles into our maintenance strategy, we aim to deliver safe, efficient, and environmentally responsible buildings that supports long-term corporate sustainability objectives.

Tools, industry standards and guidance will support these goals:

RICS Whole Life Carbon Assessment tool - Whole_life_carbon_assessment_PS_Sept23.pdf

UK Green Building Council - Net-Zero-Carbon-Buildings-A-framework-definition.pdf

Energy Performance Certificates (EPC) and Display Energy Certificates (DECS):

A Display Energy Certificate (DEC) is an official UK document that shows how energy efficient a building is, based on its actual measured energy use over the previous 12 months. They help organisations:

- Identify poor energy performance
- Target energy saving improvements
- Reduce carbon emissions
- Comply with regulatory requirements

DECs are required for many public buildings that are frequently visited by the public (e.g. council offices, libraries, schools), to make their energy performance transparent.

DECs are typically accompanied by a **DEC Advisory Report**, which lists actionable recommendations for improving energy efficiency. A DEC displays:

- Energy Performance Rating (A–G)
    - A = most efficient, G = least efficient
- Operational Rating based on actual meter readings
- Benchmark data comparing the building to similar ones
- Validity period (1 year for large buildings; up to 10 years for smaller ones)

An **Energy Performance Certificate** is an official UK document which shows how energy efficient a building has the potential to be. Usually the data included is based on estimates and is only required when building a new property or renting one out.

Technology

Continuing advancements in technology and data analytics will support the aims within this Strategy. Items such as property management technological/digital solutions, artificial intelligence, sensor technologies, building automation, the Internet of Things (IoT), building information modelling (BIM) are evolving more traditional property managements processes.

Measuring Our Performance

To manage our assets effectively and efficiently we need to know how they are performing.

To do this we will use a selection of Performance Dashboards, covering performance in utilisation, cost and income. Our ability to develop greater intelligence relating to our land and buildings will be enhanced over the life of the strategy with the collection and regular updating of our asset data onto the CIVICA – Property Management System (CPM). The information gathered on our database allows greater granularity and understanding of performance, allowing evidence-based decision making regarding the management of the estate.

Property Maintenance Strategy – Action Plan

Strategic Action Plan

Action No	Action Description	Objective	Target year	Accountability	Resources
MStrat1	Update all condition surveys for: - Rural estate - Education estate - Leased out estate	To fully understand future maintenance needs and funding requirements across all asset types, and to standardise processes and decision-making based on robust data.	Year 1	Asset Management and Property Services	Internal resources, with potential external assistance for key areas.
MStrat2	Review and agree protocols for co-funded works on the Education Estate	To establish clear and collaborative expectations for investment and contributions, ensuring effective use of DfE funding.	Year 1	Asset Management and Property Services, Education, DfE	Internal resources, with external assistance from DfE as required.
MStrat3	Prepare for implications of Local Government Reorganisation (LGR)	To ensure all necessary data and information are prepared in advance to support LGR requirements.	Year 2	Asset Management and Property Services, colleagues leading the transformation of LGR	Internal resources, in collaboration with LGR colleagues
MStrat4	Develop protocols for energy management and sustainability	To identify energy-saving opportunities, partnership working, secure funding, and deliver retro-fit improvements alongside routine maintenance.	Year 1	Asset Management and Property Services, colleagues from Sustainability teams	Internal resources
MStrat5	Review the estate to identify buildings with high operating costs (energy and running costs)	To prioritise intervention and investment based on consumption and cost efficiency.	Year 1	Asset Management and Property Services	Internal resources
MStrat6	Create a corporate compliance policy statement and review statutory policies	To ensure all compliance responsibilities are clearly documented, up to date, and aligned with statutory requirements.	Year 1	Asset Management and Property Services, SHE	Internal resources, with input from specialist framework contractors.
MStrat7	Strengthen risk management processes for the leased-out estate	To ensure risks associated with leased properties are identified, monitored, and effectively managed.	Year 2	Asset Management and Property Services, SHE	Internal resources in collaboration with lease/licence holders

MStrat8	Develop new framework contracts for servicing and maintenance	To ensure robust, efficient and cost-effective arrangements for servicing and maintenance activities.	Year 1	Asset Management and Property Services, Strategic Procurement	Internal resources identified to deliver
MStrat9	Use data to inform policy on future maintenance requirements and responsibilities	To implement an improved, data-driven approach to planning and prioritising maintenance activities.	Year 1	Asset Management and Property Services	Internal resources identified to deliver
MStrat10	Use data to inform decision-making on maintenance needs as part of wider property and service planning	To ensure maintenance decisions support broader estate and service strategies.	Year 1	Asset Management and Property Services	Internal resources identified to deliver
MStrat11	Review criteria for planned and reactive maintenance, including contributions and responsibilities	To establish clear and transparent criteria for maintenance interventions and funding responsibilities.	Year 1	Asset Management and Property Services, Education, Legal	Internal resources in collaboration with stakeholders
MStrat12	Review the framework for capital maintenance investment requests to ensure alignment with CAMP and SEP	To ensure capital investment decisions support strategic estate priorities.	Year 1	Asset Management and Property Services	Internal resources
MStrat13	Develop a process to capture and share good practice	To promote continuous improvement through structured learning and knowledge sharing.	Year 1	Asset Management and Property Services	Internal resources
MStrat14	Develop a documented approach to explore opportunities for automation, technology and innovation in property management and maintenance	To improve efficiency, accuracy and performance through modernisation and innovation.	Year 2	Asset Management and Property Services	Internal resources, with external training and development (for example Construction Week UK attendance)
MStrat15	Report progress on these actions to AMPS SMT, highlighting links between the Maintenance Strategy, SEP and CAMP	To ensure senior leadership oversight and alignment between key corporate strategies.	Year 1	Asset Management and Property Services	Internal resources