Gloucestershire County Council
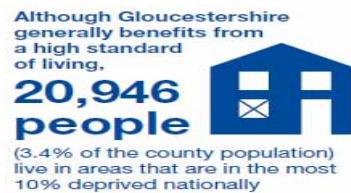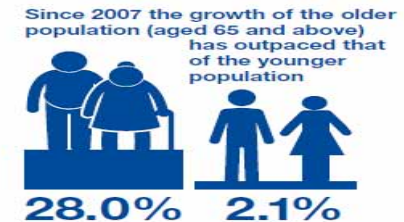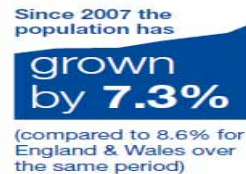
2019 – 2024 Corporate Asset Management Plan

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Corporate Asset Management Strategy

Introduction

Gloucestershire County Council provides services to more than 600,000 residents across a mainly rural county which attracts an increasingly ageing population. Our challenge is to ensure the most vulnerable and isolated people in our county have the support they need and stay connected with our services.

The Council Strategy 2019-2022 reinforces our commitment to providing excellent value for money and services that make a real difference for local people. However, we are increasingly focussed on what sort of county we want for the future and how we can work with communities and partners to bring about aspirational change.

Our Council Strategy 2019-2022 Gloucestershire County Council

Gloucestershire has a population of **628,139**

Since 2007 the population has **grown by 7.3%** (compared to 8.6% for England & Wales over the same period)

Assuming current population trends continue, the population in Gloucestershire will reach **667,400 by 2026** & **715,300 by 2041**

Since 2007 the growth of the older population (aged 65 and above) has outpaced that of the younger population **28.0%** **2.1%**

Although Gloucestershire generally benefits from a high standard of living, **20,946 people** (3.4% of the county population) live in areas that are in the most 10% deprived nationally

Gloucestershire has around **675** Children in Care and the County Council supports **6,315** adults receiving long term care

Manufacturing and health are significant sectors in terms of employment accounting for **11.3%** and **12.3%** of employment respectively

The council provides a network of **31 libraries** and supports local groups to provide a further 8 community libraries

Gloucestershire has **143 Sites** of Special Scientific Interest and **3 Areas** of Outstanding Natural Beauty which cover 51% of the county's area

There are **3,326 miles** of road within the county

The County Council has 53 councillors and employs **3,155 staff**

Gloucestershire County Council's vision for improved quality of life for people and communities will be achieved and underpinned by adopting these values and behaviours in all that we do:

- **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 we can

- **Respect**: We value and listen to each other

- **Excellence**: We continually improve through listening, learning and innovation.

Key challenges for the Council are Demographic change, inequalities and deprivation, Rural isolation and national Financial reforms, however there are opportunities to harness our economic potential as a growing county, the power of our communities, the readiness of our partnerships and relationships and the potential of digitisation to transform public services.

The Council has over 684 sites totalling in excess of 8,000 hectares with 651 buildings included within these sites. The CIPFA book valuation of the entire estate is in the order of £750M. These sites are integral to meeting these challenges and to the services that we deliver - the way we invest in them, deploy and manage them impacts on our ability to meet our corporate and service priorities.

This Corporate Asset Management Plan sits within an Asset Management Framework which responds to our corporate drivers, ambitions and priorities and provides an overview of our land and property estate together with our main priorities for managing and developing that estate over the next 5 years. The Strategy will be reviewed and amended annually through the Asset Management & Property Services Annual Business Plan to ensure our estate fully supports the council's goals and contributes to the achievement of the objectives for property asset management.

This Corporate Asset Management Plan sets out the key objectives and supporting principles that will be adopted in the management of our estate. It is part of a suite of documents that comprise our Corporate Asset Management Plan 2019-2024:

- An Asset Management Strategy – principles, culture, objectives and how property asset management is delivered
- An Asset Management Action Plan – actions to be implemented

Reviewing and updating this suite of documents is vital to ensure they remain relevant and reflect changing corporate strategies and challenges during the lifetime of the plan.

Our Ambition

- Have a strategic approach to asset management based on an analysis of need to deliver strategic priorities, service needs and intended outcomes
- Manage the Council's portfolio to ensure that sites are fit for purpose and provide value for money
- Maximising opportunities to share space to facilitate service integration, minimise running costs and generate capital receipts and to work with the community and voluntary sector to utilise the estate, where appropriate.

Our Objectives

To support the key strands of our ambition we have set out a number of policy objectives. These describe the Council's commitment to property asset management and provide a strategic framework for achieving the benefits that can be delivered through the effective use of the portfolio.

1. **To plan and manage property as a corporate resource for the benefit of the Council and the people it serves.**

2. **To use our knowledge of the estate and of our services to provide the right property to meet current needs and to anticipate, respond and be flexible to future demands.**

3. **To support agile working and to promote 'Worksmarter' initiatives.**

4. **To manage and maintain property effectively, efficiently and sustainably.**

5. **To optimise financial return and commercial opportunities and to use land and buildings to stimulate development and growth.**

6. **To promote joint working where it will provide benefit for service delivery and in securing efficiencies.**

Ambitions for Gloucestershire

One Gloucestershire – One Public Estate

Countywide Multi-Agency Ambitions

Leadership Gloucestershire LEP

One Gloucestershire Integrated Care System

Gloucestershire 2050

One Public Estate

County Council Priorities & Context

Council Strategy 2019

Medium Term Financial Strategy

Service Plans
Current : future provision

Corporate Asset Management Plan

Asset Management Strategy
Asset overview, priorities and actions

Asset Management Action Plan
Activities to deliver the Strategy

Asset Management & Property Services - Our Land and Buildings

The Council's property portfolio (excluding our highway network) consists of over 684 sites totalling in excess of 8,000 hectares with 651 buildings included within these sites. The CIPFA book valuation of the entire estate is in the order of £750M, demonstrating what a considerable resource our buildings and land are, and why we need to carefully manage them.

By managing our sites correctly we are taking steps to reduce the wasting money in keeping buildings that are not fit for use or unnecessary. Equally each site has a value and if it is no longer required it may be sold to unlock that value and use the money elsewhere, including investing in new sites where required to provide spaces for future service delivery, or to maximise benefit to the people Gloucestershire.

Sites are fundamental to the efficient and effective operation of Council services – providing accommodation for staff, making services accessible to the local community, generating income and enabling development and service contributions by third parties. Financial and other pressures on the council's resources will require all services to transform, be flexible, innovative and entrepreneurial and to develop operating models that are agile and able to respond to the changing context and customer's needs. Our portfolio and individual sites will also need to adapt to support the council as it moves forward. Having a longer term Asset Management Strategy in place will ensure that property decisions are timely and plans are transparent.

There is a wide range of properties within our current portfolio. It comprises offices, day centres, elderly people homes, car parks, farms and farmland, depots, schools, sites leased to community organisations and premises used to generate a commercial income. The reason for holding these assets will vary and as a result we may need to measure their performance in different ways. Performance of each asset therefore must be linked to the strategic purpose for holding it.

The following table provides an overview of the extent of our property estate by asset type:

Asset Type	Number of Sites in 2019	Asset Type	Number of Sites in 2019
Schools – Primary (Infant & Junior)	246 (54 Academy+ Free)	Travellers Sites	5
Schools – Secondary	40 (35 Academy + Free)	Archives	2
Schools - Special	11 (3 Academy)	Park & Ride	2
Fire Stations	21 (4 PFI)	Coroners	1
Libraries	38 (7 Community)		
Office Space Buildings	31		
Tenanted Farms	68		
Depots	7		

Some of our sites deliver front line services; others are used for indirect service provision or in supporting local communities. Some sites are held in order to retain market leverage or to influence development and place making. The Council also has a significant agricultural estate to support entry in to farming and for potential strategic requirements. We don't just own sites for the sake of it, they need to have a purpose and we constantly need to be reviewing and challenging this.

Our Investments and Achievements

Over the last five years the Council has demonstrated a commitment to rationalising the estate ensuring it is fit for purpose and reflects the future strategy of the organisation. Some of our significant achievements are listed below.

Shire Hall refurbishment

Shire Hall refurbishment

In April 2015 funding of £4.13m was secured from central government and the GFirst LEP Gloucestershire Growth Deal 2015 to 2021 to prepare the Quayside and Blackfriars sites ready for redevelopment and to incorporate renewable energy generation into the proposals, helping the Shire Hall offices to become one of the most energy efficient buildings in central Gloucester. These offices are being fully refurbished to provide modern efficient office space in line with our Worksmarter and flexible working strategy.

Improvements include:

- Solar panels - incorporated into the new cladding and on the roof, providing independent electricity supply to significantly reduce our energy bills and carbon footprint.

- Open plan offices that will increase the efficiency of the space, allow cross ventilation of the building and support larger teams to colocate.

- The top floor of block 4 has been be fully enclosed and insulated in order to reduce solar gain in hot weather and keep the heat in during the cold weather will now accommodate our strategic partner Gloucester City Council.

- Replacing existing windows as in many locations they are beyond repair, inefficient and letting wind and rain through.

- Local kitchen facilities will be provided in addition to the 'Spires' and 'Bearlands' cafes with the option to utilise it as a Conference Centre.

- New Wellbeing space including multi faith room, multi use studio, new cycling storage, showers and toilets.

- A new Boardroom and a suite of videoconferencing meeting rooms.

- A new drop in hub on the ground floor to provide hotdesking facilities or short duration working environment.

- Extended access to the building in terms of hours of use and also accessibility.

All elements of the structure will be low maintenance to reduce the on-going costs of maintaining and running it and access to and from the building will be improved. Some internal areas within the buildings have already been improved as part of the Worksmarter programme. The rest will be refurbished as part of the overall project and as each phase is completed staff will be relocated into new areas.

- The new Barbican reception building is located on the site of the old magistrate's court and is part of the multi-million pound investment in the refurbishment of the Shire Hall complex.

- The new hub provides a fully accessible reception for disabled visitors and families, private rooms for confidential discussions and brings together Gloucester social care teams in one place.

- The former magistrate's court and police buildings were handed over by our strategic partners in 2016 and works were completed in January 2018.

- The council relocated its current services based in Quayside House into the new building, connecting them with other services in Shire Hall.

Other significant achievements over the last five years:

Co-location with partners	Revenue savings and income	Regeneration
•**Bodies/Partners:** •Gloucestershire Care Services •Gloucester City Council •MASH - Gloucestershire Police Constabulary •Ringway •Sopra Steria •Western Adoption Services •**Properties:** •Beeches Green •Cirencester Lewis Lane •County Offices Cheltenham •Dean House •Lydney Fire Station •Newent Library •North Gloucester Fire Station •Shire Hall •Tewkesbury Borough Council	•The vacation and disposal of Sandford Park House (SPH). GCC AMPS have spent significant sums on maintaining the building. However, fundamentally the building was not suited for use as modern office space, being compartmentalised, poorly lit and poorly insulated. •The total annual cost of the property to GCC was approx. £250,000, which included rent of £110,000 as well as utility charges and other property overheads. •Rental income from co-location with partners is estimated at in escess of £0.5m	•Creating a Local Development Order (LDO) to kick start the regeneration of the Blackfriars and Quayside area. Securing a grant of £4.13 million from central government and GFirst LEP Gloucestershire Growth Deal 2015 to 2021. •295 student units were completed in September 2018 on the Blackfriars car park. Phase II consisting of a further 186 units, ancillary accommodation and a new pedestrian street has received planning permission. •Proposals are being taken forward for the provision of a new office building on the site of the former Quayside House. This will provide 2 GP surgeries, office space, a pharmacy and associated parking.

Capital Receipts

Disposals of over 200 surplus assets since 2011 generating £105m of capital receipts as part of the Meeting the Challenge programme (1 & 2). Phase 3 of the programme identifies a target of £33m between April 2018 and March 2021.

Capital Projects

Asset Management & Property Services has project managed circa £100m of capital spending on the Education portfolio including schools and early years over the last 5 years. This work has increased the number of available school places to children of preschool, primary and secondary ages.

Primary Schools

Complete demolition and rebuild to complex phased remodelling

- Northway Infant School: Complete replacement of condition expired 2 FE Infant school funded from Basic Need grant. Completed and handed over June 2016 in budget and to programme.

- Calton Primary School: 1FE expansion of existing 2FE Primary, increasing capacity to 3 FE. Funded from combination of basic need grant and S106. Successfully completed and handed over October 2016.

- St Whites Primary School: Complete replacement of condition expired school, 1.5FE with a 2FE core completed in Jan 2016.

- Watermore Primary School: 1FE repacement school completed Feb 2015.

Secondary Schools

Multi phased complex schemes working in the heart of busy, occupied schools

- Beaufort Secondary Academy: 1FE Expansion of school replacing temporary classrooms with a new 8 classroom teaching block and extensive remodelling. Funded from S106. Successfully completed and handed over September 2018. Despite late additions to extent of works, scheme delivered within budget and to programme.

- Severn Vale Secondary Academy: 1 FE Expansion of Secondary Academy funded from combination of Basic Needs and S106. Completed in February 2019.

- Cleeve Secondary Academy: 1 FE Expansion of Secondary Academy funded from combination of S106 and capital contribution. Successfully completed and handed over July 2018, within budget and in advance of programme completion.

AMPS Traded Services

This branch of the service continues to grow and attract new customers. The creation of a buy back brochure offering three tiers of services has been instrumental in the success of the scheme. We provide 14,058 meals to 180 schools for 190 days of the year which is a 4.5% increase from 2017. The service also cleans 100 primary schools as part of the cleaning contracts (39% take up) and additional sites join each year.

Our Budgets

Like many other councils Gloucestershire is experiencing central government funding reductions in real terms and we need to make careful choices in where we prioritise the money we do spend. This is especially true in relation to property, as an expensive resource we need to ensure that every pound we spend is spent in the right way.

Revenue Budget

AMPS managed a revenue budget of circa £5.5M for 2018/19 to deliver the day to day running and managing of the Non Education estate. In 2019 AMPS will deliver a corporate estate capital programme of circa £23M and an Education Capital Programme of circa £46M with an annual target of £15M in capital receipts.

For the last 5 years AMPS has managed a budget of £1.1M per year for Corporate property maintenance, this budget has been spent on removing all Priority 1 – Urgent work that will prevent immediate closure of premises. The work undertaken to achieve this has concentrated on Roofs, Windows, Doors, Mechanical and Electrical Services. This budget has been maintained even though construction costs have risen sharply over the last 5 years, the BCIS All in TPI #101 data for Q1 2013-Q1 2018 indicated a rise in the region of 35%. The budget has been maintained at the historic figure even though it now includes all those properties which have returned to AMPS management through the continued implementation of the Corporate Landlord model.

Capital Programme

The capital strategy for 2019/20 gives a high-level overview of how capital expenditure, capital financing and treasury management activity contributes to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. The Medium Term Financial Strategy (MTFS) sets out the Council's high-level funded plan for achieving its goals and priorities, balancing available financing and spending ambitions. It highlights the financial projections for financing, spending (revenue and capital), and reserves. The MTFS is prepared annually and covers the three year period 2018/19 to 2020/21.

Governance

Asset Management & Property Services work with services regularly then at annual service meetings in order to coproduce business cases that are then presented to Property Board for Capital Funding consideration. The Council's project appraisal process will be the methodology employed to evaluate schemes included in the MTFS. Where projects are confirmed by the Property Board they are then included in the Forward Plan for the next round of the MTFS presented to Cabinet and considered by full Council for adoption.

The final capital programme is presented to Cabinet in January and to Council in February each year.

Asset disposals

When a site is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new sites or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2021/22. Repayments of capital grants, loans and investments also generate capital receipts. The Council plans to receive £33m of capital receipts over the next 3 years.

Flexible Use of Capital Receipts

As part of the local government finance settlement for 2016/17 Central Government announced greater flexibility for council's in how they make use of capital receipts. Councils were previously only allowed to use capital receipts for repaying debt or funding further capital spend. The rules now allow new capital receipts to be used to fund the revenue costs of transformation projects designed to generate ongoing revenue savings in the delivery of public services and /or to transform service delivery in a way that reduces costs or demand for services in the future. Plans for utilising capital receipts in this way need to be approved by County Council, incorporated in the Council's Efficiency Statement, and progress reported on an annual basis to DCLG.

Major Property Initiatives within the Medium Term will include:

- **Blackfriars and Quayside Regeneration Programme**

Continuing the work already in progress in this area, the Council and its partners are working to deliver a potential £65m Quayside development programme. Invest to save business cases have been developed and approved for the first two phases of the programme:
> Phase 1 – Health and Office Hub
> Phase 2 – 500 space car park
> Phases 3 & 4 are being developed for a future scheme

- **Children and Young People Implementation Plan**

Need to plan the service platform within the corporate vision of multi-agency and multi-service based property which can also provide agile working capacity.

This will involve developing a plan for the development of property bases for the next 10 to 15 years following a review of current property and service metrics.

A Review of Prospects estate needs to be undertaken to move towards less rented space and more freehold accommodation.

- **One Public Estate (OPE)**

OPE is a national programme jointly run by the Cabinet Office Government Property Unit and the Local Government Association. The One Gloucestershire Estates Group has been established to draw up a joint Service and Assets Delivery Plan (SADP) together with our Health, Fire, Police, Borough and District partners to deliver the following outputs over the next 5 years;

500 new homes and **1000** new jobs through the identification of opportunity sites

£30.6m in capital receipts and **£5.6m** in revenue savings by reducing the size of the estate, eliminating significant maintenance liabilities

The group is empowered by their executive teams to drive the partnership forward successfully, working collaboratively with other partners by;

sharing information about sites, their ownership, utilisation and future plans
working together wherever possible and **making resources available** to do so and actively seeking opportunities to drive better value for money through **collaboration**

The 'One Gloucestershire Estate' Programme currently includes 4 key projects – funding for the Gloucester and Cheltenham Public Sector Hubs, Forest of Dean Partner Alignment and the Cotswold Regeneration and Blue Light Project. Unfunded projects being pursued through the OPE arrangements will be the review of service depots across the region.

- **Gloucestershire School Places Strategy (SPSO 2018- 2023)**

Between 2013 and 2017, the Office for National Statistics (ONS) estimates that the number of 0-19 year olds increased by approximately 3,865 in Gloucestershire, this compares to a 700 decline in the last period of 2010 to 2013 with the largest growth in the 5-10 age range currently in our primary schools. The greatest growth for this age range is seen in the Gloucester, Tewkesbury and Cheltenham areas.

The School Places Strategy examines the duties placed upon the Council by the Department for Education (DfE) and provides an analysis of current primary and secondary school provision. This will help key stakeholders and partners understand how school places are planned and developed over the next 5 years.

New school for Cheltenham This strategic review indicated a shortfall of at least 120 Year 7 places by 2019 (4 forms of entry (FE), increasing to 6 FE by 2021/22 (equivalent to shortfall of 180 secondary school places)

New 50 place social, emotional, mental health (SEMH) special school Site and scope to be identified

- **Gloucestershire Joint Commissioning Partnership - Market Position Statement**

This Market Position Statement (MPS) signals a commitment from Gloucestershire County Council (GCC) and NHS Gloucestershire Clinical Commissioning Group (GCCG) to transform our model of care and support to meet the needs of our adult population.

The new Strategy will reflect the emerging commissioning strategies for Older Peoples care homes, care at home and housing with care to ensure there is an adequate supply of care homes to meet future need.

- **Joint Core Strategy**

The Joint Core Strategy (JCS) is a partnership between Gloucester City Council, Cheltenham Borough Council, and Tewkesbury Borough Council and was adopted by the three local authorities in December 2017.

The JCS is a co-ordinated strategic development plan that sets out how the area will develop between 2011 and 2031 setting out strategic objectives for employment, housing and community sustainability.

The JCS will have a considerable effect on GCC in the large scale development of housing and consequential draw on services provided by the County Council such as education health and transport.

Our Asset Management & Property Service (AMPS)

AMPS provides a full estates and buildings function for the council under the Head of Property and his management team that provide the Strategic Management function for the AMPS Team.

STRATEGIC PROPERTY	**The Asset Management Planning Team** Responsible for providing the support to successfully develop, implement and update the 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 This 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.
BUILDING SERVICES	**Delivery Project Management/Engineering/Surveying** This team delivers the capital buildings and capital maintenance programmes and manages buildings related hazards (asbestos, legionellosis, flooding, radon, fire risk, etc). It is responsible for the collection and management of condition survey data and provides support services to premises with delegated responsibilities. Over the last 5 years this team has overseen over £100M in investment in the school estate.
	Delivery Contract Management 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 FM for corporate sites including Shire Hall. Provision of custodians, in house repairs and maintenance, post and utilities management.
BUSINESS UNIT	**Property Information Unit** The asset database system is based around the Technology Forge system which currently has 670 registered users covering both sites and individual users. The success of the system depends critically on the data in the system being regularly updated to ensure that decisions are made on the most up-to-date position.
	Projects Support Team Provides technical programme support to large strategic projects including planning, programme management, communications and 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.

Property Reviews

The case for reviews of certain properties, either geographical or service based, and scope for rationalisation continues to be explored, but now on a more focused basis. The corporate property review process and improved data collection lead to under-performing sites being identified and options considered for replacement, disposal, etc. As greater joining up with Services takes place, there will be a net reduction in sites held by the Council and, as a consequence, revenue expenditure. Disposals also continue to arise through the rationalisation of the Rural Estate and by pursuing planning led opportunities.

Planned Maintenance Programmes and Maintenance Strategy

A new Maintenance Strategy will be developed in 2019 which will outline the programme of how both capital and revenue maintenance is organised on the basis of meeting priority needs. As further up to date condition data is received, Members will receive reports on backlog, and targets for reduction/stabilisation will be linked to available funding;

Condition surveys of all properties the Council has an interest in are ongoing, with a new programme underway in 2019. These provide the basis for future planned maintenance programmes and for business cases for capital bids and disposals programmes. The data collected is fundamental to asset management decision making.

Annual premises liaison meetings take place with a representative from each establishment at which the capital maintenance programme of works and are discussed and those which are of a high enough priority are agreed. All school projects are now match funded by the Authority each contributing 50% of the scheme costs.

A clear framework for the identification, prioritisation and implementation of the Capital Maintenance Programme and other related programmes of work will be updated to form part of the Maintenance Strategy. This updated process will continue to be totally transparent and well understood by individual premises managers. Over the last 5 years the Surveying Team has overseen over £7M in strategic maintenance on the schools estate.

The risks to which the Council is likely to be exposed are considerable, particularly in the area of Corporate Manslaughter. Health and Safety related schemes are identified through a programme of risk assessments works are then prioritised and implemented.

Compliance with this legislation is reliant upon continued funding in this area.

Development of Property Care (Traded Service)

Property Care Services is the largest provider of estate solutions to Educational sites within Gloucestershire. The service continues to thrive and has expanded to suit the increasing demand.

The team offers three service packages – Gold, Silver and Bronze – covering reactive maintenance, planned preventive maintenance, major and minor alterations and refurbishments, together with operation and maintenance of services, plus other tailored services to over 80% of schools in the county.

Development of the Capital Programme

Potential capital schemes will only be progressed if referred to in the relevant Service Plan. Where necessary, schemes must also be the subject of an Equalities Impact Assessment. Schemes are expected to have been the subject of thorough option appraisal, cost assessment, whole life costing, and assessment of revenue implications. Sustainability, risk on deliverability, the extent to which the scheme is self-financing, and most important of all, the way in which the scheme meets corporate and service needs and objectives, must be addressed as these are the criteria on which schemes are scored.

The capital scheme assessment, scoring and prioritisation is over seen by the Property Board. Directorate representatives are invited to a sub group of the Board to provide more detail and clarity where needed, in order that the sub-group have enough information on which to assess and score the capital schemes and to make recommendations to the Board and onwards to Cabinet as part of the MTFS.

Management of the Capital Programme

All schemes in excess of £100,000 are subject to Group approval. Schemes in excess of £500,000 will be subject to Member approval. As a consequence, corporate ownership of capital schemes and client control of how a scheme develops has improved.

A process for reporting predicted overspend to Members as soon as possible is in place.

A project management system to track schemes as they travel through the process has been introduced using Technology Forge.

GCC has established design policies for consultants to work to as part of the Brief. These include sustainability, design quality, a Gloucestershire signature appearance, and guidance on sourcing of materials.

Framework Partnering

Asset Management and Property Services (AMPS) currently manage a range of Framework Agreements and a Dynamic Purchasing System (DPS) in order to support and enable the delivery of effective property related services across the County.

Both the major and the minor Frameworks have been in place since 2015, and come to an end during 2019. Extending the Frameworks is not an option, as they were set up with 4 year terms in each case in accordance with the Public Contract Regulations 2015 (PCR 2015).

The split of the current allocation since 2015 has been, Education £37m, Corporate £15m, Gloucester City £6m.

The current estimated spend across the minor maintenance works Framework is £3.4m to date, with an estimated spend of £4m by March 2019.

As a consequence of these frameworks coming to an end AMPS is currently conducting an EU compliant competitive tender for the award of a four year Framework agreement for the delivery of **medium and large** asset management and property related services/projects with an estimated total framework value of £95m over its term. The Framework has been divided into two Lots to procure services and projects **valued at £150k and above**.

AMPS is also conducting an EU compliant competitive tender to create a four year Framework agreement for the delivery **of minor maintenance** and property related services/projects with an estimated total value of £5m over its term. The Framework will be used to procure services and projects **valued up to £15k** to come in to effect in 2019.

Performance Management/Follow-up

The Frameworks will be managed in line with the Council's contract management procedures. A full category review is considered in 2 years from the start of the new Framework to assess performance, contract management and market feedback. This will inform the options appraisal and recommendations for the future.

Monitoring of major contractor performance will be through a set of pre agreed KPI's that will be reported at Partnering Framework, quarterly Core Group meetings.

Working with our Services

The appropriate use of sites in the right location can make the difference between good and poor service delivery. Working with services to understand their current and longer term requirements for sites and for space across the estate is an essential function of the Property team.

The Corporate Strategy 2019-2022 sets out the priorities for each of our service areas that are responsible for delivering the vision for the Council. The table below identifies where those priorities will have an effect on the policy objectives of this Asset Management Strategy:

	2019 Corporate Strategy Priorities	2019-24 Asset Management Plan Priority Programmes	Corporate resource	Right property	Agile Working	Managed Effectively	Return & Growth	Joint Working
Children's wellbeing and safeguarding	Make Gloucestershire a child-friendly county	Review the Families Plan (April 18) setting out needs for 3 years		✓				
	Increase the resilience of children & families	Review OFSTED improvement plan		✓		✓		
	Intervene effectively to keep vulnerable children safe	Development of Multi Agency Safeguarding Hub (MASH)	✓			✓		✓
	Ensure that children in care and care leavers get the best possible opportunities	Development of Young People's accommodation		✓				

	2019 Corporate Strategy Priorities	2019-24 Asset Management Plan Priority Programmes	Corporate resource	Right property	Agile Working	Managed Effectively	Return & Growth	Joint Working
Education & Skills	Make sure children have access to good quality schools	Schools Place Planning Reshape Education – develop school places and school improvement strategies		✓				✓
	Help children and young people with additional needs to learn and succeed	Review the SEND Service Property Plan and the current estate	✓	✓		✓		
	Develop skills for the future	Review the Prospects Service Property Plan and the current estate	✓	✓		✓		
Health, Care & Prevention	Design an adult social care system that helps people stay independent and supports people with long-term needs	Make more use of community-based care and rely less on residential and nursing care						✓
	Promote better mental health for all	Independent living requirements working with DC's and HA's Housing with Care Strategy and commissioning of appropriate housing						✓
	Help people of all ages to stay healthy and well	Asset Based approach using resources in communities		✓				✓
	Join up health and care services	Joint Estates Strategy – NHS Sustainability and Transformation Plan	✓	✓				✓

	2019 Corporate Strategy Priorities	2019-24 Asset Management Plan Priority Programmes	Corporate resource	Right property	Agile Working	Managed Effectively	Return & Growth	Joint Working
Communities & Localities	Ensure that no community is left behind	'One Gloucestershire ' One Public Estate Area Based Reviews	✓	✓				✓
	Increase the resilience of local communities	Asset Based approach using resources in communities		✓				✓
Transport, Economy & Infrastructure	Secure the benefits of high quality growth for local people and communities	'One Gloucestershire ' One Public Estate Area Based Reviews and look to use land the Council owns to create economic growth and employment opportunities	✓		✓		✓	✓
	Help business in Gloucestershire to thrive, grow and connect with the wider world	Support growth hubs/innovation labs/F2F/self- service/digital inclusion Fastershire	✓		✓			✓
Highways	Invest in improving the county's roads	Undertake a depot review to establish the most efficient way to deliver Highways Services.	✓	✓				✓
	Improve customer service and satisfaction	Undertake a depot review to establish the most efficient way to deliver Highways Services.	✓	✓				✓

2019 Corporate Strategy Priorities		2019-24 Asset Management Plan Priority Programmes	Corporate resource	Right property	Agile Working	Managed Effectively	Return & Growth	Joint Working
Council leadership	Get the most out of the shared public sector estate	One Gloucestershire ' One Public Estate Area Based Reviews and look to use land the Council owns to create economic growth and employment opportunities	✓		✓		✓	✓
	Transform services through digital innovation	Smarter Working and Agile Working Programmes and the Rollout ICT that will support flexible working and provide opportunities to reduce our office space	✓		✓			
	Develop a future focussed workforce	Provide Strategic Asset Management Guidance to assist services to look to the future	✓	✓		✓		✓

Asset Management & Property Services meet regularly with Service leads to develop capital and maintenance strategies to reflect their ongoing property needs and help them strategically plan for changes in demand for services. These needs will be captured as part of Service Planning processes but property based solutions will be established as part of the Asset Management Planning process and property use decisions are the responsibility of the AMPS Team.

Since the adoption of the Corporate Landlord model by the Corporate Management Team in 2016, Asset Management & Property Services has worked with services to transfer day to day property responsibilities away from front line managers to allow them to concentrate on delivering services to the community.

Our Objectives and Priority Actions

In order to develop a more robust approach to strategic asset management we will deliver our policy objectives, focussing on an agreed set of priority actions/aims that underpin them.

Objective 1:   To plan and manage property as a corporate resource for the benefit of the Council and the people it serves.

- Clear corporate decision making and accountability on all property matters

- Property budgets are managed corporately to prioritise investment needs

- Actively link key corporate strategies to opportunities within estate management

- Achieve an effective balance between corporate and service priorities

- Capital Projects are managed effectively based on business cases that deliver corporate and service objectives

- Consider property implications in all new commissions and contracts

Priority action 1.1:   Property will be managed corporately ensuring an effective balance is maintained between priorities, use of budgets and governance

The concept of a Corporate Landlord (CL) approach is that the ownership of an asset and the responsibility for its management and maintenance is transferred from service areas into the corporate centre. The service area therefore becomes a corporate tenant and their priority is to plan and deliver their service to the best of their ability. The CL function is to ensure all services are adequately accommodated and to maintain and manage the estate, including acquisition, development and disposal of land and property.

Lack of clarity around these roles leads to duplication of resources, conflicts of interest, missed opportunities and poorly co-ordinated responses to issues.

Aims:

1. Fully define and confirm CL responsibilities and activities
2. Centralise all property related activity, including decision making and budget management, and to prepare service standards, agreements and guidance to ensure service needs are met
3. Ensure the function is reflected and embedded in the Council's Governance arrangements including planning and contract renewal processes.

Priority action 1.2:   We will review and refine our Capital Project Governance

The asset strategy and the capital investment programmes will be overseen by the Council's current asset governance regime.

To be successfully included in the capital programme the scheme will generally need to:
- relate to the Corporate Asset Management Plan, Capital Strategy and departmental Integrated Service Performance Plans.
- following from the above it must therefore be supported by the departmental management team and the relevant scrutiny committee.
- demonstrate that it is considered the best solution after a full option appraisal process.
- confirm that professional advice has been sought where appropriate, in particular from Property Services or consultants for building schemes, to ensure that estimated costs are correct and that the scheme is deliverable.

Coordination and decision making relating to asset management will be made at the right level and stakeholders across the authority will understand their own roles within the overall structure. There will be consistency in the way asset decisions are made and recognition of corporate control of sites. Fundamental to this are the members of the Property Board and their roles are key to strategic coordination in order to demonstrate that property is a corporate resource.

Aims:

1. Complete the review of the council's large frameworks
2. Ensure we have clearly defined responsibilities and delegations for property matters within the capital programme

Objective 2:   To use our knowledge of the estate and of our services to provide the right property to meet current needs and to anticipate, respond and be flexible to future demands.

- Build relationships and working protocols with service providers to understand current needs and future aspirations
- Ensure that property is suitable and sufficient for service delivery
- Ensure property is secure, safe to use and fulfilling statutory requirements
- Challenge the use of sites and recommend disposal where appropriate
- Maintain and share with partners an accurate, current and comprehensive record of asset data to aid decision making

Priority action 2.1:   We will work with our services to understand their longer term requirements

By working with services to identify their asset requirements for service delivery over the long term (up to 20 years if possible) sites held can be matched with that need in a way that is deliverable in the optimum timeframe and at an optimal cost.

This requires services to consider not just best practice in their service area, but next practice - to seek opportunities to improve outcomes and save money by reducing the future demand for sites where possible. Consideration of future demographics, target operating models, gap analysis of provision, pipeline projects and a range of options that could meet future demand will all help define future asset requirements.

We also need to keep under review the changing corporate and financial context in which we develop our asset strategy and on major programmes of work or initiatives where our sites may play a fundamental role, such as the One Public Estate programme.

Aims:
1. Develop protocols, roles and responsibilities for completing and reviewing service plans annually
2. Develop processes for linking and representing the Asset Strategy arrangements to major programmes of work and corporate initiatives

Priority action 2.2:   We will set out protocols for prioritisation of projects

Our strategies for managing our sites well while we are responsible for them will highlight opportunities to improve current performance and our work with services is defining our future needs. Using these tools to match sites to future service demand we can create options that will meet that demand and create a long term plan for each asset we hold.

Aims:

1. Develop guidance on prioritisation of capital schemes that support the wider Asset Strategy objectives, examples are
    *   It reduces the demand for and cost of, service delivery.
    *   The greatest positive impact on GCC's performance.
    *   It has a wider impact/multiplier effect/longer term benefit
    *   Ability to attract alternative funding streams
    *   Releases Office and other space
    *   Allows co-location and shared sites
    *   Income generating or reducing energy use

2. Prioritise programmes of work and opportunities that combine projects with linked or similar outcomes.

Objective 3:   To support agile working and to promote 'Worksmarter' initiatives.

- Adoption of new technologies for building management including Energy Management Systems and remote fire and security monitoring and response systems.

- Promote shared use of Council spaces rather than 'ownership' of spaces – all space is flexible and available

- Exploit opportunities to reduce and rationalise the amount of office space needed

- Adopt work anywhere technology including VOIP (telephony) systems, wireless network coverage and ICT support for off-site and remote working

- Build on the success of 'Open +' Independent Public access to unstaffed Library buildings

Priority action 3.1:   We will define the next steps in Worksmarter programme

The Worksmarter approach is about flexibility as to where and when we work and how we use space and technology to find new and more effective ways of doing things. It recognises that working smarter is essential to the successful transformation of the organisation and contributes to efficiencies and the Council's performance as well as supporting employees to achieve a positive work-life balance. The spaces we work in provide a vital catalyst to changing how we work.

Aims

1. Align AMPS systems and processes with the Worsmarter agenda/priorities
2. Provide guidance and leadership on agreed ways of working when managing the re-occupation of spaces (e.g. Shire Hall)
3. Create the right working environments, being explicit in the 'Property offer' for each Hub – Smarter Working practices available/Drop In facilities/Ours of Operation/Parking/ Conference Facilities/Video Conferencing/accessibility for visitors and staff/named property manager/Helpdesk support

Objective 4:   To manage and maintain property effectively, efficiently and sustainably

- Manage the estate prudently and within budget constraints, adopting Corporate Landlord protocols
- Seek efficiencies in occupancy and utilisation, driving the Worksmarter initiative and promoting co-location and integration
- Monitor the cost of property activities and property performance to identify opportunities for improvement
- Ensure that property is as sustainable as possible in design, construction, operation and maintenance
- Reduce energy and water consumption and CO_2 emissions and take opportunities to generate renewable energy where appropriate

Priority action 4.1:   We will ensure our data is accurate and accessible for decision making

A complete set of asset data consists of:

- Core data on location, areas and tenure/use (asset register)
- Asset management data (condition/costs/income)
- Performance data including occupancy (baselines/benchmarks)
- Fit/suitability for current operations or purpose plus historic and planned works

Aims:

1. to implement processes and protocols to gather and update asset data in a more robust way and to identify data owners
2. to continue to cleanse and improve the quality and accessibility of the data held
3. to invest in the development of key systems and in the training of staff in their application

Priority action 4.2:   We will fulfil our landlord duties in maintaining the current estate

It is vitally important that the Corporate Landlord looks after and is accountable for our sites. Our strategy is to ensure that our maintenance resources are prioritised to appropriate buildings where the money is needed most. We identify these priorities by conducting a targeted programme of condition surveys which aims to understand life cycle need over a 25 year period and by cross referencing this with the future plans for buildings.

Aims:

1. To survey and monitor our buildings ensuring they are safe and secure for the people who use them
2. To allocate funding to projects that will achieve the maximum positive impact, achieving an efficient balance between planned and reactive maintenance work
3. Achieving maximum efficiencies in the way we procure building maintenance work

Priority action 4.3:   We will measure and identify opportunities for performance improvement

Making the right decisions and demonstrating that those decisions have a positive effect on the performance of our sites is important over the course of implementing a strategy.

Aims:

1. To use performance data to promote a culture of continuous challenge and improvement
2. Set out governance proposals for performance monitoring and reporting
3. Link improvement targets to work programmes/business cases

Objective 5:   To optimise financial return and commercial opportunities and to use land and buildings to stimulate development and growth

- Use sites to stimulate regeneration and inward investment

- Identify and develop pipeline projects that will meet capital receipts targets and contribute to wider land development programmes

- Continue the programme of progressive rationalisation of the estate

- Develop acquisition and investment strategies to support growth plans at key sites

- Develop and manage the commercial portfolio effectively, balancing regeneration needs and income generation

Priority action 5.1:   We will use key sites to support regeneration and growth

The use of sites to achieve longer term economic growth outcomes has a multiplier effect, over-riding the purely financial case of asset retention versus disposal. For example, ensuring that small businesses can start and grow is vital to a town's long term sustainability and providing appropriate and affordable incubator spaces is an appropriate strategy to support this.

Aims:

1. To collaborate with economic development teams to review the evidence and identify the gaps in land/property provision that would stimulate additional growth across the county. Promote appropriate sites through emerging Local Plans, Local Development Frameworks and Joint Core Strategies.
2. Use business cases/options appraisal assess the maximum benefit any asset could provide to the council in both economic and financial terms

Priority action 5.2:   We will continue the programme of progressive rationalisation of sites

There are two broad principles that apply to designing the future options for sites to deliver services:
- disaggregating services to be delivered in communities in smaller sites, such as for highways depots
- bringing services together into fewer but larger hubs to deliver services more effectively and consistently.

Aims:

1. Reinforcing the Corporate Landlord role in managing and reviewing these sites corporately
2. Reviewing Acquisition and disposal strategies (including CAT's or short term options while property is held for longer term objectives)
3. Every asset has a reason for being held which dictates future levels of investment
4. To undertake an estate review on a District basis with a primary objective of identifying 6 district hubs (links to objective 3)

Priority action 5.3:   We will develop and manage the commercial portfolio

A well-managed, balanced commercial property portfolio provides the opportunity to generate income at a greater level than traditional sources. This revenue can support service provision and the potential for the portfolio to appreciate in value make this a prudent strategy. Investment in a broader commercial estate can also ensure the County's economic, social and environmental wellbeing over the longer term.

Aims

1. Develop an investment/commercial strategy
2. establish appropriate governance and management structures to deliver the strategy

Objective 6:   To promote joint working where it will provide benefit for service delivery and in securing efficiencies.

- Work with partners, communities and other agencies to promote co-location and joint service delivery
- Work with Districts and other agencies to identify opportunities to bring forward sites to meet strategic housing needs as set out in District Local Plans and the Joint Core Strategy.
- Establish protocols principles to simplify and standardise the approach to joint working
- Lead and drive the One Public Estate programme through 'One Gloucestershire Estate'
- Support the objectives of the Integrated Care System and the joint estates strategy
- Work in partnership with our district councils, the Police and the NHS

Priority action 6.1:   We will work with other agencies and partners to seek and promote co-location and joint service delivery

Initiatives such as the One Public Estate Programme seek to build trust and capacity to secure an effective and lasting partnership that delivers mutually beneficial outcomes.

Co-location benefits

- efficiencies from scale, reducing our costs;
- Services working together, focused around service users;
- shared experience/knowledge and practises; and,
- Re-enforcing corporate ownership of sites.

Aims:

1. Review/define Asset Management function, identifying lead contacts and opportunities for developing collaborative programmes.
2. Simplify and standardise approach to joint working (including charges and contracts)
3. To promote and facilitate the co-location of services and partners during all asset planning activities (especially as part of future modelling of services).

Priority action 6.2:   We will actively participate and support the One Gloucestershire Estate programme

The programme has delivered many key projects to date and the council remains committed to its objectives.

Actions relating to OPE Funded Projects:

1. Cheltenham ABR: Public Selector Hub – Look to continue to rationalise our footprint in Cheltenham in agreement with our strategic partners

2. Gloucester ABR: Health Hub - Continue to explore the opportunity to develop a Health Hub on the site of the former Quayside House to incorporate two Health practices, Pharmacy, offices, 'Changing Places facility 'and parking as part of a much wider regeneration scheme for the Quayside site which could include residential, offices and larger parking facility.

3. Cotswold ABR: Cirencester Blue Light Hub and Town Centre Regeneration – Continue to support our strategic partners in their regeneration project for Cirencester Town centre and the potential of a 'Blue Light Hub'

4. Forest of Dean ABR: Forest Hub – Take forward a review of estates owned by strategic partners and develop projects to bring forward housing, health and social care opportunities.

5. Countywide Depot sites review - Take forward a review of estates owned by strategic partners and explore opportunities to support a programme of improved service delivery.

Implementation and Action Plan

This Asset Management Strategy is designed to provide clear statements about how the Council's property portfolio should be shaped and managed over the next 5 five years. It will be reviewed annually as part of the annual business planning and financial planning cycle to ensure it remains in alignment with the Council Strategy and changing circumstances.

The strategy sets out clear objectives for the estate and a number of priority actions for delivering change in both the Council's property portfolio and the way it is managed. A summary of these priorities is set out in the second component of the Corporate Asset Management Plan – the Asset Management Action Plan. The Action Plan details what is going to be implemented, when and by whom over the short term to deliver the strategy. It is a management and monitoring tool that will be used by the AMPS Team to ensure the objectives of the Asset Management Strategy will be delivered.

Appendix 1 – Asset Management Action Plan

Asset Management Action Plan

This Action Plan comprises three themes of activity:

- **Organisational Activity (ORG)** – actions to be taken to ensure that organisational and governance arrangements relating to Asset Management is robust and that roles/responsibilities/resources are identified/clear.
- **Strategic Activity (STRAT)** – areas of policy that need to be strengthened in respect of asset management.
- **Property Specific Activity (PROP)** – details of actions concerning assets such as disposals, acquisitions and investment (this is not intended to be an exhaustive list of projects).

The Action Plan forms part of the Asset Management Framework which responds to our corporate drivers, ambitions and priorities. It collates our objectives and priority actions from the Asset Management Strategy into a monitoring document with measurable outcomes over a three year period.

Organisational Activity

Ref.	Activity	AM Objective	Outcome	Key Milestones			Owner	Resource/budget
				2019/20	2020/21	2021/22		
ORG1	Review and improve Corporate Landlord approach	To plan and manage property as a corporate resource	By 31st March 2020 clear corporate decision making and accountability in place with agreed service standards and guidance. Function is embedded in all governance and contract arrangements.	Review current Corporate Landlord arrangements in all property functions/service areas	Implement and integrate new Corporate Landlord arrangements in working practices	Monitor working arrangements and implement improvements based on performance	RB	Internal resources
ORG2	Review and	To plan and	By December	Set in place new	Monitor and		RB	

	refine Capital Project governance and prioritisation	manage property as a corporate resource To use knowledge of the estate and service needs to respond to future demands	2019 we will clearly define roles and responsibilities for capital project governance from inception through options appraisal, decision making (including Board level) and delivery.	capital programme programme and process flow charts linked to the programme gateway process	review use of process		
ORG3	Review contractor frameworks	To manage and maintain property effectively	By May 2019 complete the review and procurement of contractor frameworks	Complete procurement and selection exercise for all Framework Lots	Monitor performance against agreed criteria	Produce and review KPIs on contractor performance and action as appropriate	RB	
ORG 4	Supporting regeneration and growth	To optimise financial return and commercial opportunities	By 31st March 2020 to have organisational arrangements in place to actively promote GCC land through emerging local plans, LDF's, Joint Core Strategy, etc.	Review current arrangements within AMPS and in the business case/options appraisal processes for opportunities Develop working practices that encourage	Identify gaps in land/property provision that would stimulate growth and develop programmes/ proposals to bridge gaps	Monitor and review performance and outcomes	NC	

				collaboration with economic development teams				
ORG5	Standardise approach to joint working	To promote joint working where it will provide a benefit for service delivery and in securing efficiencies	By 31st March 2020 we will have clear operating protocols for leading on joint working initiatives and developing collaborative programmes	Identify lead contacts and responsibilities Simplify and standardise approach including charges and contracts Embed protocols in all facets of AMPS	Monitor and review working arrangements		FT	Internal resource

Strategy Activity

Ref.	Activity	AM Objective	Outcome	Key Milestones			Owner	Resource/budget
				2018/19	2019/20	2020/21		
STRAT1	Develop Policies and processes for linking Asset Strategy to corporate and service plans	To use our knowledge of the estate and services to meet needs	By March 2020 to have set out policies for alignment of the Asset Strategy with annual service planning and the corporate planning cycle	Complete the appraisal of the current suite of AM policies and engagement processes Set out the approach and consult/agree with services	Implement year one of service plan alignment with Asset Plans	Monitor and review process and procedure	MP	E.g. Revenue cost £.. Procurement of …
STRAT 2	Define the next steps in the agile working programme	To support agile working and to promote smarter working initiatives	By 31st March 2020 we will have set out the next steps in the smarter working programme and adapted working policies to support the programme	Linking with ICT and HR, review success of programme to date and assess next steps to achieve greater efficiencies Set out steps to embed the agile agenda in Managers/ teams practices	Adjust and adapt policies to enable next phase of the programme Programme for re-occupation of Shire Hall and associated buildings supports and promotes agile working	Implement policy and deliver business case Develop business cases for investment where necessary Carry out post occupancy reviews and reinforce messages as required	NC	

STRAT 3	Review acquisition and disposal policies	To optimise financial return and commercial opportunities	By March 2021 acquisition and disposal strategies will be aligned with programmes and plans for the estate setting out approach to be taken. Terms of reference for the Property Board to be reviewed and fine tuned in line with any changes to policies and strategies	Review current policies to ensure they are fit for purpose; reflect the ongoing rationalisation plans for the estate; complement other estate strategies. Refresh Property Board terms of reference and representation to reflect cross cutting nature of decision making	Establish criteria and protocols for review of policies and programmes by SMT	Review operation of Property Board to ensure its fitness for purpose as the Asset Strategy develops Review Rural Estate Strategic Estate Plan 2016-2030	NC NC	
STRAT 4	Develop an investment strategy	To optimise financial return and commercial opportunities	By 31st March 2021 to have a strategy approved by Cabinet and governance and management structures in place to deliver the strategy	Establish the level of investment required by GCC and that it ensures financial prudence Research and draft strategy for approval	Implement strategy and programme of activities to deliver	Monitor returns and adjust strategy accordingly	FT	

Property Specific Activity

Ref.	Activity	AM Objective	Outcome	Key Milestones			Owner	Resource/budget
				2019/20	2019/20	2020/21		
PROP1	Use performance data to challenge use of inefficient assets	To use our knowledge of the estate to meet needs and to respond to demands To manage and maintain property effectively, efficiently and sustainably	By 31st December 2019 to have re-assessed what performance measures are appropriate, what reporting is required and reviewed the estate against those measures	Undertake an appraisal of performance measures and how they are used and reported Assess Techforge capacity and capabilities	Appraise the estate against those measures and develop programmes of activity to improve performance (disposal, investment, etc.) Agree resources and secure funding	Implement a planned programme of works linked to the improvement of property performance	FT	Revenue cost £.. Procurement of …
PROP2	Improve property data collection and quality; archive and dispose of expired or non-relevant data	To manage and maintain property effectively, efficiently and sustainably	By 31st December 2019 to have a single set of up to date and relevant property data that is accessible and that is used for decision making	Undertake a review of current systems and cleanse/archive data held ensuring it is accurate and current Identify data owners and their responsibilities	Establish TF as single point of reference for all property data and agree reporting requirements and regimes Identify and roll out training across AMPS	Monitor and review	KR	

				(collection to disposal) Consider further developments and investment in property software				
PROP3	Maintenance programmes are developed using condition data and future use of property	To manage and maintain property effectively, efficiently and sustainably	By 2024 to have completed a 5 year rolling programme of condition surveys across the whole portfolio and to use this to inform planned maintenance programmes	Prioritise survey requirements and agree resources to carry out surveys Data cleansing and archiving complete	Analyse and quality check initial round of surveys and use for annual budget planning (revenue and capital bids)	Ongoing surveys and set out plans for future repeat surveys/samples	RB	
PROP4	Continue to collaborate with the One Public Estate programme	To promote joint working where it will provide a benefit for service delivery and in securing efficiencies	By 31st March 2020 to have actively contributed to the successful delivery of a number of OPE projects in accordance with the agreed programme	Undertake Area Based Portfolio Reviews for the 6 Districts and a Depot Review	Develop options, feasibilities and business case for the 6 Districts and Depots		FT	