Appendix A

Gloucestershire County Council

Corporate Asset Management Plan 2026-2029

Gloucestershire COUNTY COUNCIL

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INTRODUCTION

Our County is entering a period of profound transformation, facing significant structural, financial, and technological change. Local Government Reform and Devolution, as proposed by the Government's English Devolution White Paper, present a generational opportunity to reshape governance and unlock local potential.

Our Council Strategy 'A Stronger Future, Built Together' outlines the 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.

Our land and buildings have an important role to play in supporting this vision by ensuring that we use all these important resources in the most effective ways possible. To do this we will need to work closely with our community and our partners to: -

- Fully understand how much our buildings cost and how they are performing in relation to the way we deliver our services
- Challenge how they are currently used to ensure we can maximise performance and value for money
- Plan how they will need to be used in the future and where they will need to be placed to ensure we maximise access and potential for service users
- Develop a programme of disposal, acquisition, construction, and partnership to make sure we have the most effective land and property estate moving forward that supports what we are trying to achieve, and at the same time, takes full account of the limited resources we have available.

Like many other councils across the United Kingdom, Gloucestershire has a large number of buildings and areas of land which have been acquired, gifted or inherited over many years.

Some of these buildings and land will be essential for delivering vital services to our communities and service users whilst some will play an important part in transforming our county for the future. Others are no longer fit for purpose, possibly being in the wrong place, or not suitable for the changed ways we work or the way we need to deliver services in the modern world.

This Asset Management Framework has been developed to support this process. It's not that we weren't doing any of this before, it's just that the pressures, priorities and external factors are constantly changing, and we need to reflect these and adapt our approach accordingly.

At a high level these documents set out our aspirations for the estate, and how our land and buildings can support the Council's vision. They pull together key strategies which shape the way we plan, manage, and maintain our buildings and finally conclude with a list of actions to support us on this journey.

The documents are therefore set out in three separate elements which come together in an overall Asset Management Framework which comprises:

- An Asset Management Policy
- An Asset Management Working Strategy
- An Asset Management Working Action Plan

This Strategic Asset Management Framework is a suite of living documents; not all parts will need to be updated at the same time for it to remain fresh. The Asset Management Policy is likely to remain constant for several years. The Strategy is unlikely to change frequently but will have a shorter life than our overall land and property policy objectives.

Supporting these two documents is a Working Action Plan. This is a 'living document' and will be used and adapted to develop our processes, planning and management of our programmes of work on a regular basis to ensure we develop an estate that can support our current and future requirements.

ASSET MANAGEMENT POLICY

This Asset Management Policy establishes our aims and objectives in how we will manage our land and buildings. It will remain in place for a maximum of four years but will be reviewed annually to ensure continued relevance to what we are trying to achieve.

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

1. **Is managed strategically to support the Council's Vision for 'A Stronger Future, Built Together'**
   We will utilise a Corporate Landlord Approach to plan and manage property as a corporate resource to deliver our Strategic Priorities and Core Values.

2. **Ensures value for money and prioritises expenditure where it is needed most**
   We will manage and maintain property effectively and efficiently planning for the future together with optimising financial return where appropriate.

3. **Is actively managed and developed to support our net zero objectives**
   We will work to address our corporate emissions collaborating with partners and suppliers, delivering nature recovery and protecting our beautiful green spaces.

4. **Ensures the right property, fit for purpose and in the right place both now and for the future of our communities**
   We will regularly challenge our land and property estate to ensure our facilities are in the right place with good design, meeting current need and standards, and ready to support future service delivery.

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

   We will use our land and buildings to support growth in key sectors including advanced engineering and manufacturing, cyber and digital, agri-tech, and green technologies, as well as export-intensive industries.

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

   We will recognise the importance of the places and environments where we live and work (our communities and neighbourhoods) on our health, wellbeing, and life outcomes.

Our Vision: A Stronger Future, Built Together

We want:

- Gloucestershire to be a thriving county where everyone can live a healthy life, get a good education and job and feel proud of their area.
- a county where everyone is treated fairly and can easily access opportunities and services, where we protect and enhance our natural and built environment, and where everyone feels welcome and included in a kind and caring community.
- every child to have the best possible start, with schools and learning that give them the skills and confidence to succeed.
- every adult to have the chance to learn, work and be independent.
- Gloucestershire to be full of energy and ideas, building on our legacy of innovation.
- everyone to know they are supported by a council that listens, learns, and does the right thing, providing services people can rely on.

Working with our network of partners, we will take on the critical challenges facing Gloucestershire with ambition, drive, and energy. People will be able to see and feel the difference in their everyday lives.

We are committed to:

- **Jobs and Opportunity:** Growing our local economy so people have good jobs near to home and every community benefits. Giving every child the best start in life and helping adults learn new skills and build their futures.
- **Health & Wellbeing:** Helping everyone to live healthier lives with the right support when they need it, in vibrant and resilient communities.
- **Roads and Places:** Fixing and maintaining our roads, ensuring we have excellent public transport, and that our public spaces are safe, clean and welcoming.
- **Care:** Providing exceptional care for all those that need it, including our most vulnerable children and adults.
- **Climate and Nature:** Looking after our environment and recognising that tackling climate change starts locally with innovative and sustainable solutions.
- **Fairness and Inclusion:** Tackling poverty and deprivation and transforming services to ensure everyone is included and no one is left behind.

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 the 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 Asset Management Objectives

To support our vision and core values we have set out six Asset Management Policy objectives on the following pages. These objectives reflect the Council's commitment to strategic asset management and highlight the value that can be achieved through effective utilisation of the property portfolio.

Actions and Behaviours

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 the Council is to strike the right balance when making decisions about land and buildings.

1. **To provide a Land and Property Portfolio that is managed strategically to support the Council's Vision for 'A Stronger Future, Built Together'**
   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 challenge and make decisions on property matters at a corporate level in line with the Council Vision.
   - 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 manage property budgets centrally to prioritise key investment needs and consider property alongside other resources.
   - We will ensure property information is accurate, current and comprehensive so that we can make informed choices.
   - We will integrate property with other resource planning.
   - We will manage Capital Projects efficiently and effectively and prioritise projects in line with what is most important to deliver the Council's Vision.

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

We will manage and maintain property effectively and efficiently planning for the future together with optimising financial return where appropriate:

- We are committed to achieving optimal value for money by strategically managing and maintaining our property assets within the constraints of available budgets and resources.
- We will challenge the cost of property activities through effective contract management.
- We will challenge our use of assets where appropriate including options for disposal, acquisition, community transfer, income generation or working with partners.
- We will seek efficiencies in occupancy and utilisation and support new ways of working through our 'Agile' programme.
- We will prioritise capital expenditure to support corporate objectives and manage capital projects as efficiently as possible.
- We will prepare for Local Government Reorganisation by understanding how our estate currently performs and explore opportunities for future rationalisation.

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

We will work to address our corporate emissions collaborating with partners and suppliers, delivering nature recovery and protecting our beautiful green spaces:

- We will reduce our Carbon Footprint by ensuring that there are greener travel choices to access our buildings and through flexibility in the way we work.
- We will invest in solar power and green energy solutions for all new county council buildings and on our rural estate where appropriate.
- We will reduce energy use, water consumption and CO2 emissions together and we are committed to recycling more and sending less waste to landfill.
- We will increase our use of renewable energy and undertake energy efficient 'invest to save' opportunities where appropriate.
- We will raise awareness of the things we can all do to reduce our impact on the environment.
- We will use our estate to support the development of key programmes that support the Council's environmental ambitions, such as a robust network of charging points and 'trees/nature on the doorstep'

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 regularly challenge our land and property estate 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 regularly review our land and property assets to challenge, optimise and invest in the estate.
- We will work with service areas to understand current and longer-term requirements, and capture this information in 'Service Estate Plans'
- We will work to provide property that is flexible and resilient to respond to future service need, potential local government reorganisation, changes in the economy and social demand.
- We will promote a high-quality physical environment, seeking to create and sustain high quality town centres and rural spaces, supporting and promoting independence and wellbeing within our communities.
- 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 use our land and buildings to support growth in key sectors including advanced engineering and manufacturing, cyber and digital, agri-tech, and green technologies, as well as export-intensive industries:

- We will use our assets to stimulate and support regeneration, place-making and inward investment.
- We will utilise investment for income generation and to create local employment and training opportunities.
- We will support growth in our local economy, so people have good jobs near to home and every community benefits.
- We will identify potential sites which could be brought forward for increased housing supply and/or employment development.
- We will work with partners to grow a vibrant, year-round visitor economy.

6. Promotes Community Empowerment and the value of place

We will recognise the importance of the places and environments where we live and work (our communities and neighbourhoods) on our health, wellbeing, and life outcomes:

- We will work with other agencies/organisations/partners to promote co-location and joint service delivery including being an active member of the 'One Gloucestershire One Public Estate Programme'
- We will engage with community organisations, third sector bodies, town/parish councils and anchor institutions to optimise the use of assets.
- We will work with partners and communities to realise our ambition for tackling poverty and deprivation and transforming services to ensure everyone is included and no one is left behind.

ASSET MANAGEMENT STRATEGY

This Asset Management Strategy provides an overview of our land and property estate, together with our main priorities for managing and developing those assets over the next four years in support of our services and key priorities.

The Strategy will be reviewed annually and amended within four years to ensure our estate fully supports the Council's priorities.

Our Land and Buildings

The council's property portfolio covers 449 separately listed land and building assets, with a total book value of over £988 million as at 31st March 2025 . This is not the exact amount we would get if we sold all of our assets, rather a representative sum that is calculated for accounting purposes. Nevertheless, it shows that we hold a considerable resource within our portfolio and underlines why we need to manage it so carefully.

Without this careful management there is a danger that we will spend money in the wrong places, such as on buildings that are no longer fit for purpose or surplus to requirements. At the same time buildings that are not used to their full potential might need money invested on them to unlock value or so that they can be used for other purposes. Where property is surplus we may sell it to raise money that can be used elsewhere, or use the site for new housing or wider regeneration. We also might need to invest in new assets where there are gaps in provision to ensure we provide services fit for the future and to maximise benefit for the people within our County area. But this will be an ongoing process. Our land and buildings will play a crucial role, as we work with our partners to connect people, places and communities in unlocking potential and creating change through a place-based approach.

There are a wide range of assets within our current portfolio including schools, offices, residential homes, coroners, day centres, park and ride sites, depots, farms, libraries, assets leased to community organisations and many more. The reasons for holding these assets will vary and, as a result, we need to measure their performance in different ways. Performance of each asset will therefore be linked to the strategic purpose for holding it.

The table below provides an overview of our portfolio and its main purpose.

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

Local Government Reorganisation

Local government reorganisation (LGR) aims to simplify structures, increase efficiency, and align governance with devolution by creating unitary authorities, which presents significant opportunities for property rationalisation. As part of our development of Service Estate Plans, Asset Challenge and wider consideration of our Land and Property Estate we will always consider the likely impact and opportunities that LGR will present. These will include: -

The potential for surplus assets: LGR provides a clear opportunity to review the entire property portfolio and identify buildings that will no longer be needed or are underutilised.

Ensuring an effective Customer Facing estate: LGR will provide more choice in those buildings we use to deliver services across the county. We can ensure that our best facilities, of the right size will be in the most suitable locations to deliver our customer facing services for the future.

Possible Capital Receipts: Selling surplus properties has the potential to generate significant capital that can be reinvested into essential services or used to fund new projects.

Reducing costs: Rationalising the property portfolio will cut operational costs associated with maintaining a large number of buildings, including energy, repairs, and security.

Improving asset utilisation: LGR can lead to consolidating services into fewer, modern, and more efficient buildings, or sharing assets across different departments to maximise their use.

Supporting regeneration: Freed-up land and buildings may be able to be redeveloped for housing, commercial use, or other regeneration projects, providing a long-term benefit to our communities.

Our Funding

Despite reductions in funding, the 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, the council remains committed to sustainable economic and housing growth, recognising the importance of new developments in supporting service delivery, and attracting investment.

The Council's funding relies on various sources, including national schemes, limited grant pots, and partner contributions, and is supplemented by local council tax. For 2026/27, the council is forecasting increased spending to over £690 million to invest in priority areas like Highways, SEND, and Adult Services.

We have a robust approach to prioritisation of our Capital Expenditure through the development of business cases for all potential projects with Governance through the Capital Strategy Board and the Medium-Term Financial Strategy (MTFS) Process. These are then financially assessed and challenged in how they will deliver our corporate priorities on order to develop an affordable programme. The Council's Capital Strategy sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and the impact on the achievement of priority outcomes. The capital strategy forms part of the Council's integrated revenue, capital and balance sheet planning.

The Flow Chart below sets out our Capital Approval Process

Recent Projects

Quayside House, Gloucester

New £18 million healthcare facility opened late 2021 for two GP surgeries serving around 18,000 patients and a pharmacy. A new diagnostic centre opened February 2024 offering an extra 80,000 diagnostic appointments a year.

The High School, Leckhampton

New £35 million carbon neutral 900 place secondary school opened September 2022. The school has state-of-the-art facilities, including six science labs, 10 ICT suites, a music suite, drama studio and a 400-seat auditorium. Its sports facilities include a full-size floodlit Astro-turf pitch, grass playing fields, sports hall, fitness suite and six outdoor tennis tables. The school will create its own green energy using solar panels and be carbon neutral in line with the county council's pledge to reduce Gloucestershire's carbon emissions by 80 percent by 2030 and be carbon neutral by 2050. It has been environmentally designed with tree and hedgerow planting on the school grounds and in nearby fields, with a long-term commitment made to manage those local habitats for the benefit of wildlife.

Arle Court Transport Hub, Cheltenham

New £34 million transport hub opened July 2024. The modernly designed hub features a multi-storey car park with 1000 on-site parking spaces, bus terminal, 100 EV charging points, cycle parking and new and improved passenger facilities.

Solar panels

£2 million investment in solar panels on the roofs of maintained schools bringing cost-savings, cleaner, greener energy to schools across Gloucestershire.

Children's Homes, Gloucester

Two new children's homes developed in line with the National Framework based on "Stable Homes, Built on Love".

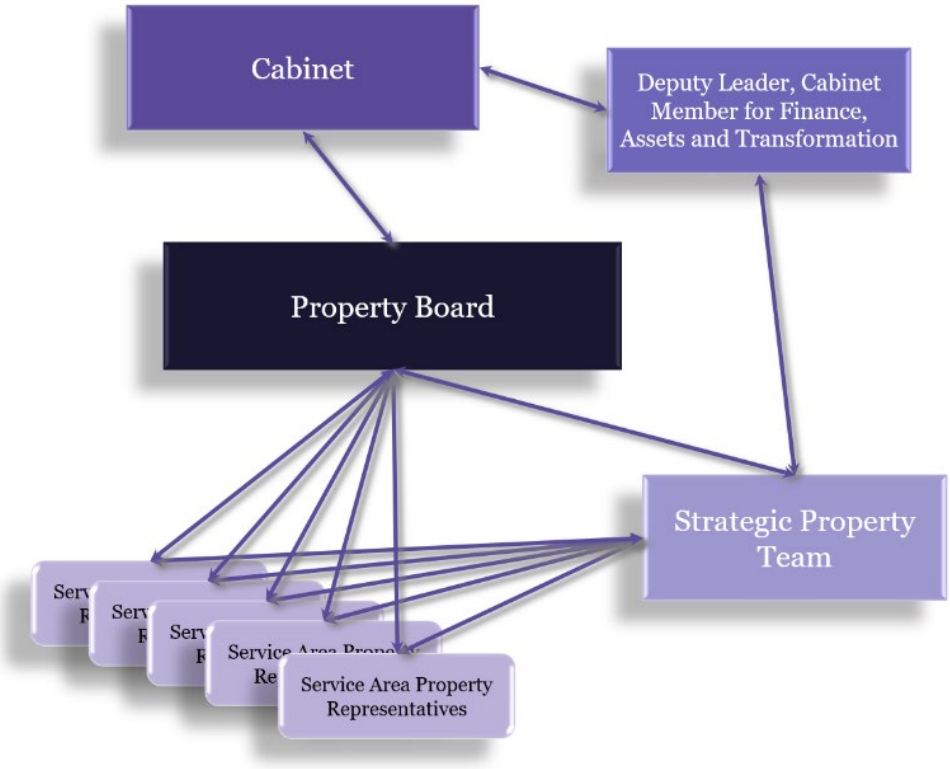
Management Structure and Organisation for Land and Property Assets

The diagram below outlines the organisational structure for the strategic governance of corporate land and building assets.

Decisions on property (unless delegated) are made by the Council's Cabinet based on recommendations provided by the officer led Property Board. The Property Board's purpose is to ensure the effective use of assets across the council is in accordance with Corporate Objectives outlined in the Council Strategy 'A Stronger Future, Built Together' and the Corporate Asset Management Framework, to ensure effective decision-making on property and capital assets. The full responsibilities of the board are set out in its terms of reference. Membership of the Property Board is made up of Senior officers representing key services and support functions from around the council to ensure a corporate approach and understanding for all property decisions.

The Strategic Property Team support the Property Board and are responsible for the delivery of actions and programmes of work generated from the strategic decisions made. The Strategic Property Team will also meet regularly with services areas to understand their service direction and resultant property needs in order that the council can plan the most effective estate possible within budgetary and other resource constraints. These discussions with services will form part of the development and ongoing revision of Service Estate Plans (included as appendices to this document) which will be reported to the Property Board for coordination at a strategic level and the development of strategic programmes for land and property.

Currently, the Deputy Leader and Cabinet Member for Finance, Assets and Transformation will act as the Council's 'Asset Champion' and receive regular briefings from the Strategic Property Team to ensure that elected members are kept fully informed on relevant property related matters.



The way we manage our assets is important. We need to ensure that our land and buildings are managed as corporate resources, the right stakeholders are involved, and decisions are made in the context of the council's priorities and objectives.

The concept of a Corporate Landlord 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. In Gloucestershire, this centralised function is delivered by our Asset Management and Property Service (AMPS).

Service areas act as a corporate tenant releasing them to prioritise the planning and delivery of their service to the best of their ability. AMPS will ensure that all services are adequately accommodated and will maintain and manage the associated land and property assets.

AMPS's responsibility extends further, to the acquisition, development and disposal of land and buildings. They are also responsible for asset planning, review, feasibility and options appraisal accounting for the needs of all service areas, but most importantly, making decisions based on overall corporate priorities.

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 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 – 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 –** 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.

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. It's key function is the Building Helpdesk, and it is a central point of access for corporate compliance programmes and reactive maintenance calls.

Measuring Our Performance

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

To do this we 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 (PMS). The information gathered on our PMS allows greater granularity and understanding of performance, allowing evidence-based decision making regarding the management of the estate.

Twice yearly strategic performance reporting will be adopted to both the Property Board and Cabinet. The performance of each asset will then feed into the Asset Challenge process.

Challenging our Assets

As a Council we regularly review our assets to ensure they provide value for money, support our corporate objectives and support our service delivery. This ensures that only those assets that are needed are retained. The ultimate aims of this asset challenge is to reduce costs, identify assets that should be retained for use and/or invested in, or identify those that are surplus to requirements and therefore can be disposed of.

The asset challenge process is divided into two phases: -

- An initial review matrix which looks at the purpose and performance of each asset based on an evaluation of key metrics. These metrics include: - suitability, accessibility, utilisation, Civic importance, annual running costs, condition and sustainability.
- A more in-depth examination for evaluating any decisions relating to a specific asset.

The implementation of these processes will enable the Council to make informed choices about the future of assets in a structured, balanced and objective fashion.

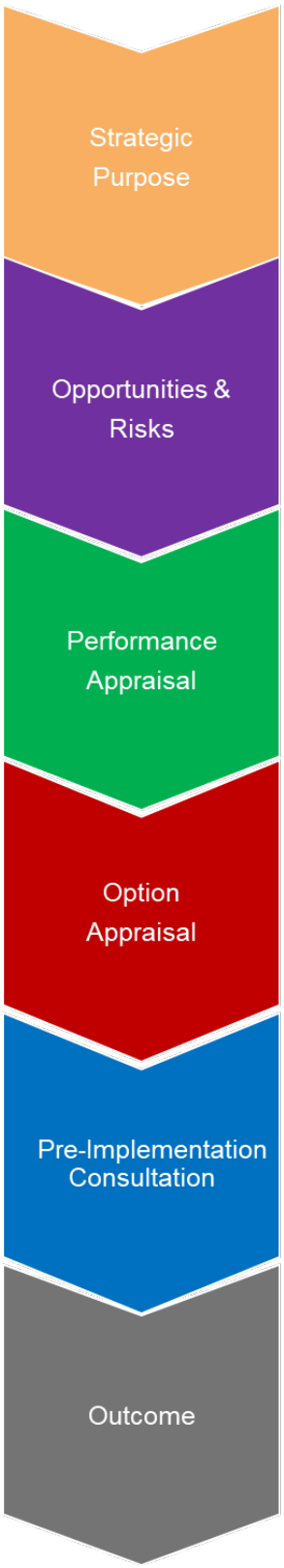
Annual Review Matrix

This initial high-level review matrix will be used to assess the purpose and performance of each asset based on an evaluation of key metrics. Assets that are highlighted as underperforming against these initial metrics will be taken forward for a more in-depth property review.

Name of Property			
Front Line Service Usage – with public access?	Used by frontline services/public	Some front line/public use	Not used for front line services/public use
Suitability – Access/ location in line with objectives	In the right location/good accessibility in line with corporate plan	Some issues with location/ accessibility	Not in the right location/not accessible
Suitability – Ways of working	Good/best practice for current works of working	Reasonable for ways of working	Does not suit ways of working
Utilisation	Good Utilisation	Reasonable Utilisation	Poor Utilisation
Sensitivity – Civic Importance	Potential challenge if considering disposal	Some sensitivity but not a major issue	No sensitivity to a disposal
Tenure/Value – Commercial Model	Significant reason why cannot dispose of – e.g. leases in place	Some minor reasons why cannot dispose of	No reason why cannot be disposed of. Also, high value
Condition – Annual Running Costs and compliance	Low/average running costs	Somewhat high running costs	High annual running costs
Condition – Capital programme costs	Good condition	Some capital investment required	Major capital investment required to improve condition
Sustainability – Ability to achieve Net Zero	Limited work required to achieve Council's climate aspirations	Significant work required to achieve Council's climate aspirations	Unlikely to achieve Council's climate aspirations
Overall Rating	**Green means retain (potentially with some investment)**	**Amber means some evidence for disposal or repurposing**	**Red means strong evidence for disposal or repurposing**

In-depth property review

Where we identify any property that is not being utilised to its full potential through the annual review matrix, we will examine that property in more detail utilising the following process.



- Why do we have it?
- What is its strategic purpose?
- Who is accountable for performance?
- What do we expect of the asset?
- Is this financial or non-financial or both?
- How would we know when it is being achieved?

- Are there any opportunities that could be exploited?
- Are there any currently known restrictions, delayers or blockers to exploiting these opportunities?
- Are there any risks that the asset could be facing?

- What outcomes have been delivered?:
  - Financial
  - Non-financial
- Can non-financial benefits be quantified or are they qualitative?
- What are management costs?
- Are there any invisible costs?

- Balance of performance, opportunities and risks
- What options are there?
- What are the relative costs and benefits of these options?
- Do any options carry increased risks?

Consultation before final decision with
- Internal stakeholders
- External Stakeholders & Partners

- Retain
- Replacement/ Remodel or re-use
- Disposal:
  - Sell on Open Market?
  - Sell/transfer to Partner Organisation?
  - Sell/transfer to Third sector/Community Organisation?

Property Disposal

The disposal of surplus property forms a crucial aspect of managing the Council's estate, ensuring effective use is made of property assets.

The disposal of council-owned property must follow best practice and aim to maximise the value of each asset—whether through achieving the highest sale price or delivering wider community and social benefits aligned with council objectives

Disposals will be undertaken in a transparent and fair manner whilst securing the optimum benefit for Gloucestershire and demonstration of propriety.

All disposals will be managed by the Asset Management and Property Service (AMPS) function in accordance with the current Council Policy for the Disposal of Property.

AMPS continue with the disposals programme in support of revenue and capital projects and have disposed of over 35 assets since 2019.

Maintaining our Estate

It is important that we maintain our estate to ensure it is safe, in good condition and functional. With increasing financial pressures, it is vital that we prioritise expenditure on maintenance to ensure every pound is spent as effectively as possible.

Maintenance activities are generally carried out under the following categories.

Statutory Maintenance – Involves cyclical inspections, servicing and testing together with any resulting required remedial work to ensure that our estate is safe for people to use.

Planned Preventative Maintenance – Comprises work that is agreed on a rolling programme to address major issues and to intervene before significant deterioration of the estate occurs which may have a severe impact on service delivery or risk to people using our facilities.

Reactive Maintenance – These are works that need to be carried out to address faults, failures, or damage that occurs and needs to be addressed quickly.

Our approach to maintenance will be outlined in our Property Maintenance Strategy and has three key aims as follows: -

Aim 1: To accurately establish the condition of our property portfolio and clearly set out maintenance needs and requirements.

Aim 2: To allocate available funding to projects that have the greatest positive impact on essential services and support future service delivery needs through an informed, transparent and consistent process of prioritisation.

Aim 3: To allocate an increasing proportion of available funding to a Planned Preventative Maintenance programme based upon informed decision-making processes to reduce the risk of increasing our overall level of required maintenance.

Tackling Climate Change

We have made a public commitment to tackle our carbon emissions which isn't just about our contribution to achieving net zero, but also about all the co-benefits that these activities can bring including helping nature recovery and protecting our beautiful green spaces.

Our land and buildings are key to this and through the life of this strategy will play a fundamental role in supporting our net zero objectives.

The following are extracts from the 10 key areas we will focus on over the next four years of the Council Climate Change Strategy.

Reducing our Carbon Footprint - ensuring that there are greener travel choices to access our buildings and through flexibility in the way we work.

Greener buildings, greener energy – investing in solar power and green energy solutions for all new county council buildings and on our rural estate where appropriate.

Trees on the doorstep and more woodland - working with partner councils, community groups and Gloucestershire Local Nature Partnership who have a collective current target of planting 35 million trees.

Getting back on the buses – construction of £34m 1000 space Arle Court Transport Hub to offer commuters, shoppers and visitors to Cheltenham a high-quality bus, coach, bike and e-scooter interchange with electric vehicle charging.

Nature on your doorstep – working with partners so that Gloucestershire supports the achievement of UK biodiversity targets and increasing public participation in conservation activities.

Less waste and more recycling – working with local communities and partners to limit waste, increase recycling rates, and to ensure that council contracts include ambitious targets for recycled materials. Generating energy from the waste we cannot recycle and minimise waste sent to landfill.

Education and information – we will raise awareness of the things we can all do to reduce our impact on the environment.

Community Empowerment and Asset Transfer

The council is dedicated to nurturing confident, empowered, and resilient communities, grounded in the belief that local people possess valuable insights and resources. When these are acknowledged and supported by decision-makers, they can strengthen community resilience and enable more proactive public services. Vibrant communities with strong social connections tend to experience better health outcomes, which in turn helps reduce pressure on public services. The council will encourage communities to develop at their own pace, trust their ability to identify and solve local challenges, and shift more resources and decision-making power to them. This approach promotes collaboration with communities as active partners and contributors, rather than simply viewing them as recipients of services.

One key mechanism for achieving these outcomes is development of a **Community Asset Transfer (CAT)** strategy.

Council assets located within local communities can play a vital role in enabling properly constituted groups to deliver a range of services and activities that enhance social and

economic wellbeing. Local residents are often best placed to manage these facilities, drawing on their deep understanding of the area and hands-on involvement. This typically results in lower operating costs and better value for money. Community organisations also benefit from volunteer support and a strong sense of local pride, which can foster greater independence and financial sustainability.

When underpinned by a robust and viable business case, CATs can create lasting, positive change in communities. The Council is committed to forming long-term partnerships with suitable Voluntary, Community, Faith, and Social Enterprise (VCSFE) organisations to help build stronger, more cohesive, and sustainable communities.

Our commitment to CAT where appropriate fully complements our Asset Challenge and Property Disposal approach, which ensure that all disposal decisions are made on a balanced, case-by-case basis, providing equal opportunity for all communities.

Criteria for assessing a Community Group's business case for taking over a facility include, status, expected community benefits, financial viability, inclusivity, legal requirements and capacity/skills. As part of the LGR process we will work with district councils to develop a consistent approach and guiding principles in moving forward on Community Asset Transfer.

Local Growth Plan

Gloucestershire's Local Growth Plan (LGP) sets out a bold and inclusive economic vision to enhance prosperity, the environment and wellbeing for all. The strategy contains Five Economic Missions which provide a clear, strategic framework to enable inclusive, sustainable economic development across the county. Our Land and Property Assets have a key role to play in this vision and the potential to support several of the priorities within the Economic Missions. As part of our Asset Challenge programme, we will take account of these opportunities, balancing them against service needs and wider council priorities.

Opportunities within the Local Growth Plan include: -

- Supporting bold town and city centre strategies in order to drive regeneration, boost economic vitality, and connect communities with cultural spaces, heritage assets, and public realm improvements.
- Using our land and building assets as part of tailored regeneration plans that reflect the unique identity and needs of each place - unlocking public and private investment to revitalise communities.
- Championing the creative arts industries as key drivers of inclusive growth, recognising their economic, social, and cultural value across Gloucestershire.
- Promoting local procurement and embedding the 'Think Local, Think Gloucestershire' ethos to strengthen community wealth and support local businesses.
- Working with Cotswold Plus Local Visitor Economy Partnership to grow a vibrant, year-round visitor economy that is sustainable, inclusive, and resilient to the impacts of climate change.
- Exploring the potential to use our land and buildings to support a County-wide Spatial Development Strategy incorporating shared local policies covering housing, employment, transport, climate change and nature recovery.
- Supporting industry-led initiatives and partnerships to unlock growth and deliver flexible, high-quality commercial workspace.

- Strengthening Gloucestershire's inward investment offer through the 'Invest in Gloucestershire brand', attracting domestic and international organisations to relocate and grow.

Working with Partners

We are active members of the One Public Estate programme (OPE), working closely with other public sector organisations across our area to explore opportunities to reduce premises costs and make assets work better for our communities.

The 'One Gloucestershire One Public Estate Programme' is part of the National One Public Estate Programme and the One Gloucestershire Strategic Property Board (The Board) brings together senior officer representatives from local, regional and national public sector partners to take a strategic approach to the County's combined public estate, to maximise its efficiency and effectiveness. primarily seeks to deliver against the following strategic objectives: -

- Creating economic growth (new homes, employment space and jobs) in line with local priorities.
- Transforming public services, by developing more integrated, customer focused services in shared spaces.
- Reducing the size of the 'operational' public estate and net running costs.
- Collaboration on investment opportunities.
- Generating capital receipts or additional income.

This Board has its own Terms of Reference and governance to establish how partners will jointly rationalise and dispose of assets, through identification of gaps in services across the area. All decisions are subject to each individual organisations' respective governance arrangements.

The 'One Gloucestershire Estate Group' (The Group) will be accountable to the Board with an aim to maximise the opportunities for collaboration related to public sector property, land and assets to reduce overall costs, support strategic priorities, improve customer service and support service development. Within that, our goals are:

1. To progress more creative ways of making best strategic use of the full public sector asset and property portfolio
2. To strengthen relationships with partner organisations and to promote best practise when undertaking shared working.

The Objectives of the Group are to: -

- Take forward the Projects identified in the Strategic Asset Delivery Plan endorsed by the Board.
- Promote sharing relevant information to partner organisations.
- Provide opportunities to deliver financial benefits through sharing properties where possible.
- Share and adopt best practise, standards and skills.
- Develop closer working relationships across partner organisations reduce duplication among different organisations.
- Note the possible risks involved in setting up shared occupation and look at the best ways in which to deal with these

Our Partner Organisations are set out below.

Modern ways of Working

Gloucestershire is working towards being a council that empowers and enables its staff to work where, when, and how they choose within a framework that meets the business needs and promotes a healthy work / life balance. Most staff have adopted agile ways of working in line with expectations and our 2023 staff survey results show that 87% of staff are clear what agile working means for them and their teams. The survey results have also shown that agile working is having a positive impact on staff wellbeing and work / life balance and evidence via our recruitment processes demonstrate that reducing the ability to work in an agile way would impact our ability to attract and retain staff.

We are now in Phase 2 of our Worksmarter Agile approach as we aim to modernise Shire Hall which will allow more space to be released to encourage income generation and to support refurbishment costs. A set of principles when designing new office spaces have been developed, to ensure that new designs align with agile ways of working, follow best practice, and support consistency between different parts of the council, whilst recognising that one approach will not suit all. The principles have been developed based on lessons learned from office refurbishments to date, feedback from staff, and best practice. These principles are not intended to be prescriptive or exhaustive, but rather to provide a starting point for different service areas to develop their own office design solutions that suit their staff and business needs.

Supporting Service Delivery

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.

A short summary of the key priorities from each **Service Estate Plan** is included below.

One Plan for Children and Young People

The 'One Plan for Children and Young People' outlines our vision to ensure Gloucestershire is a great place to grow up, where children and young people thrive and live lives of choice and opportunity. Our property estate will be developed to support this vision with funding focused on the areas of priority as follows: -

- Our Family Hubs will be centrally located, accessible buildings with flexible space for multi-agency use.
- Our SEND Support facilities will comprise inclusive design, sensory-friendly environments, accessibility features, and proximity to special schools or mainstream schools with SEND units.
- Our Mental Health Services (e.g. YMM) will comprise quiet, private consultation rooms, digital infrastructure for CBT delivery, and proximity to schools.
- Our spaces for youth clubs, outreach, and digital engagement will be safe and welcoming.
- We will ensure good public transport links, parking, and safe walking/cycling routes.
- Our Early Years and Childcare services will comprise Ofsted-compliant facilities for early education, with outdoor play areas and space for parenting support.
- Our Digital and Data Infrastructure will provide connectivity for service coordination, referral systems, and data sharing.
- We will provide space for physical activity, healthy eating programmes, and health promotion.

Children's Services

Education and Children's Services ensure sufficient school place provision across Gloucestershire comprising appropriate levels of SEN coverage. The service also provides for Early Years support and Children's Homes. Key priorities include: -

- Assessing the capacity within each Educational facility to produce an understanding of spare capacity.
- Mapping SEND demand against capacity to ensure demand can be met.
- Reviewing open market and direct delivery options for additional care home facilities.

Adults Social Care

Adults Social Care commissioning services supports adults of all ages with a diverse range of needs. The Service aims to support people to stay independent, safe and well, providing supported living and care homes to ensure residents have access to essential social and health care facilities.

Data indicates that an increase in accommodation will be required which will need significant investment both in potential new sites and also in block booking from the private sector to meet demand and a plan will need to be developed to support this.

Feasibility studies are being undertaken to understand the potential for building new facilities or finding existing accommodation that can be adapted to suit rather than refurbishing existing assets which are ageing and would incur significant conversion costs.

Modelling also needs to be undertaken to predict the increase from young adults both in terms of cost and need with a strategy developed to manage the increased demand for both places and resources.

Finally, there may be opportunities through One Public Estate partners that can be considered for local and community provision.

Environment and Waste

The Environment and Waste service is concerned with delivering a greener Gloucestershire. Working in partnership with key stakeholders across the county. From a property perspective, it is important that the Estate continues to support the services to minimise waste and reduce landfill by promoting the Household Recycling Centres (HRCs) and to reduce carbon emissions and promote biodiversity net gain. Key objectives include ensuring LGR allows for review of optimising routes for Waste collections and using local depots for efficiency. New Waste Sites and HRCs (Household Recycling Centres) will be required to cope with population growth and new developments. We also need to optimise the Rural Estate for implementation of sustainability initiatives (Biodiversity net gain). Key initiatives include: -

- Assessing the potential of Javelin Park and Junction 10 of the M5 to meet service requirements.
- Reviewing land holdings across County and potential LGR partners for opportunities for coworking and route optimisation to maximise the opportunities to future proof waste services in the county for the long-term.
- Exploring nature recovery and biodiversity opportunities.
- Increasing the number of trees, hedges and wooded plants in Gloucestershire in line with both national and local targets.
- Exploring further opportunities to extend renewable energy capture and use in the Schools and Corporate estate.
- Exploring options for green energy generation both corporately and within communities.
- Looking to extend and upgrade the infrastructure for Electric Vehicle (EV) charging of both the Councils corporate fleet and private users from within the estate.

Highways Service

The Highways Service is responsible for the management of the 3,350 miles of roads network within Gloucestershire. This includes all the infrastructure associated with the network, such as streetlights, drainage, street furniture, signs and signals. In addition, the Highways Service manages on-street car parking enforcement, the Council's fleet of vehicles, arrangements with bus companies and cycle schemes. The principal property assets held by the service are five depot sites, of which one is owned by the Council and the rest are leased. Robust business cases will need developing for potential anticipated changes in depot holdings and the service will need to integrate the Council's broader sustainability agenda, which will potentially impact site locations for fleet charging if the Council moves to EV.

Libraries and Registrars Service

The Libraries service oversees the operation of 32 Council run libraries and 8 community run libraries. The Registrars Service oversees the registration of births, marriages, civil partnerships and deaths. The Council has four ceremony rooms alongside registration offices across its estate at Gloucester, Cheltenham, Stoud and Cinderford. The Council also has four other registration offices at Cirencester, Moreton-in-the-Marsh, Tewksbury and Quedgeley all located in libraries. Key actions include: -

- Carrying out a full review of the existing estate, noting age and levels of investment required to determine whether the existing provision meets the needs of current and future generations
- Exploring opportunities for increased co-location of services within certain libraries.
- Developing a lettings strategy to formulise a consistent approach and income model to support service provision.

Archives Service

The Council's Archive Service holds historic records for Gloucestershire dating back hundreds of years. In addition to the Council's own archives the Service also holds and maintains archives for South Gloucestershire Council, Gloucestershire Police and the Diocese of Gloucester, district and parish councils, and other bodies including voluntary and commercial sector organisations. These are held at Gloucestershire Heritage Hub, which was recently refurbished and also provides a venue for community use. The current areas of focus are to: -

- Developing a monitoring and measuring index to assess financial / performance information relating to the Heritage Hub.
- Maintaining our high-quality facility and explore opportunities to further expand the use of the space and support co-location facilities for complimentary services.

Coroners Service

The Coroners Service provides all the required facilities under 'one roof' in a relatively new purpose built complex. The facility contributes to an efficient and effective service delivery model and is viewed by many as a best practice approach. As such there are limited additional accommodation requirements at this stage however the estate will continue to be reviewed to ensure it remains suitable for future needs.

Fire & Rescue Service

The Council has retained responsibility for hosting the Fire & Rescue Service. The Service operates out of 21 Fire Stations, four of which are under a PFI arrangement which expires in 2037. Many of the remaining facilities were built in the 1960s or 70s are nearing the end of their design lives which will have to be addressed at some point. The service also has an ambition to develop its own training facility in the future. There has been some investment in Fire Stations with respect to decarbonisation with the installation of LED lighting, and the potential installation of solar PV is being explored. Key areas for action include: -

- Ensuring sufficient building condition data is in place to develop a robust planned preventative maintenance schedule for essential and compliance works and support investment decisions, and operational outcomes.
- Strategically considering the ageing estate and if options exist for the reprovision of assets.
- Developing an outline plan for our Private Finance Initiative (PFI) exit strategy

ASSET MANAGEMENT ACTION PLAN

Strategic Actions

Action No	Action Description	Objective	2026/27	Future Years	Accountability	Resources
Strat1	Prepare for LGR by carrying out a review of all assets	To understand the performance of assets and which are most likely to be retained, disposed of, or have potential for a change of use	Prioritise marginal assets first. i.e. those where that aren't performing to the required standard or have questions over their viability	Review remainder of the estate.	Asset Management and Property Services working in partnership with service areas	Internal, with potential external assistance for key areas
Strat2	Develop new maintenance strategy to accurately establish the condition of the property portfolio and clearly set out maintenance priorities and budget requirements and future funding needs.	To fully understand future maintenance need so this can be triangulated against the wider asset review/challenge process and to report on asset performance of the overall estate at six monthly intervals	Develop performance dashboard for property reporting	Annual reporting	Asset Management and Property Services	Internal
Strat3	Continue to Explore opportunities across the One Public Estate	To understand the potential from asset sharing and potential for rationalisation	Work with OPE partners with a particular focus on the likely impact of LGR	Annual reporting	Asset Management and Property Services	Internal
Strat4	Develop strategy for holding and disposing of potential community assets	To understand purpose for which the properties are being held and establish criteria for potential transfers	Identify assets and develop a strategy	Implement strategy	Asset Management and Property Services	Internal

Strat5	Review Disposals Policy	To reflect the aspirations of the Council Strategy	Review and update disposals policy	Annual reporting	Asset Management and Property Services	Internal
Strat6	Review Rural Strategic Estate Plan 2016-2030	To reflect the aspirations of the Council Strategy	Review and update Rural Strategic Estate Plan	Annual reporting	Asset Management and Property Services	Internal

Service Actions

Action No	Action Description	Objective	2026/27	Future Years	Accountability	Resources
Serv1- Combined Children and Young People	Align assets with locality-based health and well-being priorities. Utilisation review of portfolio	To ensure assets are in 'demand' locations and establish capacity to deliver services	Carry out a review of relevant assets	-	Asset Management and Property Services working in partnership with service areas	Internal
Serv2- Combined Children and Young People	Review estate that supports SEND provision	To ensure Estate provision can provide agility to meet different SEND and accessibility needs	Work with service to understand performance of assets relating to SEND provision. Building of new Cheltenham SEND School	-	Asset Management and Property Services working in partnership with service areas	Internal
Serv3- Children's Services	Search for fourth additional childrens care home	Deliver a new childrens care home in line with One Plan for Children and Young People strategy	Delivery of suitable new childrens care home	-	Asset Management and Property Services and Children's Services	Internal
Serv4- Adult Services	Support the continued delivery of services for the elderly	To ensure there are suitable places for increase in demand	Delivery of first of three care homes and property management of the five older homes	Delivery of two additional care homes	Asset Management and Property Services and Adult Services	Internal
Serv5- Adult Services	Changes in operating model for services previously provided by GHC	Ensure adequate property provision for reintegrated staff	Work with service to identify space to reintegrate staff by July 2026	-	Asset Management and Property Services and Adult Services	Internal
Serv6- Fire Service	Rationalisation of estate in line with Community Risk Management Plan	Delivery of new fire training facilities	Implement new strategy for delivery of fire and rescue training facilities	-	Asset Management and Property Services and Gloucestershire Fire and Rescue Services	Internal

Serv7- EE&I	Depot review	Sustainable efficient provision across the county	Delivery of new depot to replace Bamfurlong and identify alternative provision for depot facilities in the Forest of Dean. Identify opportunities to improve sustainability.	Ensure long-term suitable and efficient estate for highway related services	Asset and Management Services and EE&I	Internal
Serv8- EE&I	Waste sites and Household Recycling Centres (HRC)	Have suitable estate for anticipated population growth countywide	Undertake review with LGR partners of waste and HRC sites and work with service to identify new locations to meet emerging demand.	Ensure long-term suitable and efficient estate for waste and HRC services	Asset and Management Services and EE&I	Internal
Serv9 - Corporate Resources	Implement Agile Phase 2 programme	Maximise the utilisation of the office estate and identify opportunities for rationalisation and potential commercial letting	Implement objectives of Agile Phase 2	Continue to rationalise estate	Asset Management and Property Services working in partnership with service areas	Internal
Serv10- Corporate Resources	Explore opportunities to reduce the impact of the estate on climate change and generation of renewable energy	Reduce carbon footprint and climate impact and identify opportunities for renewable energy production	Undertake pilots for renewable energy projects within the estate and review opportunities for power generation	Continue to adopt climate initiatives and explore further funding opportunities	Asset and Management Services and EE&I	Internal

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