Property Maintenance Strategy

2026-2029

1. Foreword

Unlocking the Full Potential of Our Estate: A Strategic Vision for Asset Management
A bold and forward-thinking approach to managing our land and property assets is essential to shaping the future of our services and communities. Our Asset Management Strategy sets out a clear and ambitious framework for the next five years—ensuring that every decision we make about our estate is purposeful, evidence-led, and aligned with delivering excellent services.

The Asset Management Strategy is supported by the following suite of documents which further align the management of property and assets to deliver the Council, Departmental and Asset Management objectives:

- Property Maintenance Strategy
- Estate Management Strategy
- Commissioning Strategy
- Facilities Management Strategy
- Disposals and Acquisition Protocol

These strategies define how we, using a corporate landlord approach, not only support frontline service delivery, but respond to and plan for future changes in the way that we deliver those services and also meet the needs of an increasingly flexible and agile workforce, embracing opportunities to collaborate with services across the Council and with partners. The Council's corporate responsibilities are at the forefront of all our activities.

Our assets are second only to our people in terms of value and impact. Effective asset management is a powerful lever for change—driving sustainability, supporting innovation, and contributing directly to Council priorities.

The Strategy balances ambition with discipline, and enterprise with evidence. Our strategy is the roadmap to ensuring every asset we hold is aligned to the Council Plan and plays a clear role in delivering excellent services.

2. Introduction

The Asset Management Strategy has set the following objectives:

- Ensuring that we have the right buildings in the right place to support excellent and dynamic service delivery
- Creating the right kind of flexible spaces that work effectively and efficiently for everyone who uses them
- Being ambitious and enterprising in how we manage our buildings to maximise value for money, income and savings
- Strengthening partnerships to support colocation, co-delivery of services and more resilient communities
- Future proof the estate from increasingly extreme weather, use cleaner energy to deliver cost savings and reduce pollution

Underpinning all of this will be planned and preventative maintenance, robust and continuous asset challenge, performance benchmarking of our portfolio and performance monitoring.

Through the Asset Management Strategy and supporting documents officers are encouraged to be ambitious and create value from surplus and underutilised land and property, delivering capital receipts, revenue savings and revenue generation opportunities.

3. Approach and Process

3.1.1 Property Maintenance Strategy

The purpose of the Property Maintenance Strategy is to align the Property Maintenance function to deliver Council, Departmental and Asset Management Strategy objectives.

The Strategy will deliver Property Maintenance excellence by ensuring all assets are maintained in an appropriate condition and in efficient operation to fully support the Council Plan and departmental service delivery, the strategy maintains property & land assets whilst maximising value from the available budgets by directing tailored maintenance services in line with asset categorisation. The strategy covers the following:

- Essential, accurate and reliable condition surveys
- Ensuring building statutory compliance including H&S for the estate
- Proactive maintenance management including expert surveying advice
- Expert maintenance delivery tailored to the asset categorisation
- Efficient maintenance of the Estate to enable effective service delivery
- Proactive management of backlog maintenance

3.1.2 Condition Surveys

Undertaken in accordance with 'Asset Management a Guide to carrying out Condition Surveys' Surveys', our strategy is to deliver accurate and reliable condition surveys across building, mechanical, electrical, trees, fire risk and asbestos disciplines. Approximately 20% of all assets will be surveyed per annum with all assets being surveyed at least once every 5 years.

Our team of expert surveyors understand the dynamics that impact on a condition survey and have vital local knowledge to deliver the accuracy and confidence required to support planned programmes of work, key property asset decisions and financial reporting.

3.1.3 Optimising Value

The theme running through our strategy is to optimise value of the Estate at every opportunity by aligning Estate Management to corporate and financial objectives. Property Maintenance will enhance service delivery, reduce costs and drive innovation through its strategic partnerships and by embracing new technologies within the industry.
An asset is categorised as one of the following outcomes in an Asset Plan, as detailed in the Asset Management Strategy.

- Retain and manage in current form
- Retain and remodel
- Retain and redevelop
- Lease out (whether commercial or
- community
- Dispose in short term (within 2 years)
- Dispose in medium term (within 2-5 years)
- Dispose in long term (5+ years)

When delivering maintenance, we will look to provide a tailored service that provides value for money, sustainable outcomes aligned to corporate objectives through use of appropriate delivery models.

Core functions to optimise value and performance are:

- Condition surveys rolling 5 year programme
- Premises reviews annually
- Statutory compliance including H&S for the estate
- Emergency response (ER)
- Reactive repairs (D2D)
- Planned preventative maintenance (PPM)
- Planned maintenance programmes (PMP)
- Whole Lifecycle Costing (WLC)
- Reduction in backlog maintenance
- Business Continuity planning to limit disruption to service delivery
- Supply chain consolidation
- Accessing new technologies

3. Approach and Process (2)

3.1.4 Statutory Compliance

Delivered for the Council by Property Maintenance in accordance with the Statutory Compliance Policy v2.2.

3.1.5 Data and Processes

Current processes and information management will be reviewed to seek greater efficiency, effectiveness, and transparency and to identify data to support and implement transformation.

Using the Council's asset management, accounting, and energy monitoring systems to align to operational and corporate objectives. Prioritising data validation to enable real time and accurate data for transparent reporting and monitoring tools.

Develop a culture supported by training and development of accurate data capture to support operational and corporate objectives.

3.1.6 Statutory Compliance

The Council may, from time to time, commission external providers in connection with the management of facilities within our premises. This will be procured through the relevant joint venture, framework or partner.

3.1.7 How we Measure Success

We may develop specific performance indicators that are usable and inform the decision making process about the future use of our property in the asset management strategy. In addition to performing a Best Value Review of our Property Maintenance function, Property Maintenance will assess high value workstreams and report on the commercial viability, effectiveness and efficiency of the function.

Benchmark against CIPFA Property Performance Indicators (PPI's)
- The % of Council property in condition categories A (Good) or B (Fair)
- The level of required maintenance over next 5 years (maintenance backlog)
- Ratio of reactive / planned spend targeted to 30% / 70%

4. Implementation and Review

The Strategy will be circulated to all officers, stakeholders, Councillors and partners involved in managing the Estate and will be available on the Council's intranet to ensure there is a consistent message. The Strategy will be reviewed in line with the Asset Management Strategy 2026-2029 cycle and any feedback and findings will be considered.