

Property Maintenance Strategy

2022 – 2025

Foreword

Our Asset Management Strategy is a robust and forward thinking strategy for the management of our land and assets is critical to ensure that the right decisions are made regarding their future use, management, development or disposal. It sets the framework for managing our corporate property portfolio for the next five years, including how we make strategic property decisions which support our corporate objectives and ensure that our estate is sustainable, efficient and fit for the purpose of delivering excellent service.

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
- Facilities Management Strategy
- Disposal 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.

After our people, our property assets are our biggest resource and are key to transforming the way in which we deliver our services. Shrewd and effective asset management will not only ensure that our estate is sustainable and able to support future service deliveries, but that it can drive, support and contribute to wider Council priorities, including our carbon reduction agenda.

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2. Introduction

Derbyshire County Council has an extensive and diverse land and property estate (the Estate) which offers opportunity to reimagine the asset base from which Council services are delivered. The Asset Management Strategy 2022-2025 sets a framework for the strategic management of the Estate to support our Corporate objectives and ensure that the Estate is sustainable, efficient and fit for the purpose of delivering excellent service.

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.
- Responding to the climate change agenda by reducing our carbon footprint.
- Underpinning all - Planned and preventative maintenance, asset challenge, performance benchmarking and performance monitoring.

All land and property within the Estate will be subject to an asset challenge on a 5-year rolling programme. Asset Challenge is a systematic challenge and review process of the Estate appraising all assets against the above objectives.

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**', 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 deliver an efficient and effective maintenance service aligned to corporate and asset management objectives and tailored to the asset categorisation.

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 (state whether commercial or community)
- Dispose – in short term (within 5 years)
- Dispose – in medium term (within 5-10 years)
- Dispose – in long term (10+ 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
- Limit disruption to service delivery
- Dilapidations

These will be detailed in the business plan.

3. Approach and Process

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 Commissioning

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.

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 its associated facilities 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 2022-2025 cycle and any feedback and findings will be considered.