

Information Paper

Overview & Scrutiny Committee

29 September 2025

Preventative Maintenance on Council assets and Community Leased Buildings

This note contains the information to keep Members informed of matters relating to the work of the Committee, but where no decisions from Members are needed

1. Why has this come to scrutiny?

- 1.1. The purpose of this information paper is to outline the approach our building management team take to reactive and planned maintenance of the assets we own. This includes how responsibilities are discharged in relation to health and safety compliance. Within the paper we have also differentiated where the approach is different between buildings the Council own and occupy compared to those we own and are occupied by a third party.
- 1.2. As part of this overview, we have also identified areas where improvements have been identified and how these will be delivered.

2. Background

- 2.1. The council's land and property portfolio has a net book value of £563.317m in the 2024/25 draft statement of accounts. The balance includes investment property but excludes vehicles, plant and equipment which are managed at a service level and not considered as part of the property planned maintenance and management programme.
- 2.2. The assets held in our portfolio can be segmented into the following categories:
 - Operational assets - £157.543 million
 - Community assets - £0.319 million
 - Investment assets and other - £62.297 million
 - Residential housing - £280.775 million
 - Surplus or development assets - £51.83 million
 - Infrastructure assets – £10.553 million

Residential housing is out of scope for this report.

3. An overview of our approach to management and maintenance

Asset Category	Examples	H&S Compliance Framework – Key Controls	Reactive Repairs	Planned Maintenance
<p>Operational</p> <p>We have defined operational assets as those owned by the council to ensure we are able to deliver our services.</p>	<p>The Municipal Offices, the Swindon Road Depot, public conveniences .</p>	<p>The Council are responsible for:</p> <ul style="list-style-type: none"> - Fire safety including risk assessments - Water Safety Plan, risk assessments , ongoing testing and monitoring - Electrical safety, including EICR & PAT testing - Gas Safety - Air Handling systems HVAC and climate/ temperature-controlled environment - Lift, hoists, winch and fall arrest system safety - Asbestos Management and monitoring - Fire safety, including servicing of equipment and fire evacuation drills - Security systems management , including door entry 	<p>CBC Property building surveying team currently undertake asset inspections, these were monthly but following a review and training with our Insurance provider regularity is now based on risk. During these inspections surveyors identify reactive repairs, H&S risks and engage with stakeholders.</p> <p>Stakeholders , including Ubico, TCT, Contractors and other Council Teams report reactive repairs to us.</p> <p>Operators such as Ubico and TCT have been issued with defect</p>	<p>Assets included within the planned maintenance programme include, but are not limited to, the Council's principal assets across the Town (all TCT & Ubico operated assets, Pavilions, Public toilets, parks and open spaces, bridges and the Honeybourne Line and some works to investment properties that aren't covered under tenant responsibilities and/ or service charge remit.</p>
<p>Community</p> <p>We have defined community assets as those owned by the council, which are mainly in use for the well-being and social interests of our local communities.</p>	<p>Pavilions; Scout huts and community centres; Allotments.</p>			

		<p>systems, alarms and CCTV</p> <ul style="list-style-type: none"> - Lightning protection - Roller shutter & automatic door safety - Flag pole - Safety - Storm water pump servicing - Specialist pool plant systems 	<p>forms in order to report repairs.</p> <p>Members of the public also actively report reactive repairs, in particular issues with car parks and public convenience are reported to Customer Services or directly via email to the Property email inbox where they are delegated to surveyors to action.</p>	
<p>Infrastructure assets</p> <p>We have defined infrastructure assets with a long economic life, where the cost is recoverable through continued use rather than sale.</p>	<p>Bridges, walls, some footpaths and highways.</p>	<p>The safety of our managed infrastructure assets is monitored by monthly inspections which are undertaken by our building surveyors.</p> <p>The planned maintenance programme also incorporates regular structural surveys and actions resulting from them.</p>		
<p>Surplus and development assets</p>	<p>This is an extremely diverse category of assets; including land holdings for the West Cheltenham development, sites allocated for housing in the Local Plan and sites currently being</p>	<p>As these assets predominantly surplus land, the main responsibility the Council holds is ensuring the sites are safe and secure.</p> <p>This includes dealing with incidents of anti-social behaviour or vandalism. In most cases this is dealt with through the same reactive repairs process as our operational assets. In some more prevalent cases, such as vacant farm buildings on the West Cheltenham land, more major response work such as demolition of empty buildings may be required.</p>		

	developed for commercial use.	
<p>Investment Property and Other</p> <p>We have defined investment property and other assets as those owned by the council to generate income used to support our net budget requirement. These are both investment properties but also those where the Council acts as the corporate landlord.</p>	<p>Our investment property portfolio includes retail premises, office space and small local shops located within the borough of Cheltenham.</p>	<p>The responsibilities of the Council vary dependent on the terms of the lease. The tenant repairing covenants are generally split into two groups: Full Repairing (FR) and Internal Repairing (IR).</p> <p>As an example, Delta Place is leased on a full repairing covenant whereby the tenant is responsible for all external and internal repairs including statutory compliance.</p> <p>Sainsbury's Oakley is another example of a property leased on a full repairing covenant.</p> <p>Smaller retail units, for example those located at Rowanfield Exchange and Lynworth Exchange are leased on internal repairing covenants. On this basis the tenants are responsible for repairs inside their units and statutory compliance only. As landlord, the Council retains responsibility for the external walls and roof because of the residential properties above.</p>

4. Our Annual Planned Maintenance Programme

4.1. As part of the annual budget process, the property management team produce a prioritised programme of planned maintenance works for the asset portfolio. The annual budget envelope for planned maintenance is £600,000. If larger works are required, a business case will be submitted as part of the capital budgeted process. The following evidence and activities are undertaken to inform the initial proposal which accompanies the budget consultation:

- The Property Team commence preparation on the planned maintenance programme at the end of August each year for the financial year ahead. Work has already started for the financial year 26-27
- Condition survey data takes priority and dictates the benchmark for what is included.
- Each building surveyor within the team is allocated a proportion of the property portfolio, their knowledge is key and they provide a sense check on the condition data which has been compiled by an external provider.
- Reactive repair data is referred to, ie. reoccurring reactive repairs during the current financial year often warrant longer term repair priority for the coming financial year.
- Stakeholder engagement takes place with partners including Ubico & TCT as well as conversations with other CBC departments including Green Spaces & Parking Services.

Appendix 2 attached to this report includes the planned maintenance programme included in the final budget papers for each budget from 2020/21 to 2025/26.

4.2. Once the planned maintenance programme is approved by Full Council, the delivery of the programme is monitored for our building surveyor team. This includes working closely with The Cheltenham Trust and other stakeholders to ensure the timing of any work minimises business disruption and delivers value for money for all involved.

4.3. There are also occasions where additional work is identified throughout the year. If additional budget is required to undertake urgent work, then the team will either review the priorities of the existing planned maintenance programme or a business case for new funding will be prepared. These changes are reported to the Lead Cabinet Member for Finance & Assets. Budget variances are also reported as part of the quarterly monitoring reports made to Cabinet.

5. Management actions to improve our existing process

5.1. Following a recent review of our existing processes for planned maintenance, reactive repairs and compliance in buildings the Council own but do not directly occupy, the following actions have been identified for implementation:

Action	Owner	Priority	Timescale
<u>Action 1: Monitoring regime of buildings leased to third parties</u> <ul style="list-style-type: none">• Review and categorise our investment property leases to	Jointly owned between the Head of Property Management and Decarbonisation and Head of Strategic	High	Rolling programme to begin by April 2026

<p>clarify our roles and responsibilities.</p> <ul style="list-style-type: none"> • Risk rate the properties where compliance activity falls within the Council's remit. • Undertake and document physical inspections at agreed intervals with the tenant to ensure requirements of the lease are being met. 	<p>Asset Management and Estates.</p>		
<p><u>Action 2: Production of a five-year planned maintenance programme</u></p> <ul style="list-style-type: none"> • Review the existing condition survey data for completeness. • Commission/procure new condition surveys where required for buildings which fall within the Council's responsibility (see Action 1). • Bring together all building data, including decarbonisation reports, to produce a five year costed forward plan of required maintenance. 	<p>Jointly owned between the Head of Property Management and Decarbonisation and Head of Strategic Asset Management and Estates.</p>	<p>Medium</p>	<p>Subject to a growth bid within the 2026/27 budget and completion of Action 1, to be in place for the 2027/28 budget setting cycle.</p>

Background Papers

Appendix 1: Planned Maintenance Plan 2020-25

Appendix 2: Asset Management Strategy 2022-27

Contact Officer

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Accountability

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