



Corporate Estate Asset Management Framework

2025-2030



Purpose of our Corporate Estate

The Corporate Estate's primary function is to enable the delivery of council services by providing safe, modern, inclusive, and efficient workplaces and public-facing facilities where staff and partners can serve residents well. This remains our non-negotiable priority.

We will protect service delivery first, while using the estate to support wider corporate objectives, priorities and outcomes provided this does not compromise statutory and priority services.



What is the Asset Management Framework?

The Asset Management Framework is the Council's plan for how we look after and use our operational buildings and land over the next five years. It guides everyday decisions about maintenance, upgrades, sharing space, and—when the time is right—repurposing or releasing sites that we no longer need.



How the Framework Fits Together

The Asset Management Framework is the umbrella term for three documents:

1. Asset Management Policy:

- a. Enduring **principles** for managing property as a corporate resource;
- b. Ensuring the estate is the **right size** and fit-for-purpose;
- c. Ensuring the estate is **efficient** and **sustainable**;
- d. An **enabler** used to stimulate regeneration and housing;
- e. Support for joint working and co-location.

2. Asset Management Strategy:

- a. Our approach to operating the **Corporate Landlord** model;
- b. The **Asset Challenge** methodology;
- c. Investment and rationalisation;
- d. Compliance, lifecycle, and decarbonisation;
- e. Data and KPIs.

3. Asset Management Action Plan:

- a. The deliverable pipeline, budgets, milestones and benefits for the year;
- b. Aligned to the MTFP and Capital & Investment Strategy.

Why are we doing it now?

Our estate is a powerful tool to improve people's lives: supporting the provision of and better access to services, safer public buildings, reduced running costs, and faster progress towards net-zero and nature recovery. It also helps us support new homes, good jobs, and vibrant town centres.

Operating as a Corporate Landlord is a new approach to for the Council, centralising and standardising our management of the estate and requires a strategic framework to articulate how we will operate over the coming years.

What will be different?



Safer, more accessible buildings - tighter standards for compliance and inclusive access.



Services under one roof - more co-location hubs with partners.



Greener operation - cut energy use, decarbonise heating, add solar where suitable, protect biodiversity.



Better use of space – right-size offices and provide flexible community spaces



Clear communication - to services, for organisational assurance and through scrutiny

Key Outcomes by 2030*

- ✓ A safe, compliant, rightsized estate supporting modern, inclusive service delivery
- ✓ Office/admin floorspace reduction with co-location hubs in priority localities
- ✓ Maintenance backlog reduced from an estimated baseline through targeted investment and disposals
- ✓ Net-zero operations trajectory: energy intensity reduced; retained assets aligned with EPC regulations by 2030; heat decarbonised; and electricity matched by renewables
- ✓ Transparent disposals delivering annual capital receipts and reduced revenue costs, and the CAT programme offering greater community and social value
- ✓ A single system of record (Concerto) and KPI dashboards; provide organisational assurance and supports scrutiny.

* Subject to business cases and budgets



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Supporting Corporate Objectives

B&NES's Corporate Strategy, 2023-2027, sets a single purpose, *to improve people's lives*, and is anchored by two core policies: tackling the climate and nature emergency and giving people a bigger say.

The Corporate Strategy provides an extended outcomes framework to guide decisions, performance and spend and provides the link between our priorities and the supporting policies and strategies to deliver them.

The **Corporate Strategy** is delivered through three principles: **preparing for the future**, **delivering for residents**, and **focusing on prevention** which are translated into nine priorities:



The right homes in the right places



More travel choices



Clean, safe & vibrant neighbourhoods



Support for vulnerable adults & children



Delivering for children & young people



Healthy lives & places



Good jobs



Skills to thrive










Cultural life

Our Corporate Estate **Asset Management Framework** articulates how the management and use of Council assets will **support the delivery of our corporate priorities**.

Our **Asset Management Policy** outlines our guiding **principles** in supporting delivery of the Councils priorities.

Our **Asset Management Strategy** outlines **how we are going to deliver** against these policy principles.

Strategic Delivery

							
Corporate Strategy	Ecological Emergency Action Plan	Climate Emergency Strategy	Place Prospectus	Land Use Planning	Heritage Services Strategy	Housing Plan	Economic Strategy
<ol style="list-style-type: none">1. Tackling the Climate and Ecological Emergencies.2. Giving People a Bigger Say.3. Focusing on Prevention.4. Delivering for Local Residents.5. Preparing for the Future.	<ol style="list-style-type: none">1. Increase the extent of land and waterways managed positively for nature.2. Increase the abundance and distribution of key species across B&NES3. Enable more people to access and engage with nature	<ol style="list-style-type: none">1. Decarbonising buildings2. Decarbonising transport3. Increasing Local Renewable Energy Generation4. Becoming a Net Zero Council	<ol style="list-style-type: none">1. Working together with communities.2. Creating better places.3. Delivering a carbon neutral and nature positive economy.4. Delivery of key regeneration projects.5. Vacant Unit Action Project	<ol style="list-style-type: none">1. Responding to the climate and ecological emergencies.2. Facilitating the goal of net zero carbon by 2030.3. Approach to protecting and enhancing nature.4. Maximising the delivery of housing needs – especially affordable.5. Create opportunities for sustainable economic development.	<ol style="list-style-type: none">1. Return the service to pre-pandemic levels.2. Move the fashion museum.3. Achieve net zero by 2030.4. Provide maximum access to our buildings, monuments and collections.5. Bring benefit to Bath, the <u>South West</u> and the UK.	<ol style="list-style-type: none">1. Increasing Delivery of affordable, low cost and supported housing.2. Development of B&NES Homes Programme.3. Housing Regulation.4. Development of disabled adaptation and equipment services.5. Housing options for rough sleepers and homelessness.	<ol style="list-style-type: none">1. Supporting a greener economy.2. Supporting residents to thrive in work.3. Building a diverse and resilient business base.4. Becoming a centre for inclusive innovation.5. Ensuring residents have access to good affordable housing.6. Enabling all people and places to share in prosperity

Corporate Estate Asset Management Policy

The Corporate Estate **Asset Management Policy** establishes **five policy pillars** through which we will manage our Corporate land and buildings (the Corporate Estate). The Asset Management Policy will remain in place for the next five years but be reviewed annually to ensure it is still relevant to the Corporate Strategy and Sustainable Communities Directorate Plan.

To deliver the five policy pillars there are certain actions and behaviours that we need to adopt relating to our land and buildings. These are set out in the following pages under each of the pillars; though not in any order of priority. It is also accepted that there will be occasions where some of these elements may appear to be in conflict. The key challenge for the Council in the use of its Corporate Estate assets, is ensuring that we maintain an appropriate balance between all of these elements as decisions around land and buildings are made.

1 Responsible

To plan and manage property as a corporate resource for the benefit of the people of Bath & North East Somerset.

2 Suitable

To provide the right property, fit for purpose, in the right place, to meet current service needs and to plan for the future.

3 Sustainable

To manage and maintain property effectively, efficiently and sustainably; supporting the Commercial Estate and the rationalisation of Corporate assets to meet our needs.

4 Enabling

To use land and buildings to stimulate economic regeneration, housing and growth; supporting local business needs and encouraging new businesses to the district and supporting communities.

5 Coordinated

To promote joint working and co-location, including with our public sector partners, where it will provide benefit for service delivery and in securing efficiencies.



Corporate Estate Asset Management Strategy

2025-2030



Mission

Our corporate estate will support the delivery of the Council's objectives and priorities as a single, safe and low-carbon public estate that is right-sized, compliant and fit for modern services.

Future Impact

Our vision is to have a joined-up public estate that is safe, accessible and low-carbon; the right buildings in the right places; better shared spaces with our partners; and a rolling, evidence-based review process so we repurpose or release what we don't need and reinvest in the services and neighbourhoods that do. Success means:



Safe, accessible.

Every operational building is compliant and accessible; users notice improved environments, better access and planned repairs.



Decisions you can see and trust.

A single system of records and KPI dashboards provides organisational assurance and supports scrutiny, making choices transparent, evidence-led and repeatable.



Backlog down, investment up.

Continued asset challenge and targeted disposals enable planned lifecycle works and decarbonisation, materially reducing the maintenance backlog.



Right-sized estate, smarter access.

We maximise the efficiency of office/admin floorspace and deliver co-located hubs with partners, so residents access multiple services under one roof.



Lower carbon, lower bills.

Energy intensity is reduced, where exemptions do not apply all non-domestic assets achieve an EPC B or better by 2030, ≥60% of heat is decarbonised and ≥50% of electricity is matched by renewables—cutting emissions and running costs.



Places that work harder for people.

Repurposed and released sites unlock affordable homes, biodiverse/ecology rich managed land, vibrant centres and greener spaces; Community Asset Transfers safeguard valued facilities and grow social value.

Our Corporate Estate as an Enabler

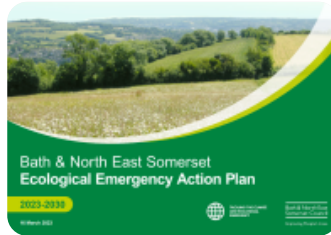
The following are examples of the ways the estate can be used as an enabler to support the delivery of wider Council priorities and objectives:

Climate Emergency



Fabric-first retrofits; heat decarbonisation (heat pumps/networks); PV & storage; grid capacity planning; Carbon Gate at property gateways

Ecological Emergency



Biodiversity-positive management; meadows, pollinator corridors; canopy targets; access to green space

Health and Wellbeing



Co located hubs; inclusive design standards; community space ratios; social prescribing venues

Housing



Support the release of assets to deliver housing; retrofit of temporary/specialist accommodation

Economic Development



Curate workspace; meanwhile use of voids; unlock town-centre regeneration; local supplier/skills targets

Heritage



Support the service to deliver planned maintenance and decarbonisation; reversible retrofits; coordinated museum moves and fit outs

Operating as a Corporate Landlord



Our Corporate Landlord

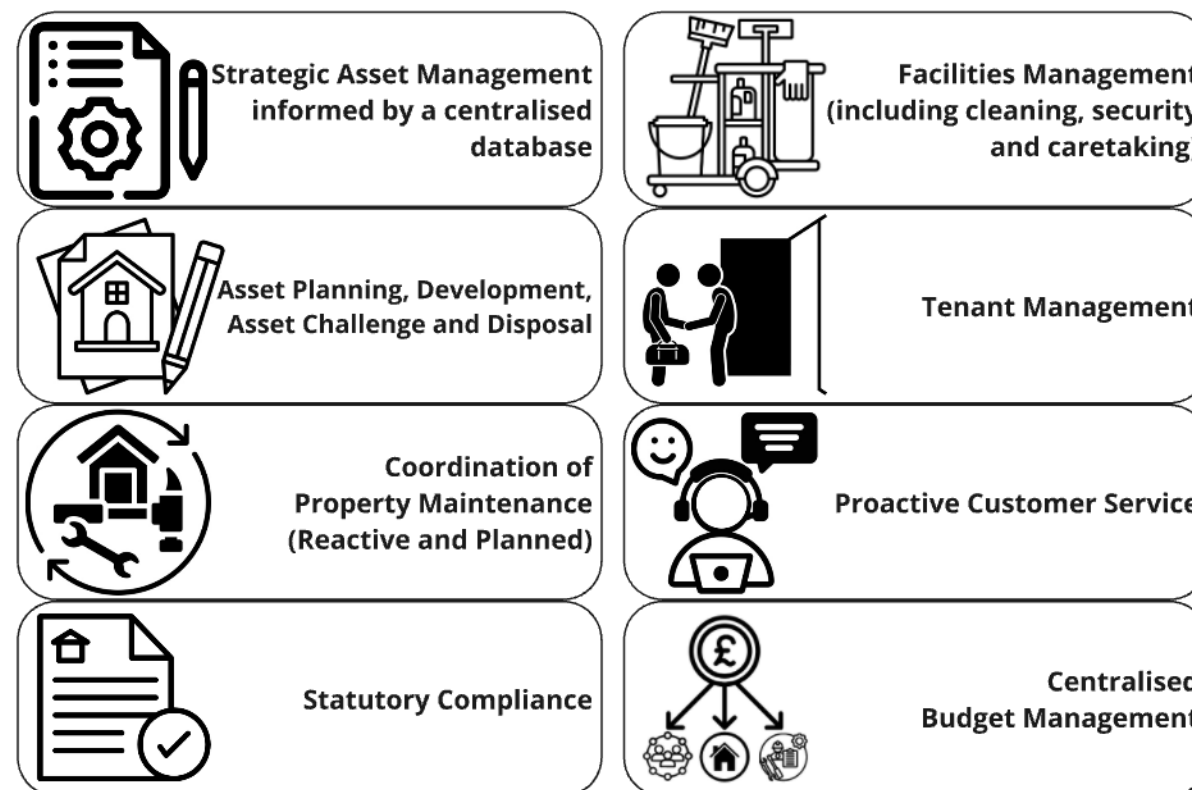


We operate a Corporate Landlord model: all land and buildings in the Corporate Estate are held and managed centrally as corporate resources. Service areas act as tenants focused on service delivery, while the Corporate Landlord plans, maintains, acquires, develops and disposes of assets across the portfolio.

Land and building decisions are taken against council-wide priorities, ensuring the right accommodation at the right cost, with clearer accountability, better utilisation and a more efficient, right-sized estate.

The terms Corporate Landlord and Corporate Estate can be used interchangeably. The Corporate Estate is the service, managing the Councils assets, through a Corporate Landlord operating model.

Corporate Landlord Responsibilities



Challenging Our Assets



Decisions made on how our land and buildings are used are assessed through the Asset Challenge framework. This framework is a systematic process that ensures transparency and consistency to decisions to retain, invest, repurpose, share, or dispose of our assets. Decisions are evidenced against service needs, safety/compliance, utilisation/cost, carbon and nature impact, place/access, and options appraisal.

The aim of Asset Challenge is to ensure we only hold those assets that are required and to reduce costs through a process of identifying assets that should be retained for use and/or invested in and identifying those that are surplus to requirements and therefore can be disposed of.

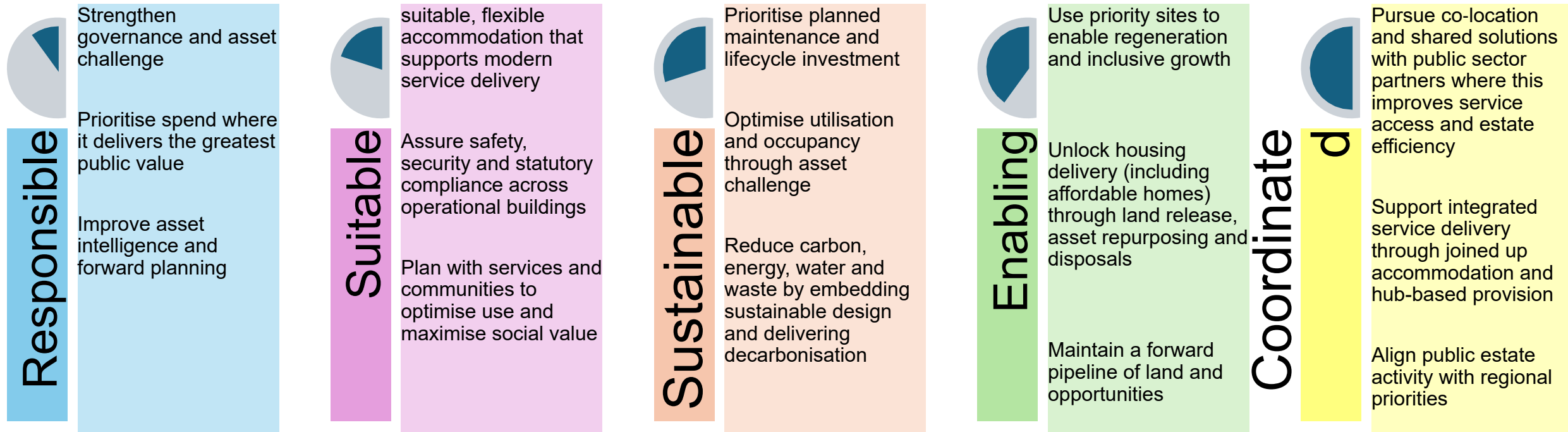


Delivering the Corporate Asset Management Policy



Our Plan on a Page

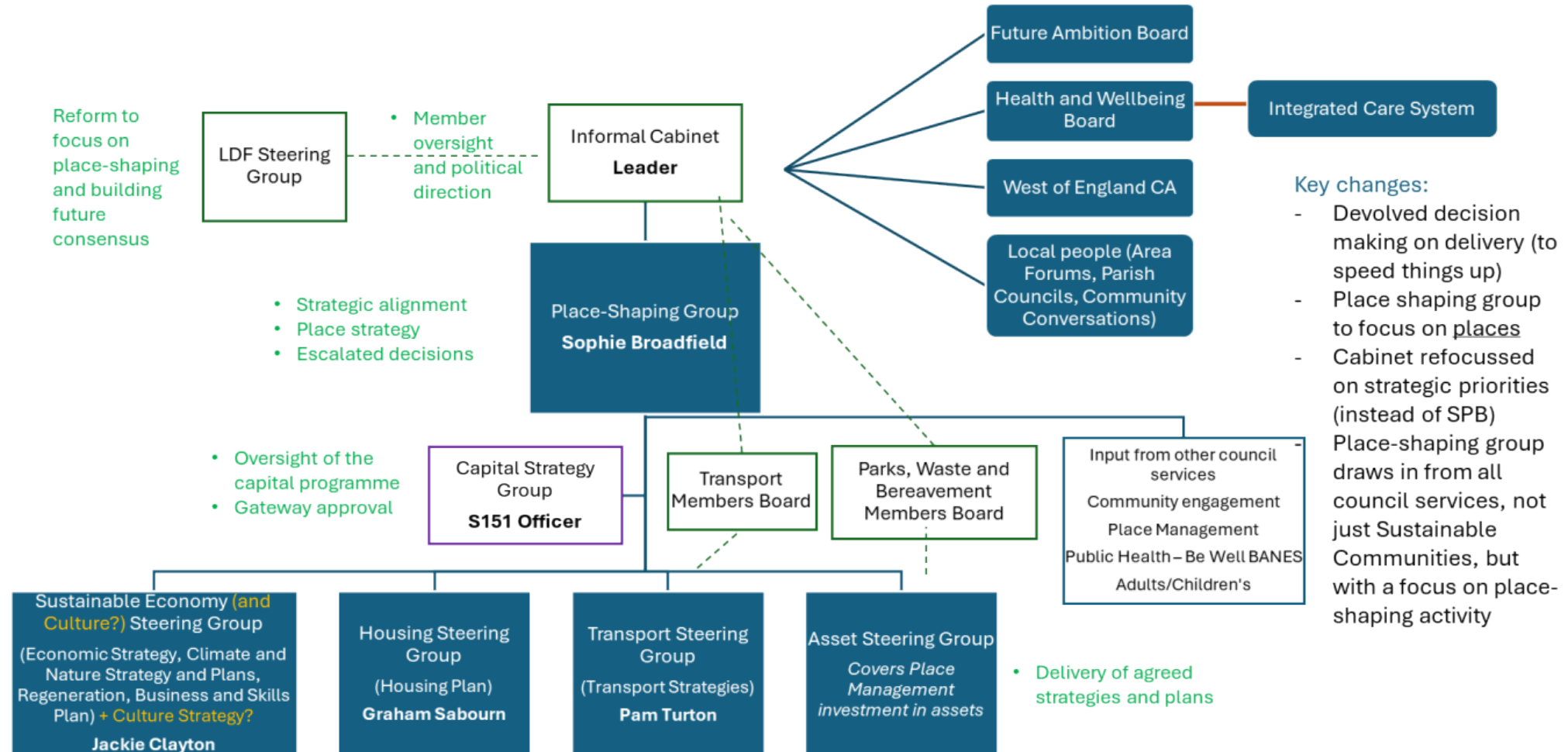
Our Asset Management Policy establishes five pillars that frame the actions and behaviours required to achieve the objectives for our corporate estate. The following is a high-level summary of how we will deliver our policy objectives:



Performance and Governance



Governance



Milestones

- ✓ ~~9 July 2025 – PSG introduction of AMF~~
- ✓ ~~End July 2025 – Conclude initial draft~~
- ✓ ~~Summer 2025 – Director review~~
- ✓ ~~17 Nov 2025 – SCLG~~
- ✓ ~~Jan 2026 – Service Engagement~~
- ✓ ~~Jan 2026 – HoS Engagement~~
- ✓ ~~Jan 2026 – Portfolio Holder Briefing~~
- 3 Feb 2026 – Corporate PDS
- 4th Feb 2026 – PSG update
- 24th Feb 2026 – Informal Cabinet
- 12th March 2026 - Cabinet