

Bath & North East Somerset Council

MEETING/ DECISION MAKER:	Cabinet	
MEETING/ DECISION DATE:	12 March 2026	EXECUTIVE FORWARD PLAN REFERENCE:
		E 3692
TITLE:	Corporate Estate Asset Management Framework 2026-2031	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report: Appendix 1 – Asset Management Framework Appendix 2 - EqIA		

1 THE ISSUE

- 1.1 To agree the adoption of the Corporate Estate Asset Management Framework (comprising the Corporate Estate Policy and Corporate Estate Strategy and associated Action Plan). These documents set out the approach and priorities for the management of the Council's Corporate Estate over the next five years (2026-2031).

2 RECOMMENDATION

The Cabinet is asked to:

- 2.1 Approve the Asset Management Framework 2026-2031 suite of documents, including the Asset Management Policy, Asset Management Strategy and Asset Management Action Plan, attached at Appendix 1. Delegate authority to the Head of Corporate Estate and Director of Capital & Housing to implement the Framework and Action Plan in accordance with the Council's Constitution and Scheme of Delegations to Officers of the Council, in consultation with the Cabinet Member for Economic and Cultural Sustainable Development, as defined.

3 THE REPORT

- 3.1 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 priority.
- 3.2 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.
- 3.3 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 repurposing or releasing sites that we no longer need.
- 3.4 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.
- 3.5 Operating as a Corporate Landlord is a new approach 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.
- 3.6 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.
- 3.7 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.
- 3.8 Our Corporate Estate Asset Management Framework articulates how the management and use of Council assets will support the delivery of our corporate priorities.
- 3.9 Our Asset Management Policy outlines our guiding principles in supporting delivery of the Council's priorities.
- 3.10 Our Asset Management Strategy outlines how we are going to deliver against these policy principles, including the Action Plan.
- 3.11 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.
- 3.12 The five policy pillars are set out at Appendix 1. To deliver the pillars there are certain actions and behaviours that teams will need to adopt to enable the best outcomes for our land and buildings. The behaviours include the Corporate Estate acting as a trusted adviser and service teams engaging with the Corporate Estate to facilitate policy delivery. There will be occasions where some of the activities

under the policy pillars 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.

- 3.13 The Council operates a Corporate Landlord model: all land and buildings in the Corporate Estate, and associated revenue budgets, are held and managed centrally as a corporate resource. Council service areas are able to focus on service delivery, while the Corporate Landlord manages the estate.
- 3.14 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.
- 3.15 Decisions made on how Council land and buildings are used are assessed through an 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.
- 3.16 As we have established the Councils Asset Management Policy defines five pillars that frame the actions and behaviours required to achieve the objectives for the Corporate Estate. To monitor performance a series of benchmark indices are being adopted and a set of KPIs defined. An Annual Report will be produced to demonstrate how the Corporate Estate is performing against the defined KPIs. The first Annual Report will be published in 2027.

4 STATUTORY CONSIDERATIONS

- 4.1 Statutory considerations relating to the activities defined in the Asset Management Framework suite of documents will be addressed through decision making approval routes for those activities. That is via delegations as set out at para. 2.2, i.e. delegated to the Head of Corporate Estate and/or in consultation with the Cabinet Member, or via Single Member/Cabinet or Council decisions.

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 5.1 No additional funding is required to implement the Asset Management Framework. Approvals to spend against current or future approved budgets will follow current or future governance routes over the period of the strategy, 2026-2031.
- 5.2 Property resource implications relating to the activities defined in the Asset Management Framework suite of documents will be addressed through decision making approval routes for those property related activities. That is via delegations to the Head of Corporate Estate and/or in consultation with the Cabinet Member, or via Single Member/Cabinet or Council decisions.

6 RISK MANAGEMENT

Risk assessments related to actions consequent on the Asset Management Framework and recommendations will be undertaken, in compliance with the Council's decision making risk management guidance.

7 EQUALITIES

- 7.1 The Council must pay due regard to its Public Sector Equality Duty (PSED) pursuant to s149 of the Equality Act 2010. The Council must have due regard to the need to:
- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under this Act.
 - b) Advance equality of opportunity between persons who share a relevant protected characteristic (as defined in the Act) and the persons who do not share it.
 - c) Foster good relations between persons who share a relevant protected characteristics and persons who do not share it.
- 7.2 An Equality Impact Assessment (EqIA) has been completed and is attached at Appendix 2. This decision is not considered to affect the conclusions of that EqIA.

8 CLIMATE CHANGE

- 8.1 The Asset Management Framework cross cuts service areas and impacts ambitions set out in the Corporate Strategy and associated strategies, that inform the Asset Management Strategy. These associated strategies include the Climate Emergency Strategy and Ecological Emergency Action Plan. The Asset Management Strategy is an enabler of the Councils strategic direction.

9 OTHER OPTIONS CONSIDERED

- 9.1 None

10 CONSULTATION

- 10.1 This report has been prepared in consultation with the Cabinet Member for Economic and Cultural Sustainable Development and the Director Capital & Housing Delivery.
- 10.2 The Corporate Estate Asset Management Framework has undergone broad engagement with s151, service Directors, Heads of Service, and via Corporate PDS panel.

Contact person	Richard Holden, Head of Corporate Estate & Development
Background papers	None
Please contact the report author if you need to access this report in an alternative format	