



Corporate Estate

Asset Management Framework

2026-2031

Foreword

'Our corporate estate is a strategic asset—central to high-quality public services and to our wider ambitions for place, economy and culture. This suite of documents, the Asset Management Framework, is the Council's plan for how we will look after and use our operational buildings and land over the next five years. Together, these documents, and the Corporate Landlord, will strengthen governance, align investment and disposals to corporate priorities, and integrate asset decisions across our operational estate and with partners.

By managing the estate as one portfolio, we will deploy assets where they create the most public value - supporting frontline services, improving user experience, enabling sustainable growth, and delivering value for money. The Strategy gives our services, and their partners, the clarity needed to plan with confidence.

We will monitor progress against baseline metrics and KPIs defined in the Strategy document, and revisit this regularly to ensure it remains fit for purpose.'



Cllr Paul Roper

Cabinet Member for Economic & Cultural
Sustainable Development

Context

Our land and buildings are one of the Council's most tangible levers for change. Managed as a single corporate resource, the estate can enable better services, accelerate decarbonisation, unlock inclusive growth, support our cultural offer, and help deliver healthier, more resilient places.

This Framework sets the strategic direction for how we will steward the Corporate Estate over the coming years - providing the umbrella under which the Asset Management Policy, Asset Management Strategy, and Asset Management Action Plan sit.



Scope and Purpose

Scope

This framework relates to the Corporate Estate, our operational land and buildings only. The Commercial Estate, held for investment yield, has a separate strategy; interdependencies are managed through the Corporate Landlord commissioning and governance model.

Purpose

The Asset Management Framework (AMF) sets the Council's strategic direction for using its Corporate Estate to support and deliver corporate outcomes. It defines principles, governance, methods and measures.

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 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.

The framework is deliberately practical: we will focus on safe, fit-for-purpose, net zero carbon assets; clear governance and evidence-based choices; and a rolling asset challenge that ensures we keep only what we need and repurpose or release the rest to support wider Council priorities.



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.

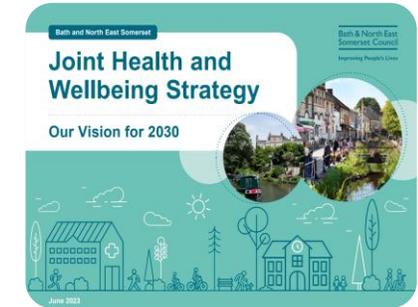
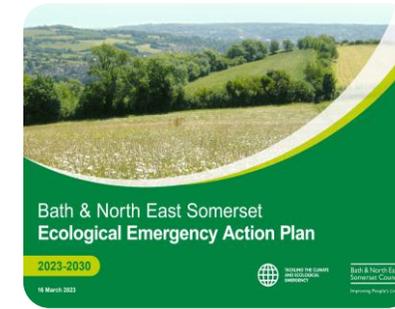
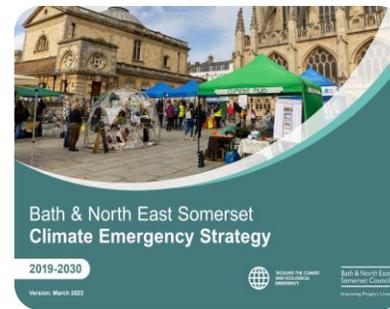
Operating as a Corporate Landlord is a new approach to for the Council, centralising and standardising our management of the estate and requires a strategic framework to articulate how we will operate over the coming years.



Strategic Alignment

This Framework articulates how the estate will be used to support and enable wider Council objectives across:

- Economic Strategy 2024–2034;
- Heritage Services Plan 2022-2027;
- Climate Emergency Strategy & Action Plan 2019-2030;
- Ecological Emergency Action Plan 2023-2030;
- Housing Plan 2025–2030;
- Joint Health & Wellbeing Strategy.



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, through scrutiny and in the form of an Annual Report.

Key Outcomes by 2031*

- ✓ 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 carbon (2030) operations trajectory: energy intensity reduced; retained assets aligned with EPC regulations by 2030; heat decarbonised; and electricity matched by renewables (see KPIs)
- ✓ 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



Corporate Estate

Asset Management Policy

2026-2031

Introduction

Bath & North East Somerset Council owns a Corporate (operational) Estate of 900+ land and building assets (excluding social housing), valued at £328m (31 March 2025). These assets have been acquired, gifted or inherited.

We have adopted a framework approach outlining how we will manage our corporate estate over the next five years (2026-2031) which is structured in three parts:

- An **Asset Management Policy (AMP)**. This document. This sets out the long-term principles and objectives we are seeking to achieve.
- An **Asset Management Strategy (AMS)** - This sets out how we will deliver our policy objectives.
- An **Asset Management Action Plan (AMAP)**. This is our annual business plan and details a live schedule of activities aligned to delivering our strategic objectives.

The Framework is a suite of living documents; parts may be updated at different times. Readers should always refer to the latest versions and read them together to ensure the correct context.



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:



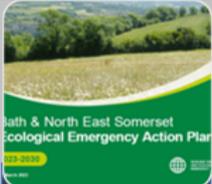
Our Corporate Estate **Asset Management Framework** articulates how the management and use of Council assets will **support the delivery of our corporate priorities**.

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

The council will use its corporate estate as a strategic enabler to deliver wider priorities and objectives and to support our services and their teams.

							
<p>Corporate Strategy</p> <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. 	<p>Ecological Emergency Action Plan</p> <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&NES 3. Enable more people to access and engage with nature 	<p>Climate Emergency Strategy</p> <ol style="list-style-type: none"> 1. Decarbonising buildings 2. Decarbonising transport 3. Increasing Local Renewable Energy Generation 4. Becoming a Net Zero Council 	<p>Place Prospectus</p> <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 	<p>Land Use Planning</p> <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. 	<p>Heritage Services Strategy</p> <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. 	<p>Housing Plan</p> <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. 	<p>Economic Strategy</p> <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.

AM Policy 1 - Responsible

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

- Have clear **governance** decision-making and **asset challenge** on all property decisions
- **Centralise services** property **budgets** under the Corporate Estate to prioritise investment in the right places
- Treat our assets as an integrated resource to deliver for services and the community as well as to meet climate and ecological emergencies.
- Ensure an effective balance between corporate and service priorities
- Work to ensure that property information is accurate, current and comprehensive
- Forward plan for our Corporate assets to align with '*Bath with NES 2030*' One Shared Vision.

AM Policy 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 we will...

- Work to ensure that property is **suitable and sufficient** for service delivery
- Work to ensure where possible that property is flexible and is planned to respond to future need
- Work to ensure that property is **secure, safe to use and statutorily compliant**
- Work with our service areas to **understand** their **longer-term requirements**, to plan for the future
- Work with community organisations to optimise the use of assets where most beneficial
- Work to ensure that diversity, equality and inclusion are considered in the development of our plans for assets, engaging and consulting with services
- Work with **community groups** to ensure Community Asset Transfers are delivered to **enhance social value**, secure our assets for the future of our communities and protect budgets.

AM Policy 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, we will...

- Ensure property is suitably **managed and maintained** within budget constraints
- Challenge the current use of assets and identify co-location opportunities, to include public sector partners, resulting in **rationalisation** and disposal of our land and buildings as appropriate
- Seek **efficiencies** in occupancy and utilisation and continue to introduce new ways of working
- Challenge the cost of property activities to drive **performance improvement**
- Seek to assist the **Commercial Estate** to optimise financial return through **commissioned activity**
- Ensure that property is as sustainable as possible in design, construction, operation and maintenance
- Aim to reduce energy and water consumption, and CO2 emissions through decarbonisation, using renewable energy where appropriate
- Minimise waste wherever possible.

AM Policy 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, we will...

- Use flagship regeneration sites to **stimulate and support economic development**, job creation and inward investment
- Use key sites to support the Councils strategic and policy aims to delivery much needed **affordable housing**, support the **arts, culture and creative industries** and stimulate partner innovation activity.
- Support the **Commercial Estate income generation** through the commissioned capital works programme
- Promote a high-quality, sustainable, occupier environment through development, and a place identity
- Identify a corporate **supply of land and assets**, suitable for housing and employment needs, and to stimulate biodiversity to create a healthier environment and spaces for our communities.

AM Policy 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, we will...

- Work to support the **integration of Council services** including health, adult and children's social care within district through the best use of corporate assets
- Work with our public sector partners and agencies to **promote co-location** and joint service delivery
- Support where possible the shared transport aspirations of the Council and West of England Combined Authority (MCA)



Corporate Estate

Asset Management Strategy

2026-2031



Introduction

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- An **Asset Management Action Plan (AMAP)**. This is our annual business plan and details a live schedule of activities aligned to delivering our strategic objectives.

The Framework is a suite of living documents; parts may be updated at different times. Readers should always refer to the latest versions and read them together to ensure the correct context.



Mission

Our corporate estate will support the delivery of the Council's priorities and ambitions as a single, safe and net zero 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 net zero 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, $\geq 60\%$ of heat is decarbonised and $\geq 50\%$ 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.

Asset Management Strategy

Our Asset Management Strategy articulates how our corporate estate policies will be delivered over the plan period, how we will measure success and the impact our policies will have by 2031. It provides an overview of our land and property assets, how we will manage our estate under a Corporate Landlord and how we will use a transparent and consistent process of Asset Challenge to ensure we have a viable estate that delivers for staff and residents and supports the council's corporate priorities and ambitions.

The Asset Management Strategy will be reviewed and amended on a 5-year cycle to ensure it remains aligned to the council's Corporate Strategy and supporting strategies.

The Council has adopted five policy pillars; these are our strategic objectives for the corporate estate. The strategy will outline how the policy objectives will be delivered.

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.

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About our Estate



Corporate Estate Overview

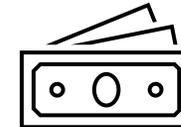
(February 2026)



900+ Corporate Estate assets



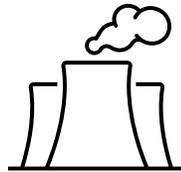
7.5m kWh Electricity units used in 2025



£4.7m (26/27) Annual revenue budget



£328m (Mar 25) Book value of the Corporate Estate



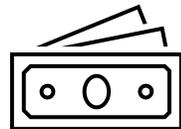
4.9m kWh Gas units used in 2025



£1.1m Annual maintenance budget (reactive repairs)



Circa £3m Annual capital receipts forecast (Disposals pipeline)



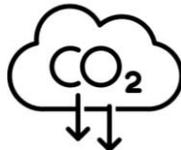
Energy cost in 2025 (Gas and Electric Combined) £2.9m



£3.6m (26/27) Annual capital budget (planned maintenance)



Averaging 47% weekly occupancy rate at Civic Centre (highest 66%)



52% Reduction in total CO2 emissions since 2016 (60% reduction in electricity and 27% reduction in gas related emissions)

Our Corporate Land and Buildings

The Council manages a corporate estate of 900+ land and property assets valued at £328m (31 March 2025). Our portfolio spans offices, day centres, care homes, car parks, public conveniences, leisure facilities, depots, schools, community-leased assets and income-generating properties, with performance tracked against their strategic purpose and viable alternatives.

We hold assets only where they deliver services, community outcomes or income as well as legacy holdings from donations, local government reorganisation and historic acquisitions. Through a rolling Asset Challenge, we assess utilisation, running and maintenance costs, condition and geographic fit to decide whether to retain, repurpose or dispose. Surplus assets are progressed for disposal to generate capital receipts and enable reinvestment, supporting the Medium-Term Financial Strategy (MTFS).

Operating as a Corporate Landlord, we have centralised compliance, maintenance and day-to-day operations whilst capital investment is prioritised using condition survey evidence and service priorities, with clear governance to target spend where it has greatest impact.

The following table provides an overview of the diversity of our corporate estate:

Asset Type
Land and Open Spaces
Parks
Heritage and Cultural Sites
Education Sites
Leisure Sites
Car Parks
Surplus Land and Buildings
Allotments and Agriculture
Social Care Sites
Commercial Spaces
Youth Centres
Operational Offices
Cemeteries and Crematorium
Other (inc. Community hubs, Children's Centres, Public Conveniences, Waste Sites, Depots)

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 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.



Capital and Revenue Budgets

Like many, Bath & North East Somerset Council has experienced significant funding reductions, and we need to make careful choices in where we prioritise the money we spend.

This is especially true in relation to the Councils Corporate and Commercial property assets. With a **Corporate Estate in excess of 900+ assets** and a Commercial Estate gross revenue target of £16 million (2024/25), we need to ensure that every pound of commissioned spend is implemented in the right way.

Corporate Estate

The Corporate Estate delivers repairs & maintenance and capital projects. In **FY 26/27** the operational **revenue budget is £4.7m**. Corporate Estate capital works are delivered through the Corporate Capital Planned Maintenance (**CCPM**) programme with a **£3.6m budget FY 26/27 and £2.8m budget for FY 27/28**.

In FY 26/27 the **Corporate Landlord** centralisation consolidates service-tenant property budgets; in **FY 26/27** these budgets will transfer to the Corporate Estate revenue budget.

Through our **development programme**, flagship development sites at Bath Quays and Somer Valley (budgets totalling **£54.5m** for the period **2025-2031**) support economic growth, job creation and inward investment. Key sites within the City centre are being reviewed to maximise the benefits of additionality for Bath as a world class city.

Commercial Estate

The Commercial Estate commissions the Corporate Estate to deliver repairs & maintenance and a capital works programme.

This commissioning approach provides condition and compliance assurance to the corporate centre and enables void assets to be income generating.

Maintaining Our Assets

We budget to spend around £4.7m (FY 26/27) annually maintaining our corporate estate (R&M budget circa £1.1m, CCPM budget circa £3.6m).

Given the finite resources and funds available, we will prioritise investment, guided by our **statutory commitments** and a rolling programme of **condition surveys** to inform a **planned preventative maintenance** programme.

This planned, long-horizon approach will improve decision-making, reduce reactive spend, and maximise spend efficiency.

Our four key aims for asset maintenance are:

1. To ensure our buildings are compliant, safe and secure for the people who use them
2. To allocate funding to projects that will achieve the maximum positive impact
3. To achieve an efficient balance between planned and reactive maintenance work
4. To maximise efficiencies in the way we procure and deliver repairs and maintenance.



Strategic Alignment



Supporting Corporate Priorities

Corporate Strategy Key Policies



The right homes in the right places: Publish an annual Land Release Schedule, support the conversion of assets to housing, use disposals/JVs, and pilot meanwhile homes to grow affordable supply.



Clean, safe & vibrant neighbourhoods: Target investment to high-impact civic assets, exit poor performers, and upgrade accessibility and public realm in local centres.



Support for vulnerable adults & children: Expand co-located NHS/VCSE services, apply inclusive design and dignity standards, and offer community access hours where appropriate.



Delivering for children & young people: Provide schools statutory compliance, support the creation of fit-for-purpose youth hubs, and maintain safe, healthy environments that lift participation and attainment.



Healthy lives & places: Adopt health-promoting building standards and safeguard space for social prescribing and community wellbeing activities.



Good jobs: Curate a balanced workspace mix (grow-on, maker, labs), embed apprenticeship/retrofit pathways via FM and capital programmes, and open procurement to local suppliers.



Skills to thrive: Repurpose under-used rooms for training and employment support, using live estate projects as practical skills pipelines (retrofit, maintenance, heritage craft).



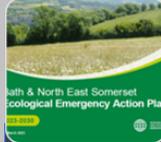
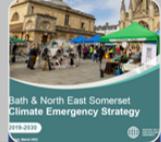
Cultural life: Prioritise planned maintenance and reversible retrofits to heritage assets, coordinate Fashion Museum/Victoria Art Gallery improvements, and expand community programming.



Supporting Corporate Objectives

The council will use its estate as a strategic enabler to deliver wider priorities and objectives and to support our services and their teams.

- The estate will provide opportunities that support housing delivery, economic growth, and community wellbeing; releasing land/assets for new homes and creating opportunities for affordable and sustainable housing.
- It will offer flexible and inclusive spaces for health, education, and community services.
- It will enable access to cultural and heritage assets and promote vibrant public spaces.
- The estate will support local jobs and skills by supporting the delivery of workspaces and arts, culture and creative spaces.
- It will help achieve climate and ecological goals through low-carbon design, energy efficiency, and land management.
- The estate will be managed to ensure safety, accessibility, and resilience, while contributing to regeneration and place-making.
- It will act as a catalyst for collaboration with partners and communities, ensuring that assets deliver social, economic, and environmental value.

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&NES 3. Enable more people to access and engage with nature 	 <ol style="list-style-type: none"> 1. Decarbonising buildings 2. Decarbonising transport 3. Increasing Local Renewable Energy Generation 4. 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 South West 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

Our Estate as an Enabler

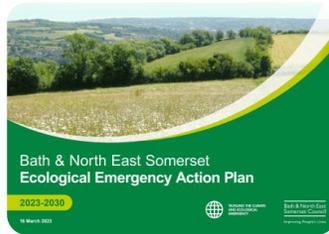
The following are examples of the ways the estate can be used as an enabler to support the delivery of wider Council priorities and objectives:

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

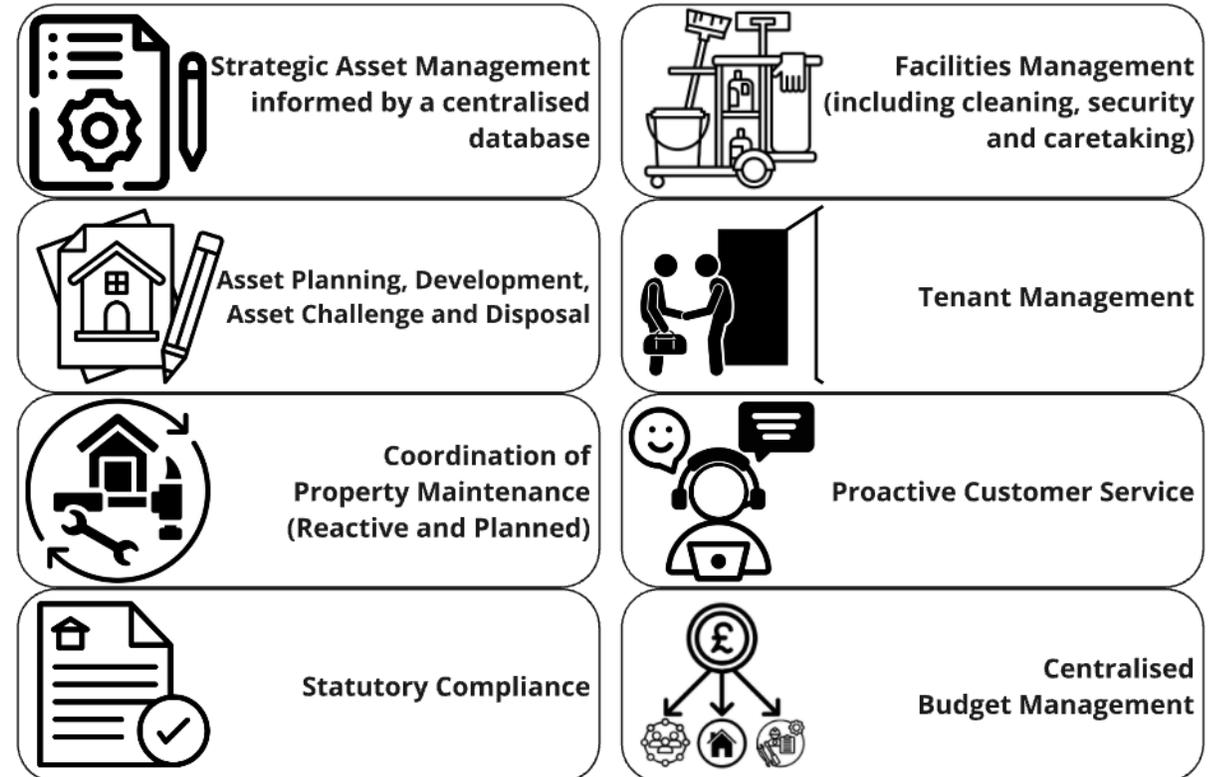


We operate a Corporate Landlord model: all land and buildings in the Corporate Estate are held and managed centrally as corporate resources. Service areas act as tenants focused on service delivery, while the Corporate Landlord plans, maintains, acquires, develops and disposes of assets across the portfolio.

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

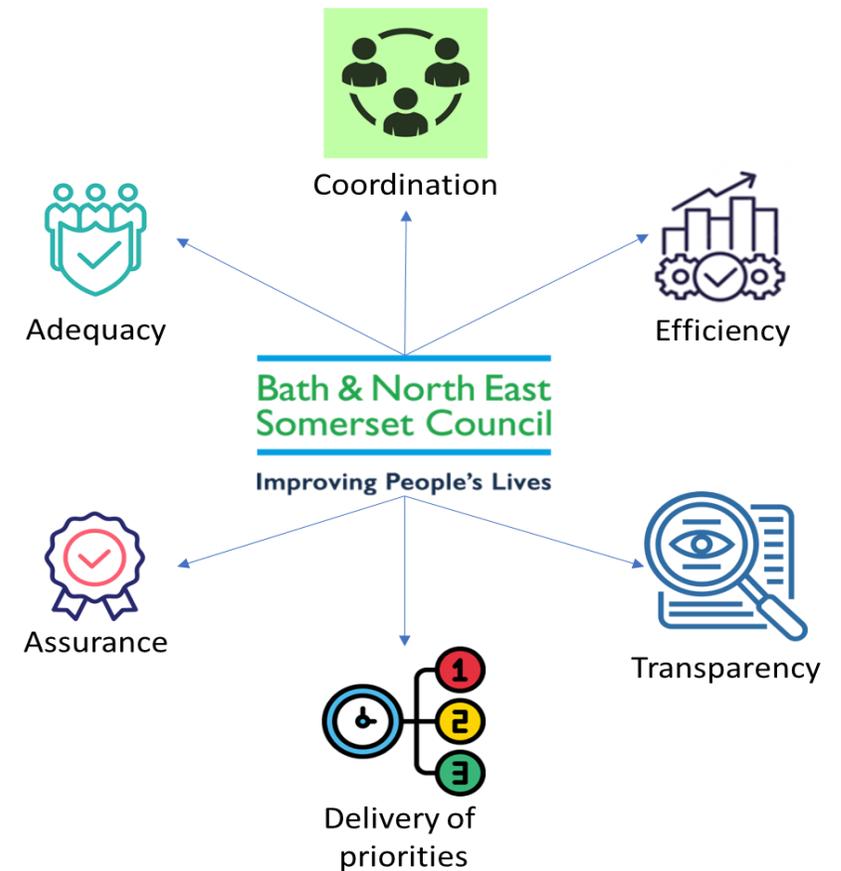


Corporate Landlord principles



The Corporate Estate, through the Corporate Landlord model, is grounded in 6 key principles:

- ✓ It **coordinates** activity through a central team ensuring budgets and resources are used appropriately and consistently.
- ✓ It ensures the estate is **efficient** by working to reduce maintenance costs, energy usage and optimising the use of space.
- ✓ It provides **transparency** in decision making and in relation to the running costs, compliance, and maintenance liabilities of the estate.
- ✓ It supports the wider objectives and **priorities** of the Council by using a standardised approach to asset challenge .
- ✓ It provides **assurance** to the council and building users that the assets they occupy are safe and compliant.
- ✓ It ensures **adequacy** in our estate. That buildings are optimally used and that we do not hold surplus stock.



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.



Challenging Our Assets



Through Asset Challenge, each asset is assessed using a step-by-step process and tested against a common set of criteria. The process looks at:

- The strategic purpose for holding the asset and an assessment of how it is used.
- The opportunities and risks associated with the asset including maintenance liabilities.
- The assets performance including operating and holdings costs, environmental or energy performance, use, capacity and location.
- An assessment of the alternative available options including the potential to deliver alternative corporate priorities.
- Potential options are then consulted on with relevant stakeholders including current and potential users.

Once an asset has been assessed against these criteria, a recommendation is presented for a decision through the relevant Council governance group.

CORPORATE ASSET FRAMEWORK	
Private and Confidential	
Property ID:	14024
Property Address:	Connections Day Centre, Frome Road, Withington, Radstock, Bath
Portfolio Group:	Operational - Buildings
Property Photo:	Property Location Map:
Location:	Radstock
Service / User Perspective:	
Is the Space Well Utilized?	Medium
Is it Fit for Purpose?	Yes - Works Required (Medium)
Opportunity for Rationalisation or Co-location	Yes
Service User RAG Comments	Used by Adult Social Care - suggested that the asset needs to be considered alongside Combe Lea.
Property Costs:	
Average Revenue Cost pa / per sqm	£0.88
Average Revenue Cost pa / per acre (note: where the asset has a sqm please refer to sqm)	£699.40
Average Capital Spend pa / per sqm	£16.66
Average Capital Spend pa / per acre (note: where the asset has a sqm please refer to sqm)	£11532.14
Planned Maintenance Capex Cost (10 Year Outlook)	No Data
Property Cost RAG Comments	We understand that the property was let to HFICG until April 2024 so there was no very minimal revenue cost to the council. However, we understand the property is now Council occupied and therefore we would anticipate property cost to increase. Please note that currently there is no data for revenue spend on the property.
Environmental Performance:	
EPC Rating	D - 100
Average Energy Consumption from BMMES (kwh) pa per sqm (note: if land assumed 0)	0.00
EPC Primary Energy Use Consumption (kwh/m2/year) (From EPC - Qube Data) (note: if land assumed 0)	568
Average Building Emissions kg CO2 pa per sqm (From EPC - Qube Data) (note: if land assumed 0)	87
Cost to Achieve EPC C by 2027 (MEEES) (£)	No Data
Cost to Achieve NZC in operation by 2030 (£)	No Data
Environmental Performance RAG Comments	No comment



Risk:	
Building Condition	No Data
Weighted Average Useful Life	48
Statutory Compliance	No Data
Is the Building Listed?	No
Flood Zone	Flood Zone 1
Responsibility for Repair (BMMES)	Council
Covenant Strength	N/A
Tenant Turnover (last 5 years)	1
Is the Property Vacant/Part Vacant?	No
Risk RAG Comments	No comment



Corporate Potential:		
Delivering for local residents (community priorities)	Current	Yes
	Potential	Yes
Focusing on prevention (decisions informed by evidence)	Current	Yes
	Potential	Yes
Preparing for the future (equality and respect)	Current	No
	Potential	No
Climate Transformation Interest	Yes	
Nature Transformation Interest	No	
Corporate Potential RAG Comment	No comment	



Real Estate Opportunity:	
Market Appetite	High
Planning Potential	High
Value Potential	High
Ability to Secure Vacant Possession	High
Reputational Sensitivities	High
Other I/Fls (not subject to RAG assessment)	
Adjacent Council Ownership	No
Adjacent Development	No Data
Regeneration Area	No
Regeneration Interest (High/Medium/Low)	Low
Real Estate Opportunity RAG Comments	No comment

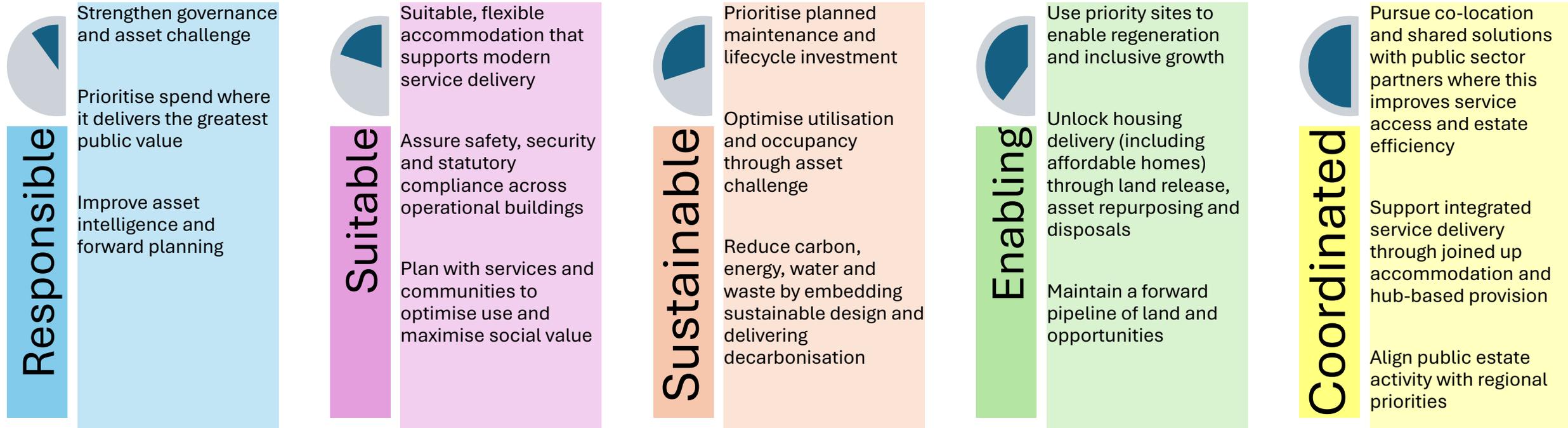


Delivering the Corporate Asset Management Policy



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:



Responsible

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

We will...

- Run the operational estate through a single Corporate Landlord model.
- Centralise operational property budgets and prioritise spend corporately.
- Apply a consistent asset challenge to all decisions.
- Maintain a single system of record with complete, current data.
- Use standard business cases for all material estate change.
- Report performance quarterly and publish an annual estate report.

By 2031...

...the operational estate will be managed as a single corporate portfolio through an embedded Corporate Landlord model, with clear governance and consistent standards. Decisions will be transparent and evidence-led, supported by complete, current data in a single system of record.

Measures of Success

- **Data & governance:** Data completeness $\geq 95\%$; all material decisions include an Asset Challenge pack; quarterly dashboards and an annual report.
- **Assurance inputs:** $\geq 95\%$ of assets with a condition survey ≤ 5 years old.
- **Cost control: Cost to Operate (£/m²)** trending down year-on-year.
- **Single record:** System of record maintained; ownership and quality checks met each quarter.

Suitable

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

We will...

- Agree service accommodation needs and keep them under review.
- Set and apply suitability and space standards.
- Maintain full statutory compliance and building safety.
- Embed inclusive access standards in all projects and priorities.
- Plan buildings to support modern, flexible service delivery.
- Optimise community use where it supports outcomes.

By 2031...

...we will operate from the right buildings in the right locations, aligned to service strategies and future demand. Our estate will be safe, compliant and inclusive, improving the experience for residents, staff and partners.

Measures of Success

- **Use of space: Occupancy %**, **Utilisation %**, and **Space Efficiency (m²/FTE)** meeting target bands by asset class.
- **Safety & compliance: Statutory compliance in-date ≥98%** (with critical certificates highlighted).
- **Accessibility:** % assets meeting inclusive access standards at project gateway.

Sustainable

Objective: To manage and maintain property effectively, efficiently and sustainably; supporting rationalising through disposal and acquisition to meet our needs.

We will...

- Deliver planned maintenance based on condition and lifecycle evidence.
- Reduce backlog through targeted investment and exiting poor performers.
- Improve utilisation and right-size offices and operational space.
- Cut energy, water and carbon through a fabric-first retrofit approach.
- Decarbonise heat and expand renewables where feasible.
- Shift spend toward planned work and reduce reactive repairs.
- Apply whole-life cost and carbon at project gateways.

By 2031...

...we will prioritise planned investment over reactive spend, reducing backlog and improving asset condition and reliability. The estate will be lower cost and lower carbon, with rationalisation and reinvestment focused on the assets that matter most.

Measures of Success

- **Reliability & planning: PPM completion $\geq 95\%$;** planned:reactive ratio improving against baseline.
- **Liability reduction: Backlog maintenance ($\text{£}/\text{m}^2$)** decreasing against baseline.
- **Energy & carbon: Energy intensity (kWh/m^2) and tCO_2e down;** EPC profile improving toward **EPC B by 2030 where applicable.**

Enabling

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

We will...

- Identify operational sites suitable for repurpose or release.
- Maintain and deliver a clear land release/repurposing pipeline.
- Use meanwhile use to activate void space where appropriate.
- Prioritise investment in civic buildings that strengthen centres.
- Support housing delivery through asset-to-homes and site release options.
- Embed biodiversity-positive management across operational land.

What will be different...

...we will use the operational estate more strategically, repurposing or releasing assets to support housing delivery, regeneration and place outcomes where this does not compromise service delivery. Vacant and under-used space will be managed proactively, ensuring assets create public value while longer-term decisions are implemented.

Measures of Success

- **Portfolio actions: Sites released/repurposed** (count) delivered to plan; **capital receipts** achieved vs target.
- **Service outcomes: Homes enabled** (where relevant) and community facilities safeguarded/created (count & CATs).
- **Environment:** % operational land under 'biodiversity net gain' management increasing.

Coordinated

Objective: To promote joint working and co-location, including with our public sector partners, where it will provide benefit for.

We will...

- Expand co-located hubs where they improve access and efficiency.
- Enable integrated health, care and community delivery in shared space.
- Standardise partner agreements and clarify responsibilities and costs.
- Plan co-location opportunities through a shared pipeline and asset challenge.
- Track space released and savings delivered from co-location.
- Locate hubs to support transport access and active travel.

By 2031...

...we will deliver a more integrated public estate, expanding co-location and multi-service hubs with partners. This will improve access and enable more joined-up delivery, while reducing duplication and securing efficiencies through shared space.

Measures of Success

- **Hubs & partners: Co-located hubs delivered (count); partner occupancy %** of shared space.
- **Value for money: Recurring savings/cost avoidance** from co-location evidenced.
- **Access: Improved service access coverage** (e.g., population within target travel time to hubs).

Performance and Governance



5 Year Action Plan priorities

2026

- ✓ Embed Corporate Landlord across services
- ✓ Centralise estate budgets (excl. Heritage)
- ✓ Consolidate roll out of CAFM to services and contractors
- ✓ Initiate framework procurement prioritisation
- ✓ Undertake initial feasibility phase of Bath Property Development workstream
- ✓ Secure key milestones for flagship regeneration sites at Bath Quays and Somer Valley Enterprise Zone.

2029

- ✓ Embed inclusive design in all refurbishments
- ✓ Evidence space released and recurring savings from colocation/hubs

2027

- ✓ Tighten lifecycle and compliance procurement frameworks.
- ✓ Close land transfers at Somer Valley Enterprise Zone
- ✓ Secure allotment land transfer in Bath
- ✓ Define and initiate public toilet asset enhancement in Bath in accordance with 2026 strategy

2030

- ✓ Commence work on draft strategy 2031-36
- ✓ Publish the five-year outcomes report
- ✓ Achieve EPC B where applicable and record exemptions

2028

- ✓ Lift PPM performance and reduce reactive ratio
- ✓ Publish mid-cycle trend analysis and refresh targets

Annual

- ✓ Implement statutory compliance activity calendar
- ✓ Deliver against prioritised CCPM programme
- ✓ Accelerate annual prioritised asset disposal programme
- ✓ Deliver decarbonisation and retrofit programme activity
- ✓ Execute annual planned maintenance.
- ✓ Rolling programme of estates asset Condition Surveys
- ✓ Engage with Council services following annual business planning
- ✓ Implement wider corporate estate capital programme activity
- ✓ Rolling Asset Challenge to inform estate rationalisation
- ✓ Implement CAT programme

Governance

