Supplementary Papers for Overview and Scrutiny Board

Date: Monday, 24 August 2026

9.	**Estates Management and Asset Disposal** To consider a presentation in response to requests from the Board regarding the governance of internal estate management and community asset transfer process. Copy of presentation enclosed.	3 - 16

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OVERVIEW & SCRUTINY BOARD
24 August 2026

Estate & Asset Disposal

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PURPOSE

Support scrutiny of BCP Council’s estate management, asset disposal and CAT arrangements.

FOCUS AREAS

01 Governance & accountability

02 Disposal progress & effectiveness

03 CAT process & performance

04 Data gaps, risks & decisions

Agenda Item 9

Assets fund transformation

BCP Council

4

STRATEGIC CHAIN

PROPERTY PORTFOLIO → **CAPITAL RECEIPTS** → **TRANSFORMATION**

Asset Management Plan 2026–2031

sets the portfolio strategy

Flexible Use of Capital Receipts

supports transformation funding

Cross-Party Strategic Asset Disposal Working Group

reviews disposal proposals

SCRUTINY ADDS VALUE BY TESTING

- governance
- transparency
- pace
- delivery

Six principles

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01 Fund transformation & replenish reserves

- Secure sufficient disposals through capital receipts.
- Flexible Use of Capital Receipts.

02 Best consideration

- Use Red Book valuation as the minimum benchmark.
- Move at pace.

03 Challenge retention

- Test holding cost, carbon impact and strategic need.
- Explore consolidation.

04 Release surplus

Dispose of vacant or under-used assets unless strategically justified (eg, cost avoidance).

05 Enable public benefit

Support community and public-sector acquisition where principles align.

06 Focus delivery capacity

Prioritise Estates and FM teams effort toward required disposals.

Flexible use of capital receipts

What can these flexibilities be used for?

Flexible Use of Capital Receipts allows councils to use proceeds from asset sales (capital) to fund the upfront (revenue) costs of transformation projects, such as service redesign, digital investment and organisational change, where these will deliver future savings and efficiencies.

Current corporate approach

Virtual Corporate Landlord Model

- Responsibility is not fully centralised
- Services work together
- Consolidation of repairs budgets

01 **SERVICES**

Own operational needs and asset relationships.

02 **FACILITIES MANAGEMENT**

Supports most operational assets, including depots – repairs, planned maintenance, improvements.

03 **ESTATES**

Provides property expertise and portfolio oversight.

Future model

WHAT IS HAPPENING

Virtual Landlord Model Planning Group

- VLM Planning Group meets regularly to agree priorities.
- Current activity centres on consolidating repairs and maintenance budgets.
- ‘Financial Recovery Estates Sprint’ currently merged with VLM activity – focus on disposals.

WHAT REMAINS UNDECIDED

- No current plans for the centralisation of all asset-related functions.

Understanding the condition of the estate

COVERAGE TODAY

- Focus on reactive response to repairs and maintenance issues as they arise
- Planned maintenance to meet statutory obligations
- Limited condition survey work, except for funded activity eg, BCP Homes, Library Strategy

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No wider corporate condition survey programme is funded or active.

WHAT THIS LIMITS

Maintenance risk	Incomplete visibility of future liabilities.
Prioritisation	Resources focus on essential work and statutory compliance.
Asset decisions	Retention, disposal and investment choices lack a complete evidence base.

Capital receipts

Capital receipts received since March 2025

	£
Wessex Fields	6,000,000
Waitrose Car Park, Christchurch	1,500,000
Westbourne Plus Care Home	1,006,000
Airfield Industrial Estate, Christchurch	262,000
Canford Heath Neighbourhood Centre	225,000

Capital receipts expected

Poole Civic Centre
South Part of Beach Road Car Park
Penn Hill Car Park
12/14 Commercial Road, Poole
Queensmead, Christchurch
Cabot Lane, Poole
Upton Park Farm
Roeshot Nursery, Christchurch
Park Place, Poole – covenant removal
Kingland House, Poole – lease restructure

CAT suitability combines four tests

An asset may be suitable only when the Council and applicant can answer “yes” across the sequence.

01

Council position

Surplus or potentially transferable

02

Community value

Demonstrable community benefit

03

Applicant capability

Sustainable management model

04

Policy fit

Not in an excluded category

Policy and delivery

POLICY TIMETABLE

STAGE 1

6–10 weeks

Application assessment

STAGE 2

8–12 weeks

Business case assessment

LEGAL

≈12 weeks

Completion

26–34 weeks

total indicative duration

≈ 6–8 months

IN PRACTICE

Applications are taking significantly longer.

Shared ownership

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01

RESPONSIBLE SERVICE

Normally leads the application and appoints a named officer.

02

ESTATES

Provides property oversight, advice and transactional support.

03

Approvals

Final disposal approval follows delegated authority arrangements.

Two CATs completed; six remain in the pipeline

COMPLETED THIS COUNCIL TERM

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Hengistbury Head Outdoor Education Centre

Embassy Youth Club, Brassey Road

PIPELINE

5

01 Henry Brown Centre, Cunningham Crescent

02 Townsend Youth Club, Throop Road

03 Broadstone Youth Club, Moor Road

04 Broadstone Football Club

05 Access Dorset, Littledown

Expected delivery 4 to complete by 31 March 2027

Risks

01 **Fragmented accountability**

Roles and decisions are harder to follow.

02 **Incomplete data**

Liabilities and priorities remain uncertain.

03 **Limited survey + maintenance funding**

Evidence and preventive action are constrained.

04 **CAT delays**

The pipeline is not converting at ideal pace.

05 **Uncertainty around governance**

Decision routes may be misunderstood.

06 **Commercial sensitivity**

Transparency can be restricted.

07 **Capacity pressure**

Estates and support functions face delivery strain.

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