

Strategic Asset Management Plan 2026-2031



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1.0 Introduction

An Asset Management Plan (AMP) is the foundation to ensuring a portfolio of assets is being managed in the most efficient and effective way. An AMP maps out aspirations, goals and actions against timebound commitments that shows how the Council's property assets are proactively managed to fully meet both its current and future requirements, with an increasing focus on long term financial and climate sustainability.

The Council's Financial Regulations set out the responsibilities of the Corporate Property Officer which include "establishing an asset management plan that details short-, medium-, and long-term use of assets, and establishes arrangements for monitoring and reporting asset performance". The inclusion of this section on Asset Management within this Financial Paper helps set the tone for how the Council will take this forward.

The Council has set out its key priorities within the Corporate Strategy. Part of the AMP's role is to establish a golden thread, linking the Council's priorities and ambitions through the management of and investment in its assets.

The AMP should also be developed and read in conjunction with other strategies and plans including Regeneration, Housing, Highways, Seafront, and transformation. For noting, the management of the HRA is set out in the annual HRA Budget Papers. The AMP focuses on corporate 'general fund' land and property assets. All relevant appendices are listed at the end of this document to highlight their relevance and inclusion in this policy.

The AMP has an important role to play regarding the Council's Budget and Medium-Term Financial Plan (MTFP). For example, surplus assets can contribute to funding the capital programme and in turn capital expenditure can support the provision of new asset requirements identified by services or council priorities. Surplus assets can also be used to fund transformation expenditure via the governments Flexible Use of Capital Receipts regulations. The AMP should also horizon scan, identifying asset requirements that might require capital investment to deliver and maintain them in the future.

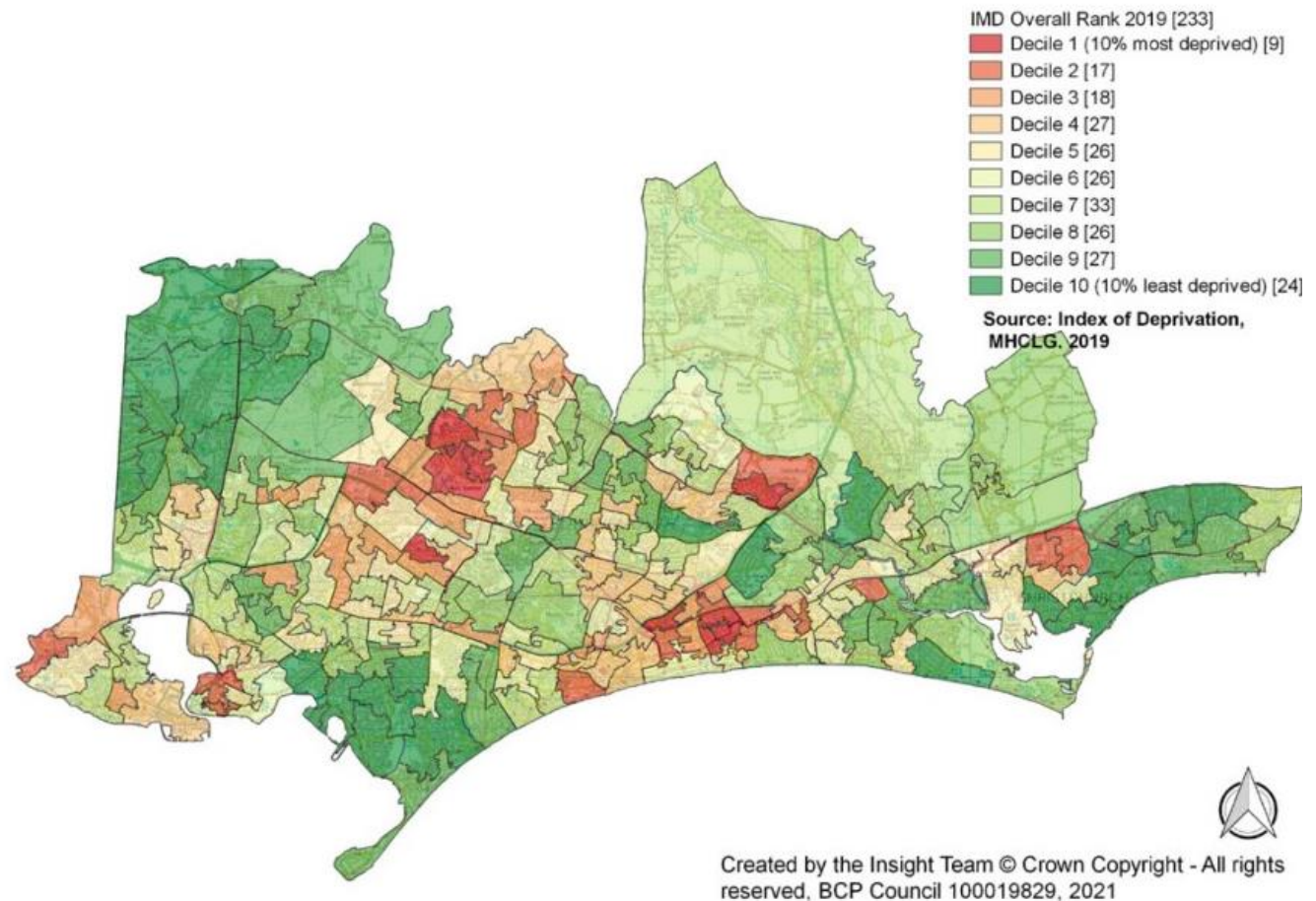
2.0 BCP Demographics

BCP Council has a mix of high and low deprivation areas. Some areas, such as Sandbanks, Canford Cliffs, Christchurch and Broadstone fall within the least deprived areas nationally.

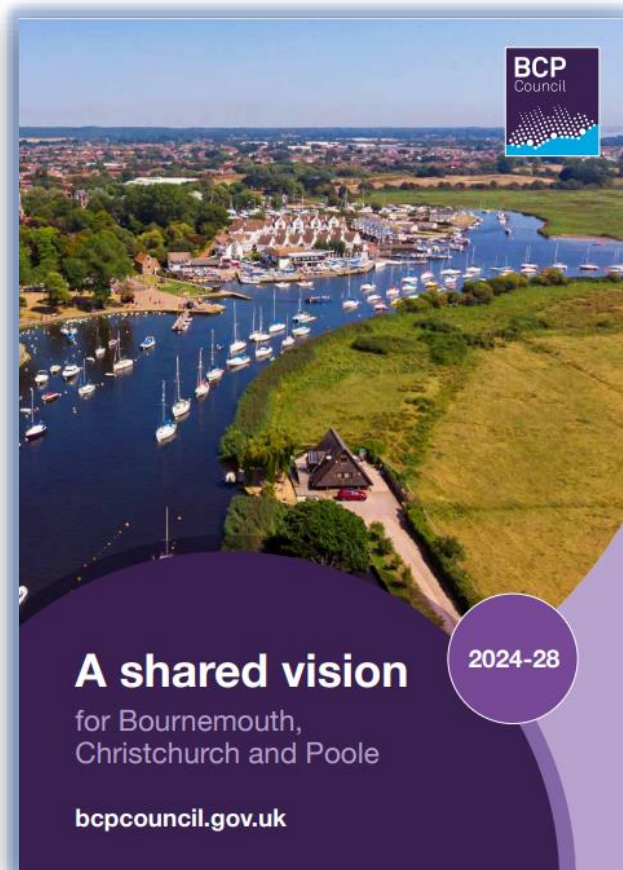
In contrast, there are communities experiencing some of the highest levels of deprivation in Turlin Moor, Alderney, Turbary Common and West Howe, Boscombe and Somerford.

Deprivation is strongly linked with many adverse health outcomes.

BCP Council is made up of 76 members representing 33 wards with a population of 400,000 people.



3.0 Corporate Strategy Summary



Principles for how we work

Working closely with partners, removing barriers and empowering others.

Providing accessible and inclusive services, showing care in our approach.

Using data, insights and feedback to shape services and solutions.

Intervening as early as possible to improve outcomes.

Developing a passionate, proud, valued and diverse workforce.

Creating an environment for innovation, learning and leadership

Using our resources sustainably to support our ambitions

4.0 Context of the BCP Estate

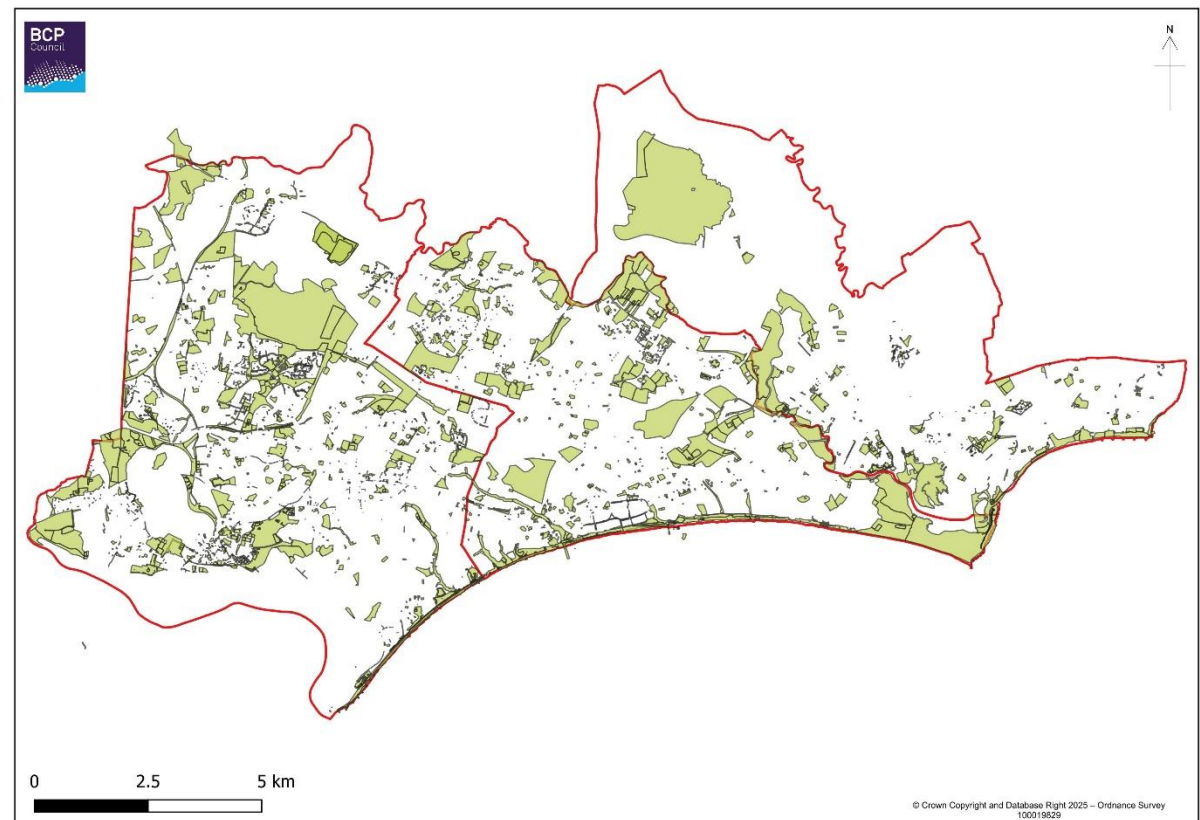
BCP (Bournemouth, Christchurch & Poole) Council has a wide-ranging portfolio of property assets inherited from the four legacy authorities in 2019.

In November 2025 the portfolio was valued at a total of circa £2.16bn. This total includes housing, schools, libraries and community centres, specialist centres providing adult day care and residential care and a range of support for children and young people, administrative and civic buildings, cemeteries & crematoriums, the regional mortuary, public conveniences, and maintenance depots.

The Council also has several heritage assets that include Museums, a Castle and Parks, the maintenance of such sites is a continuous challenge and only the most urgent works are currently being carried out. BCP also maintains and develops many entertainment venues such as the Bournemouth International Centre (BIC), Pavilion and Poole Lighthouse; sports centres, sports pitches, and pavilions; car parks, investment properties, and a range of seafront assets including beach huts and cafes.

Property assets can become liabilities as they need on-going maintenance and investment to ensure they remain fit for purpose. It is therefore essential that the assets held by the Council are the right ones, efficiently supporting the provision of quality services, helping deliver our strategic aims, and making a positive difference within the community they serve.

It is important that the Council constantly challenges the use of its assets to ensure the principles set out in this document are maintained and the estate re-shaped accordingly. This is set out in our Asset Re-Use Procedure.



5.0 Property Management Policies Summary

BCP's Property Policy outlines our aims and aspirations, methods and principles so we can manage our land and buildings across the corporate property portfolio (excludes housing revenue assets and highways). The Strategy covers 2025-2035 and is reviewed regularly to ensure it is relevant to what we are striving to achieve, this supports a flexible approach to work with corporate drivers and service needs.

- Identifying and classifying our assets
The activity of improved alignment across our processes, systems, people, finances and data to work towards a single objective.
- Ensuring maintenance and compliance
Whilst ensuring health and safety, compliance and optimised use are the priority we must also consider the entire asset lifecycle from acquisition, operation and management to disposal.
- Monitoring financial performance
With aligned data the strategic objectives and added value can ensure a clear financial analysis at all relevant levels of the portfolio.
- Managing risks
H&S Compliance, maintaining risk registers, working collaboratively and improving our goals helps to manage risks alongside improvements and meeting the strategic objectives.
- Using data to inform decisions for long-term value in alignment with strategic objectives
Asset Management outputs are supported by ensuring our core data and other systems can be examined from all angles.

Strategic and Operational Interactions

The benefit of the policy is to align property management with business strategy, which will enable us to operate more efficiently, enhance decision making, control cost, increase tenant satisfaction. The reason of using one system will be to make data-driven decisions, better access and improved accuracy of statistics and reports and to utilise the datasets available and this will lead to quicker access to financial projections like revenue forecasting and project cost estimates. This will lead to savings and increased opportunities for profit-making avenues, the diagram to right also helps to complement this by proving some of the tangible areas to consider.

Photo Ref.(right): RICS Practice Information: Strategic public sector asset management – Global 3rd edition, Sept 2021.

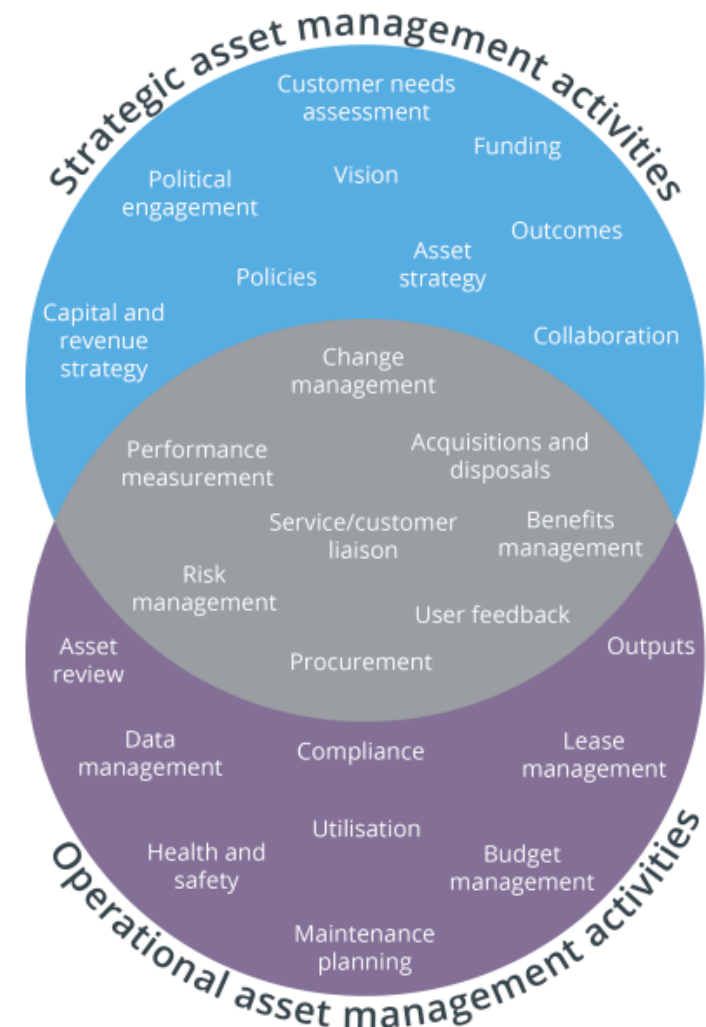


Figure 1: Interface between strategic and operational property asset management

6.0 Property and Asset Action Plan

The BCP action plan that is set out ensures the Council can transparently track and align its goals to the values and principles that it follows.

MANAGE PROPERTY ASSETS AS A CORPORATE RESOURCE FOR THE BENEFIT OF THE COMMUNITY

- Document and track the Asset Management action plan
- Develop and utilise the corporate asset register data
- Complete the library pilot project under landlord model approach
- Complete the Christchurch digitisation
- Review and update the terms of ref for Corporate Property Group



DELIVER THE RIGHT PROPERTY, OF GOOD STANDARD, IN THE RIGHT PLACE, TO MEET CURRENT AND FUTURE NEEDS

- Produce place-based cluster projects to ensure the relevant services are available in the right areas
- Review the facilities management maintenance policy
- Produce valuation guidance and process documentation
- Reduce unique property reference number (UPRN) gaps for sites and buildings



EFFECTIVELY MANAGE AND MAINTAIN PROPERTY IN A SUSTAINABLE MANNER, WHILST IDENTIFYING COMMERCIAL OPPORTUNITIES AND OPTIMISING FINANCIAL RETURN FROM THE RATIONALISATION AND DISPOSAL OF BUILDINGS AND LAND

- Focus on asset rationalisation and re-use
- Focus on estates and accommodation project including community hubs.
- Asset valuations process and data alignment review
- Review the BCP acquisition and disposal policy.



STIMULATE DEVELOPMENT AND GROWTH OF LOCAL BUSINESSES IN THE USE OF OUR LAND AND BUILDINGS

- Review community asset transfer (CAT) policy and manage summary and updates in the corporate register.
- Focus on delivery of the depot project
- Improve and document the rent review and lease renewal process



SAFEGUARDING VALUE FOR MONEY BY INCREASING AWARENESS AND WORKING COLLABORATIVELY TO IMPROVE SERVICE DELIVERY

- Align finance records with corporate register
- Align service assets lists with corporate property register
- Review project and property decision and approval process



7.0 Estates Overview

Since 2023 the property estate has been continually reviewed and there is an on-going set of objectives to ensure core data gaps are reduced and data interaction is recognised. The alignment and standardisation of property Use and Type's is vital to support service strategies and projects such as area clustering, where assets are analysed from a geographical perspective alongside the documentation of long-term service needs. The suitability of property and its purpose is now questioned and assessed through the corporate landlord model (CLM) function. This landlord approach ensures that property decisions are made by the relevant teams within the estates and facilities management (FM) departments. There are 2,620 asset entries on the corporate asset register, this is a breakdown of sites and specific establishments.

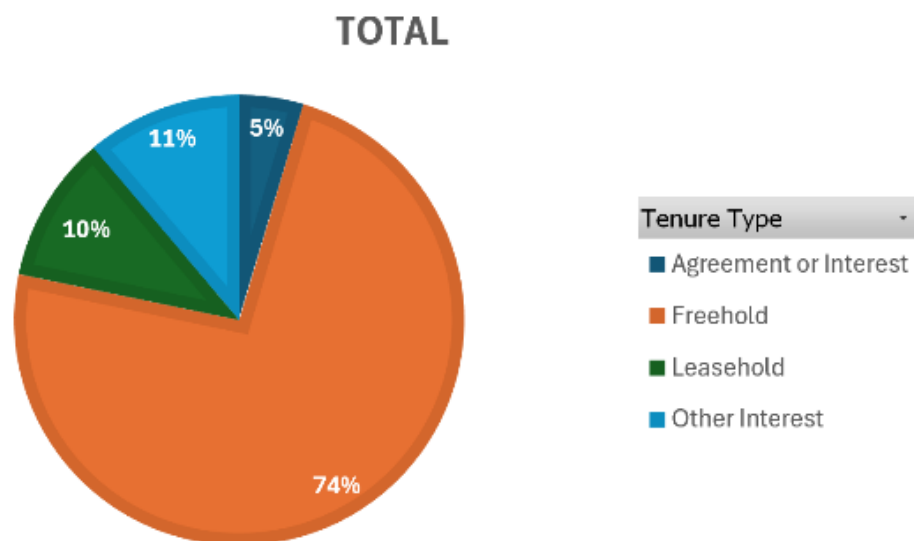
The data and strategic outline held on the Corporate Estate is now structured to help the underlying principles that support future decision-making, representing a checklist to assess new estate-related business cases against. So, in the future the BCP Council estate should be: -

- Relevant - in a strategic sense.
- Resilient – protecting BCP operations and our communities.
- Fit for purpose / Safe / Compliant.
- Transformation - digitally enabled.
- Connected – accessible to customers.
- Flexible – to accommodate future changes and targets.
- Sustainable – carbon neutral / environmentally.
- Sustainable – financially in the medium to longer term.

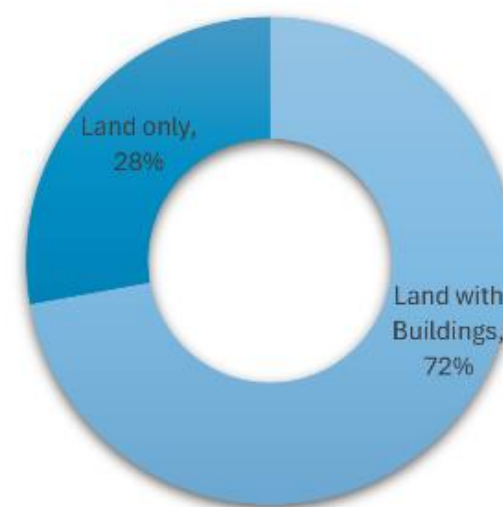
An output from a piece a work by Avison Young in 2021 was a recommendation to implement a more centrally controlled organisational structure for all aspects of land and property management. This is now being actioned with the implementation of a Corporate Landlord Model which is detailed more in the section below.

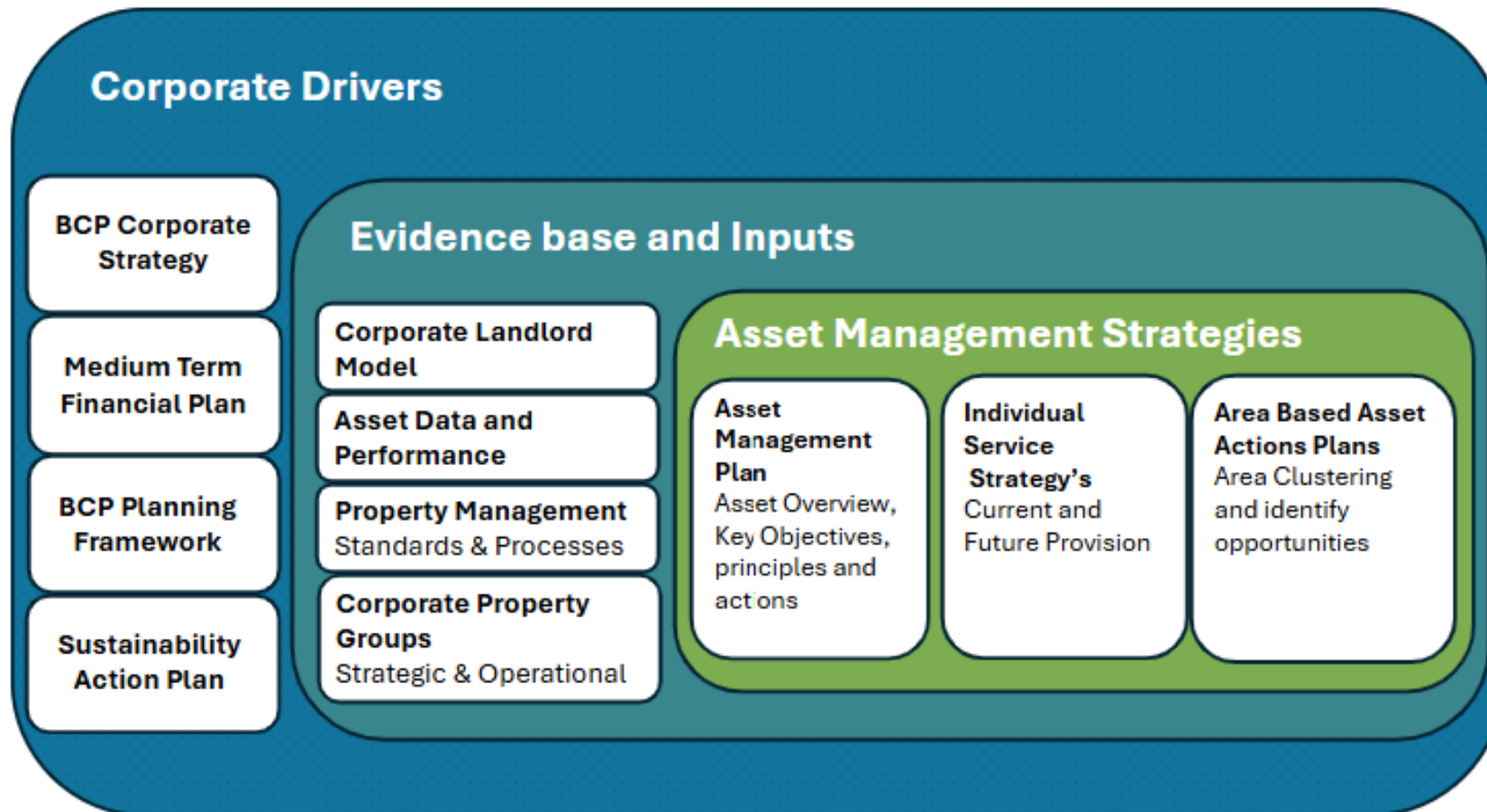
- The Asset Management Plan sits within an Asset Management Framework which responds to our corporate drivers and uses other inputs and enablers to support its delivery:

Sum of Asset Total



% of Buildings/Land and Land only assets





- In conclusion, the Framework sets out a series of actions to move the Council towards a strategic (and corporate best practice) approach to estate management, and a more targeted, needs led approach to identifying estate re-alignment and rationalisation opportunities.
- The final section of this initial Asset Management Plan summarises some of the key themes as part of a high-level action plan, listing the challenges and opportunities that will have an impact on the management of the Council's assets over the next few years. These all provide context to the shaping of the AMP.

8.0 Acquisition & Disposals

This summary of the acquisition and disposal process reflects the separate policy that interact with this overarching AMP, alongside all other relevant council property and other policies. The purpose of the document is to make the Council's policies, guidance and procedures transparent and public. It is intended for use by Council officers and to inform stakeholders and members of the public.

The recognition and disposal of surplus property and the consequential reinvestment of capital receipts have been and remains a key part of the council's capital strategy and asset management planning process. A disposal of land means land and/or building(s) and is either a freehold disposal by sale or exchange of land in perpetuity, or by the granting of a lease for a period greater than seven years. Leases of seven years or less are not covered by this policy document, as they do not meet the definition of a disposal as categorised by the Local Government Act 1972 s123. In this context it is recognised that all council property is a corporately owned resource, even though it may be occupied by a specific service.

Legal Framework – Best Consideration

A local authority has the power to dispose of land and property as it sees fit, so long as it achieves the best consideration reasonably obtainable (s.123 of the Local Government Act 1972).

The duty is to achieve the best overall consideration reasonably obtainable, which can be the best price in the open market (market value), but not always. For example, a better (more certain) outcome maybe obtainable for a lower price when evaluating bids.

Where an opinion of market value (and/or market rent) is required to assist with evidencing best consideration, a valuation report compliant with the RICS Valuation – Global Standards (Red Book) will be commissioned.

Land can be disposed of for less than consideration if:

- Secretary of State consent is sought and granted or
- General Disposal Consent 2003 is relied upon. This permits the disposal of sites at less than best consideration in certain circumstances, provided the undervalue is below £2 million.

Authority – BCP Constitution

BCP's constitution sets out the levels of authority to approve the acquisition and disposal of land and property. These reflect the capital value of the asset in question.

Acquisition of freehold & leasehold land & buildings. The acquisition of a freehold, leasehold, or any other interest in land or buildings subject to the purchase being no more than market value unless 'Special Purchaser' assumptions can be made	Up to £350k (capital value)	Corporate Property Officer
	£350k to £500k (capital value)	Cabinet / Cabinet Member
	Over £500k (capital value)	Full Council
Acquisition of freehold & leasehold land & buildings at more than market value and 'Special Purchaser' assumptions cannot be made.	Any Value	Full Council
Disposal of freehold & leasehold land & buildings. Disposal by way of a sale, lease, licence, wayleave, easement, deed of variation, renewal, surrender, modification of covenant, or other disposal of an interest in land or buildings using any method that achieves best consideration.	Up to £350k (capital value)	Corporate Property Officer
	£350k to £500k (capital value)	Cabinet / Cabinet Member
	Over £500k (capital value)	Full Council
Agreeing disposals of any land or building asset not to the highest bidder or where there is a difference between the estimated open market value (or best consideration) and the actual sales price. (Seek legal advice if land is open space).	Up to £350k (capital value)	Corporate Property Officer in consultation with the Chief Finance Officer
	£350k to £500k (capital value)	Cabinet / Cabinet Member
	Over £500k (capital value)	Full Council

The Corporate Property Office has powers to delegate authority for the sign off transactions to BCP officers. The current scheme of delegation enables the Heads of Estates to sign off acquisitions and disposals (at best consideration) up to a capital value of £350,000.

8.1 Acquisition



Our aim for acquiring property is to ensure the following stages are considered, whilst ensuring it is relevant. It's important to be transparent and clear when following these objectives for the purchase of property, this may include expanding public infrastructure, promoting economic development, meeting community needs, or other specific goals. It is important to note that BCP estates must be involved and have sight of all aspects of property purchase within the BCP Council. BCP Homes are an integral part of housing provision, so it is imperative that potential acquisitions from both parties are communicated to each other.

1. **Criteria for Acquisition:** Determine the criteria for identifying properties suitable for acquisition. Consider factors such as strategic location, community impact, availability, and alignment with the council's long-term plans.
2. **Needs Assessment:** Conduct a thorough needs assessment to identify the specific requirements or gaps that the council aims to address through property acquisition. This could involve engaging with various stakeholders, analysing demographic data, and understanding community feedback.
3. **Budget and Funding:** Establish a clear budget for property acquisition and identify potential funding sources. This may include allocating funds from the council's budget, seeking grants, or exploring partnerships with external organizations.
4. **Evaluation and Due Diligence:** Develop a comprehensive evaluation process to assess potential properties. This should involve conducting due diligence, including property inspections, legal assessments, environmental impact considerations, and financial evaluations.

5. Public Engagement: Encourage public engagement throughout the property acquisition process. Seek input from community members, residents, and relevant stakeholders to ensure transparency and gather diverse perspectives.

6. Negotiation and Acquisition: Outline the procedures for negotiating property acquisitions, including establishing fair market value, negotiating purchase agreements, and finalizing legal documentation. Consider engaging professional real estate agents or legal advisors if necessary.

7. Property Management:

- Define the guidelines for managing acquired properties, including maintenance, renovations, leasing, or disposal if required. Ensure the council's property holdings are managed efficiently and in line with the intended objectives.

8. Review and Monitoring:

- Regularly review the effectiveness of the property acquisition policy and monitor its outcomes. Adjust as needed to ensure it continues to meet the council's objectives and aligns with changing community needs.

8.2 Disposal

This summary helps to explain the interaction against the Asset Management Plan, our focus at the moment is to follow the asset re-use process, this will include working with individual services to understand their longer-term requirements, work with community organisations and partners to maximise the use of assets where savings and profits can be made. The process helps us to create an efficient and time-constrained process to ensure properties are not left unused for long periods of time without good reason.



BCP Council follow 6 underlying disposal principles, these tie into Asset Management Plan, appendices and processes

Principle 1

We will ensure sufficient assets disposals are secured to enable the council's transformation programme costs to be fully funded by the Flexible Use of Capital Receipts. This will require disposal of assets where completion can be guaranteed by the 31 March of the relevant financial year and to the required amount.

Principle 2

Pursuant with s123 of the Local Government Act 1972, we will ensure best consideration is achieved in respect of any asset disposal by ensuring the value achieves the red book valuation as a minimum. We will also consider the use of overage clauses, where appropriate, to benefit from any future uplift in value.

Principle 3

We will constantly challenge ourselves as to the basis for holding any asset to ensure our portfolio is managed in an efficient and effective way. Holding costs and ability to reduce carbon footprint will be salient factors.

Principle 4

We will look to dispose of surplus, under-used, vacant land & buildings unless there is a strong strategic rationale for holding them for example - support future service delivery, regeneration, housing or place making.

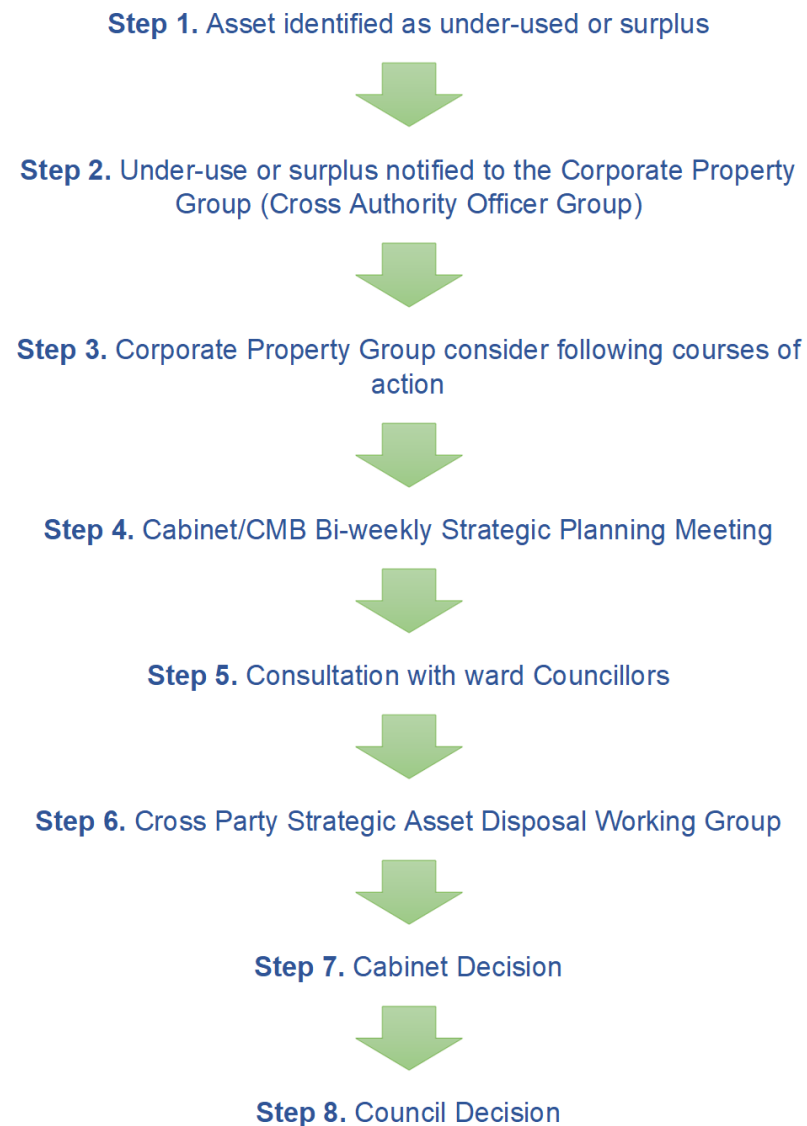
Principle 5

Provided consistently with other principles, we will support the acquisition of assets by community organisations and other public sector bodies such as Town and Parish Councils.

Principle 6

Estates Team capacity will be focused on the delivery of the required asset disposals.

The model to the right shows the process map for asset disposal.



9.0 Facilities management building maintenance policy summary



Our strategic objective is to maintain the corporate estate to an adequate standard that supports operational efficiency, employee well-being, and long-term asset value. However, current resource constraints require prioritisation of repairs that directly impact health and safety compliance and to ensure that a service can operate from that site. While this approach ensures legal and compliance obligations are met, it does present a challenge between our broader goal of proactive estate management and the reactive focus on health and safety issues.

The core values of the maintenance policy are to manage safety, risk and priority in our buildings

Facilities management principles:

- Specify the minimum requirements for the management of maintenance.
- Ensure that building assets are adequately maintained.
- Ensure that the property-related risks to the councils are effectively managed.
- Ensure that health, safety and security objectives are met.
- Ensure that the council have the necessary information for monitoring the maintenance, condition and performance of building assets.
- Keep all premises managers (within operational departments) informed through the provision of appropriate & timely information, to help them identify their responsibilities and comply with all current policies, strategies, management procedures, property-related health & safety matters & associated compliance issues.
- Improve the efficiency and effectiveness of maintenance.
- Achieve appropriate financial savings by efficient procurement, economies of scale, and rationalisation of contracts.

The policy recognises and acknowledges the collaborative management relationships between all Council operational services regarding the maintenance of Council owned building assets.

It's crucial that BCP FM teams know which buildings are directly maintained as the Council own over 2300 sites but directly maintain over 1200 properties.



10.0 Challenges, opportunities, and future asset requirements

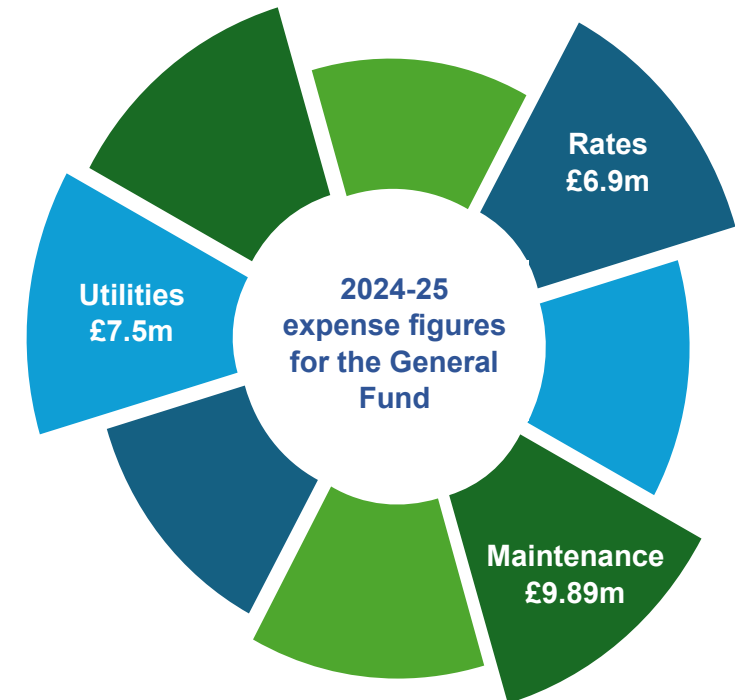
10.1 Financial climate

The Council's assets have a key role to play regarding responding to the unprecedented financial challenges the Council faces over the next few years. Assets can directly affect both the revenue and capital positions of the Council.

The Council must ensure that its land and property assets deliver value for money in terms of service benefit, operating costs, financial returns, and regeneration. The Council must therefore continually challenge whether its assets are required, fit for purpose, and contribute to the delivery Council services and priorities. The transformation programme will support this by improving utilising the space within our buildings and continue to encourage co-location and integration. By monitoring and challenging property use and maintenance spending BCP will identify opportunities for performance improvement, thus optimising financial return and commercial opportunities.

Financial efficiencies are directly linked to the implementation of the corporate landlord model, this is particularly relevant to the annual budget which will aim to reduce revenue operating costs. Further work has also begun to utilise the corporate property and asset register to ensure that all property expenditure is initiated within the system that can interact with the finance system.

Currently not all financial costs can be linked to individual assets, so our aim is to ensure that all costs shown below can be linked back to this level of detail. To the right is a summary of financial costs.



10.2 Transformation / Regeneration / Place Shaping

The Council has committed to revitalising the towns and neighbourhoods across Bournemouth, Christchurch, and Poole, and has several key delivery partners.

The Bournemouth Development Company has been a key player in regenerating Bournemouth Town Centre for the last 14 years. Most recent developments include 'Treetops' in St Stephens Road and 'West Cliff Mansions', both utilising council land formerly used as surface car parks. More efficient multi-storey car provision has been provided to offset the loss of these car parks. To date, four projects have been completed with Madeira Road, The Citrus Building, Berry Court and St Stephen's Road schemes, which has seen an overall increase in spaces in the area.

The Boscombe Towns Fund is using £22m as part of the Government's Town Deal programme to turbo charge ambitious regeneration plans for Boscombe.

The identification and redeployment of under-used and surplus assets is an important driver for regeneration, and critical to the success of these endeavours. Equally, there is a need to consider how active land and property management can of itself deliver regenerative benefits ahead of and as a precursor to the development of land and property. Asset Management is also about understanding what future services might look like and the assets required to support services. This valuable information can feed into the place shaping work led by these partners.

Supporting the community to find opportunities in our assets through the CAT Policy and creating resources such as the Invest in BCP resource online to guide new and existing businesses thrive. <https://www.investinbcp.co.uk/>

The Council is undertaking an extensive transformation programme which has three elements: how and where we work, how we are organised; and how we support our colleagues through these changes.

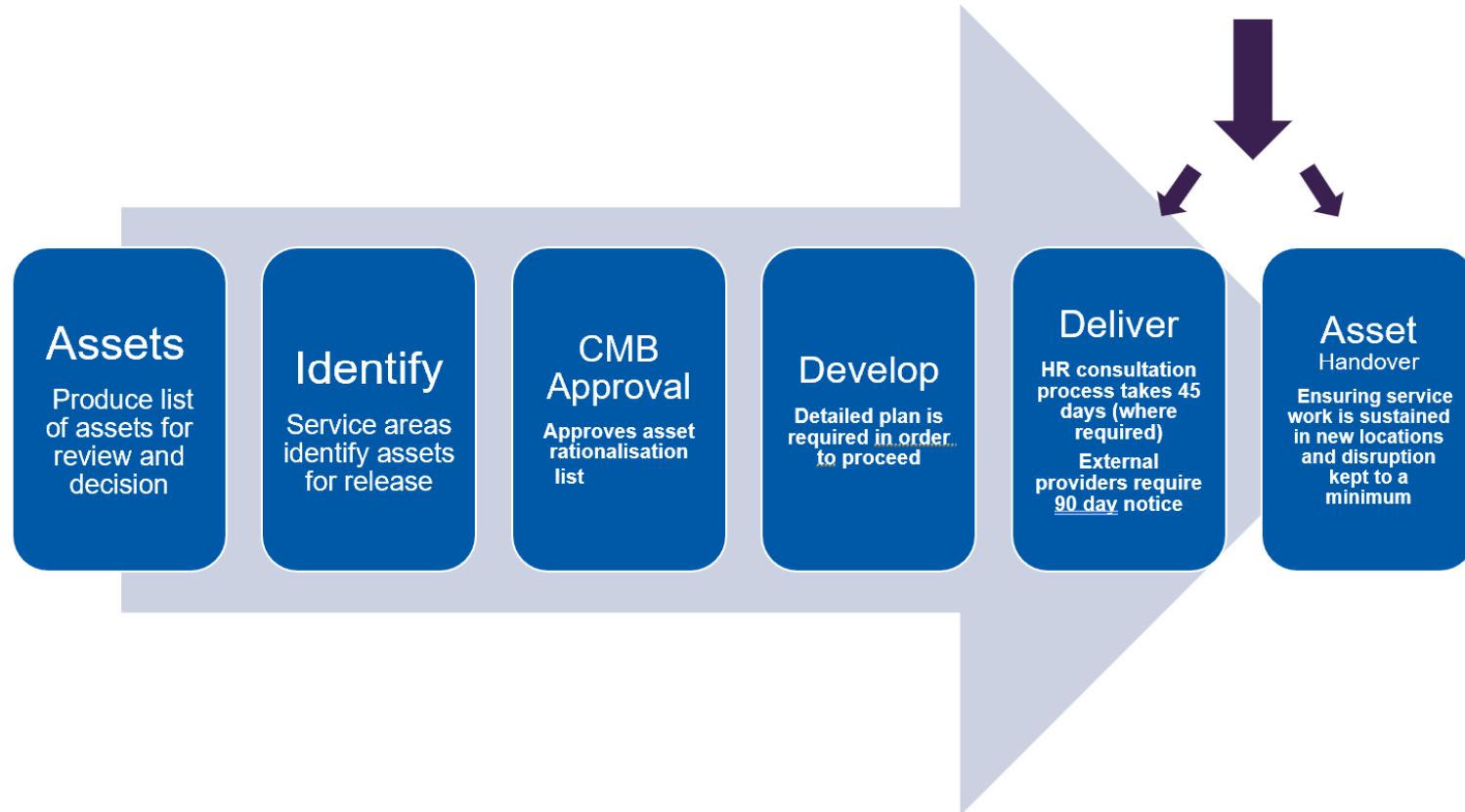
Whilst the Council will continue to support customers face to face, a new operating model of investment in technology, digitalisation, and automation of services with 24/7 access will have a significant impact upon the Council's operational estate.

The Council has already acted delivering Phase 1 of its Estates & Accommodation (E&A) Programme with the reconfiguration of the former Bournemouth Town Hall Complex into the new BCP Civic Centre. Significant work has also been undertaken at Poole Customer Hub & Library and Christchurch Customer Hub & Library to provide more modern and agile environments for both customers and staff. This has facilitated the closure of the other two civic centre sites which are now progressing towards disposal.

Estates and Accommodation core objectives

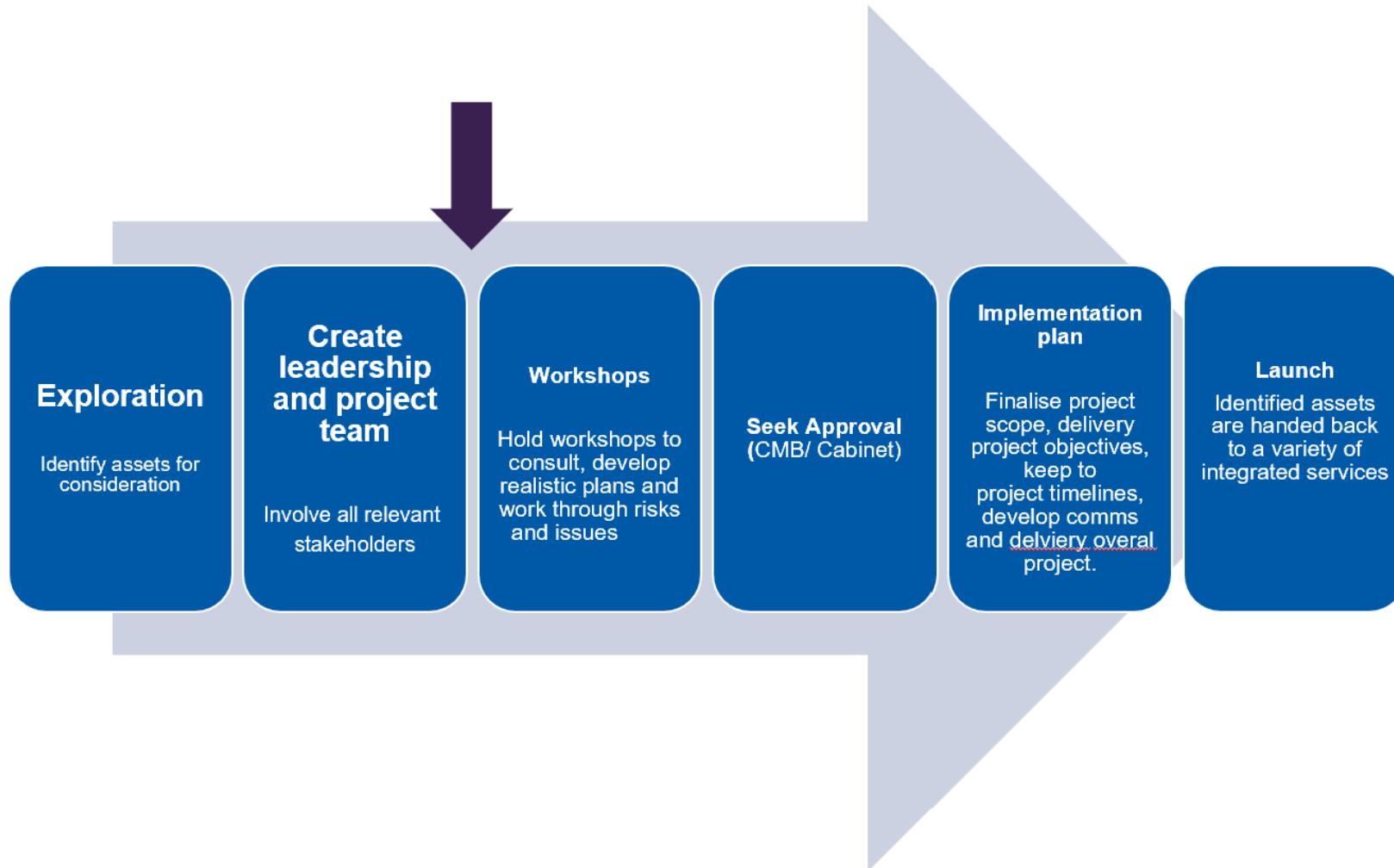
- Identify and deliver rationalisation and reuse of sites
- Supporting Council Priorities and Service Delivery
- Establishing a Single Council Identity
- Financial Efficiency and Value for Money
- Modernisation and Accessibility
- Community-Focused Service and Customer Hubs
- Support the councils virtual landlord model and strategic asset management

Critical Path - Rationalisation



Phase 2 of the E&A programme commenced to primarily focus on the administrative buildings out in the conurbation so that the whole office estate is rationalised, this work focusses on identifying space utilisation and service opportunities as often buildings are shared spaces, this process is shown above. The asset clustering project focusses on properties and their demand for an improved service in the relevant areas across BCP, a process map can be found below that helps to understand a place-based approach. The corporate landlord principles help to ensure the review is effective, by highlighting what assets are a frontline service and recommending more efficient ways of utilising those properties, while still providing an acceptable level of service to customers with a direct professional property advice.

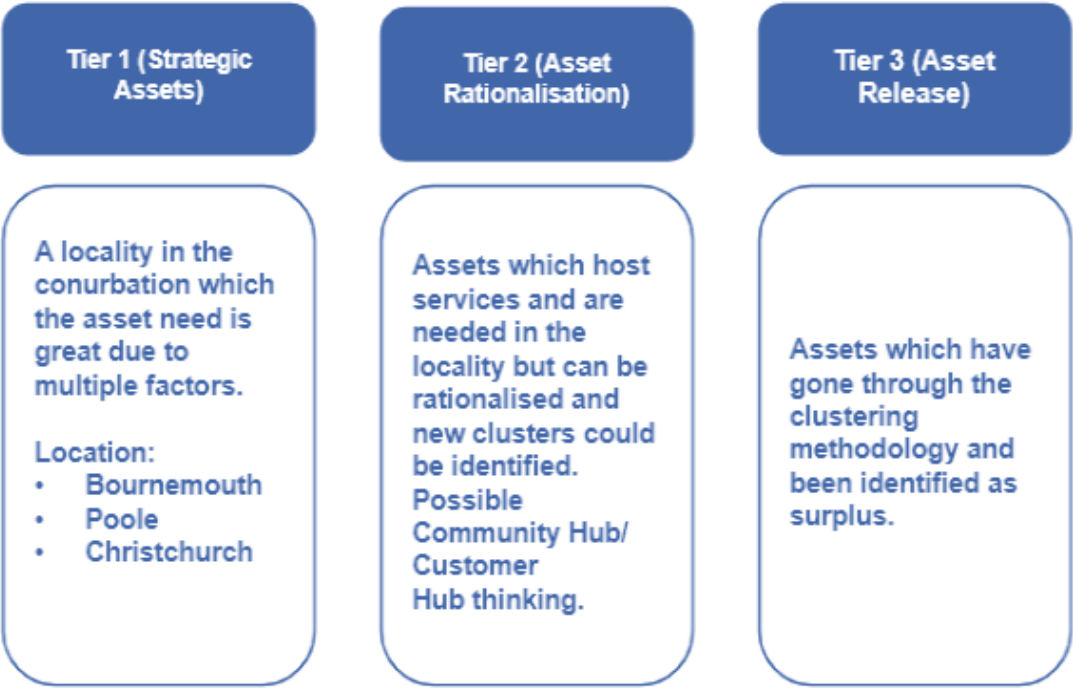
Critical Path - Clustering



The council ambition is to continue with vacating, repurposing and disposal of relevant buildings across the conurbation.

The outcome from this will likely see more shared space and long-term consideration of use and requirements from the services, in turn creating buildings fit for their purpose with better operational alignment and efficiencies. Whilst also reducing the number of assets used to deliver these services.

The model's below help to visualize how this approach is achieved and the model to the right present the process followed relating to the place-based and service clustering project approach, also summarised above.



10.3 Climate action & building sustainability



BCP Council declared a climate and ecological emergency in July 2019. This set a commitment as an organisation to become carbon neutral by 2030, and then the conurbation of Bournemouth, Christchurch, and Poole by 2050.

The Council's assets have a significant role to play in us achieving these targets. An asset management plan (AMP) that sets out clear direction in terms of which assets are required in the future by each service, can in turn help direct the maintenance of and investment in those assets to improve their energy efficiency and reduce their carbon emissions. The climate impact of each asset needs to be built in as one of the key performance indicators for our portfolio alongside running costs, backlog maintenance and utilisation. Adaption is another area that needs consideration for the portfolio, so future proofing our assets from floods, extreme heat, fire, and wind.

There is an urgent need to consider both the performance of assets from a resource consumption, fabric first and circular economy, perspective; as well as considering how the physical disposition of council and public assets interacts with trip generation both for staff and for customers.

When the Council pursues new build or acquisition programmes in the future it will be guided by the framework within the Local Plan. However, the Council will aspire to meet its own sustainable construction principles in the future. Our aim will be to ensure that our buildings are as sustainable as possible in design, construction, operation and maintenance.

Where possible BCP will reduce energy and water consumption, CO2 emissions and use renewable energy where appropriate.

This could ensure a consistently high standard across everything it does itself and in collaboration with its partners.



Highcliffe St Mark Primary School (above photo)

Integrating a sustainability approach

Reduction in buildings to manage and run reduces the Council's emissions.



A project is underway to identify further opportunities to install solar photovoltaic (PV) panels.

A Clustering programme has been initiated and has highlighted potential spaces within our estate that can be shared or utilised in a better way, this has now been fed into the business-as-usual transformation process under projects and programme teams across BCP Council.

The improved sustainability of BCP buildings is an integrated aspiration and driver of change for the BCP asset estate, our teams have gained more knowledge and access to the corporate register in order to improve interaction with core data and energy information. Their aim is to link energy data to the relevant asset level to ensure we maintain the necessary bespoke technology that the energy database provides, our aim is to align relevant energy data across to the asset register to enable quick easy reporting and decision making to come from one place and remove the risk of duplication or incorrect or out of date data coming from different sources.

BCP's carbon reduction goals will naturally bind with physical assets, the asset register is then structured to hold Land, Buildings and room level locations, when necessary, all with codes that should be used across the organisation. All reference codes should be reflected in the energy system, and finance system. The aim is to concentrate on the corporate assets first, as recognised in BCP's corporate landlord approach.

Asset and energy aspirations will include the following:

- Adopt all relevant Corporate Property Asset Register (Civica) codes into the energy system.
- Conduct a meter location survey based on floor plans that FM maintain, this could be at Building level or room level. Desktop and site-based surveys will be the method as a good majority are already held on the energy system.
- Continue to improve floor area data to improve estimations on emissions and a long-term improvement goal is to gather room height information where relevant, providing the cubic mass of the spaces.
- Improve records on key energy consuming/generation installations e.g. lighting, heating/cooling systems, generation over a certain size and consuming units over a certain size number, and key aspects of the building relating to energy/energy efficiency such as whether there is wall or loft insulation, the capability of the roof to support renewable energy installation, whether the windows are single, double or triple glazed etc.
- Gathering further info on the building type/ material and age, this will be an ongoing process of improvement and refinement focusing on the key sites and missing information first.



How can carbon be reduced in our buildings

Our initial aim is to focus more upon the highest consuming and used buildings and apply focus there which is why cross comparison is important. The benefit of improved accuracy in measurements and easier access for monitoring of our emissions profile will help identifying energy efficiency improvements that would provide the greatest carbon and cost saving potential for the Council ready for investment and provide a baseline and framework from which to systematically improve precision over time towards the ultimate goal of becoming carbon neutral.

The following general improvements tend to have the greatest impact:

- Payback of 1-3 years: Behaviour change in the use and operation of the site, loft/ceiling insulation, energy monitoring and control systems, replacement of tungsten or fluorescent bulbs with LEDs, upgrade of very inefficient equipment or units with more efficiency versions, behind radiator insulation, draft excluders
- Payback 3-7 years: Cavity wall insulation; Solar PV, Underfloor heating
- Payback over 7 years: Exterior wall insulation, heating system upgrade, window replacement, battery storage.

This information can be referred to in more detail in the following document, it relates to building energy efficiency and what actions will help to support carbon reduction in our buildings – [Local Area Energy Plan](#). In order to consider the open space and building balance across the estate the following public report refers to the [Dorset Local Nature Recovery Strategy](#)

10.4 Service need

Council services are dealing with many challenges from financial, demographic, legislative, to service improvement and this is on top of bringing together 4 legacy authorities and learning to live with worldwide pandemics, such as Covid. Whilst the provision of quality services is front and centre in their thinking, the Council's Estates team, working within the context of a Landlord Model, will support services to ensure the built estate is considered in that thought and design process, and where possible the most appropriate assets are retained and invested in. Estates will guide and develop individual service property strategy's and where necessary by type and locality, this will ensure the ownership of all property assets and the responsibility for their management and maintenance is transferred from the service departments to the corporate landlord, which is a centralised function of the Council.

Service Strategies will need to align to the relevant individual Service Property Strategy, this will require services to state best practice and identify next practise and future demand, this will involve seeking opportunities to reduce revenue expenditure and must be conducted with a sensitive approach as most services have a high level of complexity to how and where they run their services from.

The focus is currently on assets that are no longer needed for their current use and to help improve how we serve the community, therefore BCP looks to repurpose them for services such as Housing and Special Educational Needs and Disabilities.



10.4.1 Assessing a sample of the estate - Libraries

To use the library department as an example of how to analyse an individual service, we have worked with teams to align property expenditure back to property departments where decision on property spend can be made with a broader consideration for the entire corporate estate. Information has been gathered to help provide long-term thinking and planning to the service, this has included identifying major condition defects that present high risk of the building failing or not being able to open to the public. Work has been carried out to understand accessibility and alignment of systems that help manage the data has helped to make data more accessible. Compliance information, utility emissions and cost data.

Libraries at a glance



Planned
Maintenance
£52k



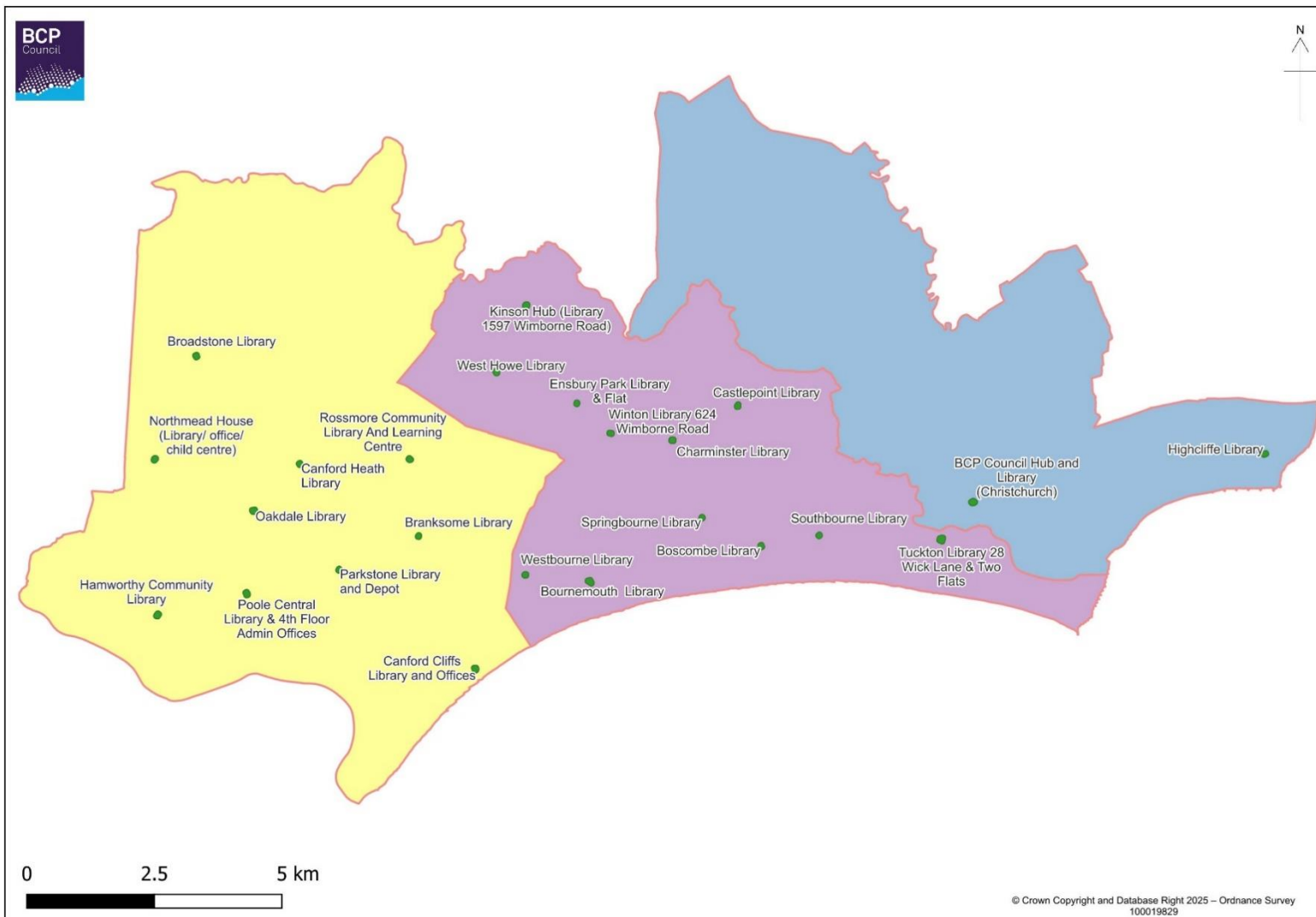
Rates & Utilities
£834k



Cleaning
£247k



Responsive
Maintenance
£257k



10.5 Maintaining the Council's assets & ensuring they are safe & compliant.

An asset can quickly become a liability if not repaired, maintained, and managed properly. Like all local authorities, BCP Council has a substantial maintenance backlog to address within its estate. Maintenance budgets are focussed on ensuring inspections are carried out and statutory responsibilities maintained so buildings are safe for staff and visitors.

Buildings are being maintained on a reactive basis, this has its risks as we don't hold a full set of live condition information as budgets are stretched to only ensure the regular servicing and compliance is upheld. However, funding opportunities are being explored to see how buildings can become more efficient and how old plant can be replaced with much more low carbon and sustainable solutions. Ongoing consideration is also being given to which buildings are no longer needed for service deliver and can then be sold or redeveloped. In doing so the resources available to the council can then be spread more effectively over less buildings. The corporate landlord Model will have a vital effect on prioritising budgets using a more direct approach to our professional property and asset teams

10.5 HRA Business Plan

The Housing Revenue Asset (HRA) portfolio exceeds 10,000 assets and is a piece of the BCP puzzle that often gets siloed, but we need to ensure that the overall AMP considers and helps govern the HRA business plan, which is summarised below.

The HRA strategy aims to complement the BCP's corporate strategy and the BCP Homes strategy which sets out two key priorities:

- Our place and environment: vibrant places where people and nature flourish, with a thriving economy in a healthy, natural environment
- Our people and communities: everyone leads a fulfilled life, maximising opportunity for all.

Key priorities within the BCP delivery plan relevant to this strategy include:

- Meeting future growth needs
- Preventing homelessness and rough sleeping
- Improving housing options, opportunities and choice for all
- Empowering and co-creating neighbourhoods where residents wish to live and be part of the community
- Improving safety and sustainability across Bournemouth, Christchurch and Poole's housing.

Here are the six key objectives to help drive the council's work over the next five years:

- Ensure homes and communal areas are fit for purpose and comply with Decent Homes Standards
- Ensure homes are safe to live in and are free from hazards
- Ensure homes help meet housing needs
- Help contribute to social and environmental wellbeing
- Reduce carbon emissions and environmental impact
- Ensure there is effective financial control overseeing our work.



11.0 Corporate landlord model

The Council is in the process of introducing a Corporate Landlord Model (CLM) to improve the way it manages its land and property assets. The different routes and scenarios are being mapped out and reviewed to ensure a more seamless approach is found that meets the needs and flexibility of our property management systems. This means bringing together the different functions and activities into one single centre of excellence or service directorate. From Strategic Asset Management, Estate Management, Facilities Management, Compliance, Repairs & Maintenance and Design & Construction. This consolidation of technical and professional resources and budgets will help the Council operate more efficiently. CLM should infuse corporate best practice.

The Facilities Management team, Estates and Property team's act as the Virtual Landlord function, by managing the stages of the property life cycle they can efficiently support a more financially sustainable and flexible approach for service delivery and community improvement. This approach supports services with standardised professional advice and ensures their focus remains solely on service improvement whilst investing time for long-

- Property 'owned' by individual Services /Directorates
- Pockets of data, and what there is, is held by directorates
- Data inconsistent, out of date & no audit trail.
- Cost of occupation unknown
- Space utilisation unknown
- Space standards inconsistent
- Maintenance position unknown
- Maintenance prioritised by reaction
- Capital investment not prioritised corporately
- Statutory obligations / Legislative testing programmes unknown
- Inadequate training for achieving a Landlord Approach
- Inconsistent standards of accommodation
- Workplace risk assessment position unclear
- No Whole Life Cost analysis
- Unable to develop corporate strategies because people will still do their own thing.
- Asset plans not aligned to service business planning
- Chasing funding
- Piecemeal approach to procurement
- No coordination between services on assets
- Inability for wider coordination with public sector

term service strategies. BCP aims to reduce and/or remove the risks and trends lit below: -

The aim of the Virtual Landlord model is to improve, consider and identify risks and benefits on the above points but also more locally for BCP, we need to: -

- Manage and maintain property centrally
- Manage the property list and the strategic data directly in the Property System.
- Invest in property maintenance with a programme of works
- Improve income generation
- Ensure the right balance of smart business decisions and community improvement.
- Centralise property budgets, adopt a single shared property reference such as a UPRN in Property, Finance and Utility systems to obtain a single property cost analysis.
- Pilot a centralised budget approach in April 2025 by linking corporate register assets with their associated costs in the finance system.
- Improve accessibility of information in the property system and other corporate software for all relevant stakeholders to view.
- Re-structure asset data from Christchurch digitisation project.
- Ensure decision making maps are clear and followed at the appropriate boards and groups.
- Strategies are adopted and policies are accessible.

"The concept of a Corporate Landlord is that the ownership of all property assets and the responsibility for their management and maintenance is transferred from the service departments to the Corporate Landlord, which is a centralised function of the Council"

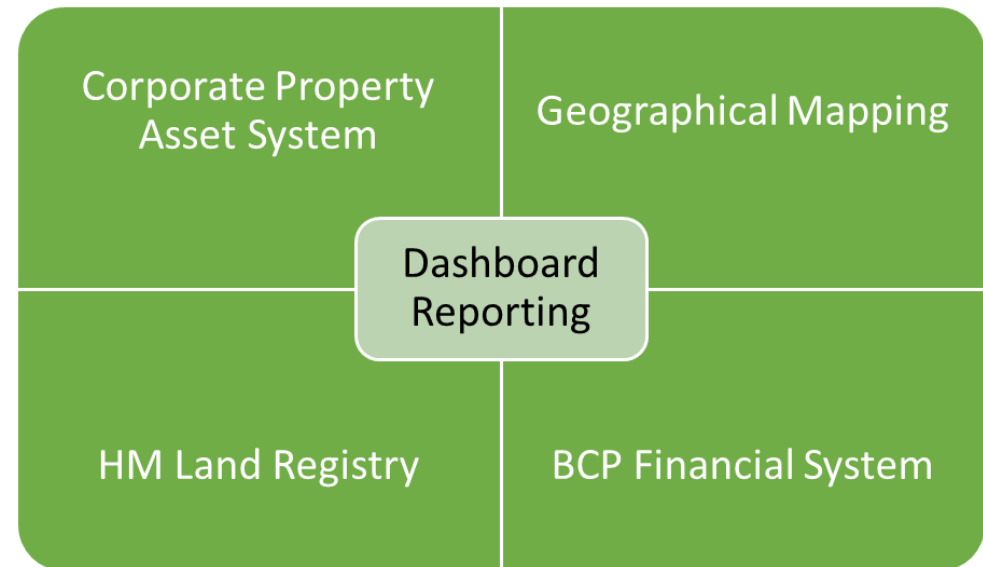
12.0 Property Data Management

The Council's Corporate Property Management System is now a single system where multiple departments utilise the asset structure and hierarchy that is maintained by the Property Records Team, this means that Projects and Facilities Teams can be confident that defects and jobs are linked to a shared asset register that helps support surveys such as building condition, inspections, asbestos, and water management.

Project teams and ICT are also currently working on projects to bring the asset register data into a single IT system and associated mapping system. These are significant pieces of work and essential to having an efficient and up to date data set of the council's ownership records. These records include the core property ownership data and estate management data which includes Unique Property Reference Number alignment, leases, rent review dates and break & expiry dates.

This data is critical not only to the safe and efficient day to day running of the estate, but also for supporting regeneration and other transformational activities.

Keeping up to data is vital and we rely on our services and teams to provide on the ground information to our estates teams to fulfil this obligation. In turn the data is required to be publicised to ensure the assets can be viewed across the public domain in line with the Data Transparency Code 2015. Whilst BCP has previously worked with neighbouring Councils to achieve this, BCP are now ensuring a more direct route to this data via its own website.



13.0 Approach to Governance

When property decisions are made it is important that there is good governance. Most land and property decisions are discussed at Corporate Property Group (CPG) Meetings as a starting point. It is a group that is accountable for governing asset management activity to deliver Council priorities. The Corporate Property Group is comprised of officers/managers from all service units. These meetings are set up every other month to ensure that communication on properties etc is up to date, and any changes are known.

A Site, Building, space or land parcel is identified as underused or surplus to requirements



It is communicated immediately to Property Records and highlighted at the next CPG Operations Group meeting and if relevant at the next Strategic CPG Meeting too.



Any service then has a 6-month window of opportunity to bring forward proposals or a business case for their need to use the site inline with their Service Property Strategies and requirements.



If no service comes forward or wishes to adopt the site within the 6 months it will be planned for an appropriate disposal.



During this timeframe, there maybe multiple applications for the asset and this will be scrutinised by the CPG Group and the Corporate Landlord Group.

The CPG meetings must have a representative from each relevant service that occupies a BCP property asset or has an interest in its management and use as it is the mandatory avenue to raise the awareness of surplus assets and the re-use or disposal of such. The intention is to ensure that buildings and land are utilised as effectively as possible and where needed challenged on its purpose and suitability in line with service demands for the benefit of the community. The CPG group manages the tracking of projects and ensures that realistic timescales are followed to reduce the risk of assets being vacant for too long. The maximum time period from an asset becoming highlighted to the group and decision on final re-use or disposal is 6 months, during this time service's expressing interest or wishing to adopt the building and/or land can put forward business plans and carry out feasibilities if it becomes an increasingly feasible option.

The suggestion of taking a high level approach to a business case is preferable to ensure spend on proposals is kept to a minimum. *It is important to note that all services should be aware of communicating their interest or not to the Estates and Property Records Group as soon as possible to ensure that any necessary re-use or disposal can be taken forward in an efficient manner.

Once service transfer has been achieved and the relevant teams adopt the site/building/s, all relevant costs to manage that building will also be transferred to that service.

The process for identifying under-used assets or their re-use or disposal is shown below and relates to the BCP Asset Re-Use document.

Step 1 Awareness – an asset is identified as **under-used** or **surplus** by the occupying / responsible service or via service reviews, asset reviews or transformation. Assets can also be flagged as potentially '**At Risk**' via this route (financially, safety & repair liabilities)



Step 2 Requirement – Corporate Property Operations Group must be notified by the responsible service or review lead as soon as possible. Action: Asset Monitoring Schedule to be updated by Strategic Asset Management Team



Step 3 Consideration – Corporate Property Operations Group to review potential additional uses, alternative uses (including a review of the New Asset Requirements Schedule) and disposal options – all services consulted via membership of CPG Ops

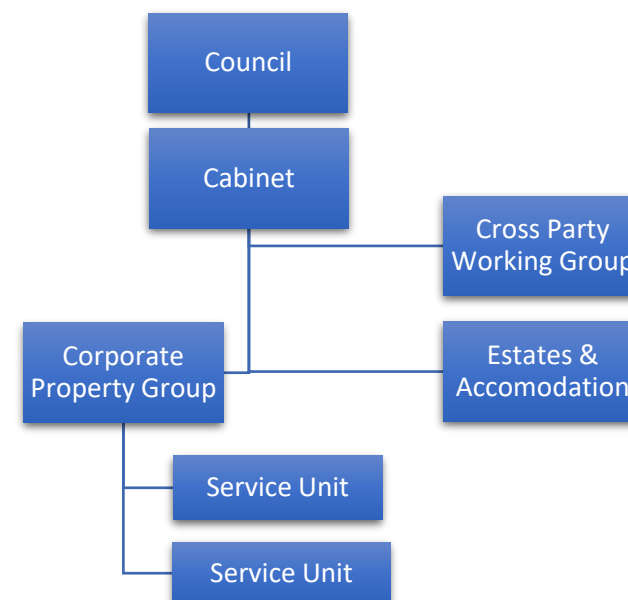
CPG will recommend one of the following courses of action including initial consultees

The governance from a corporate landlord perspective has a two-pronged approach that is used to manage the estate's projects, a strategic CPG group covers the review and management of policies and procedures and any governing documentation that helps support the running of the BCP portfolio and when necessary, discusses final decisions on larger scale projects. The operational CPG group tracks the projects in more detail and ensures any assets that require monitoring, business proposals, service demand and agreement on re-use are highlighted to the group and analysed by the group.

From there, decisions or proposals are then taken to Cabinet and if necessary, Council.

The purpose of the Corporate Property Group is to

- a) Liaise with the Corporate Management Board to ensure all asset and property related activity is steered and governed by The Group*;
- b) Provide governance on all service led asset management activities and strategic asset management.
- c) Govern asset management decisions within council Financial Regulations.
- d) Develop Asset Management Strategies and Policies.
- e) Develop, review, and implement an annual action plan to deliver strategic priorities.
- f) Report annually to Members on performance of asset and property management action plan.
- g) To approve the re-use of any surplus or under-used asset for a different purpose or for disposal, even if the alternative use is within the same service structure.
- h) To be kept apprised by services of any service redesign, policy or strategy development or proposal that might impact on the use or future of a council asset. Ideally this should be at an early stage to ensure technical and professional expertise can be offered.
- i) Maintain oversight of the management of the Council's property records.



14.0 Partnership Working

Across the County of Dorset there is a range of public sector services from Dorset Healthcare University NHS Foundation Trust, Dorset Clinical Commissioning Group (CCG), South West Ambulance Trust, Dorset Police, Dorset & Wiltshire Fire and Rescue Service, The Ministry of Defence (MoD), Dorset Council, and Town and Parish Councils. All these organisations have their own portfolio of assets as well as share those of others.

The council is keen to find opportunities for collocation with partners where that supports integrated working between agencies. This is now taking place within the BCP Civic Centre with the NHS sharing office space with Adult Social Care. Furthermore, where council surplus assets can support the requirements of partner agencies this is also being explored on a commercial basis, with Northmead House currently being considered by the NHS as a more cost-efficient solution to meeting its local office requirements.

So, it is incumbent on all partners including BCP Council, to make the best use of these assets and work together delivering services. A Dorset Public Estate Board has been set up to ensure a more cohesive approach to the use of assets by these organisations and BCP will play an active role in this group.

It is also important to recognise the role of third parties and community groups. This Council is keen to enable communities more with regards the retention and provision of services.



15.0 Approach to developing the Asset Management Plan – next steps.

Accepting the themes highlighted above, it's essential that the Council resources and sets out a more detailed asset management plan for the medium to long term. This includes developing:

- Improved inter-departmental working is helping to progress the collection of procedures and standards, these principles are being established to structure a Handbook which sets out the nuts and bolts for how we do asset management, including policies, processes, and procedures.
- A Performance Review – this should include a suite of performance indicators to allow the Council to measure how its assets are performing, and detail the key areas for change that will affect future asset requirements across services; and
- A detailed Asset Strategy and Action Plan which sets out all the asset related activity over the next 3 – 5 years in support of the Council's priorities and services

The short-term focus is very much on direct support to the Council's Financial Strategy. In particular:

- bringing forward the disposal of non-strategic assets to help fund current and future years of the Council's transformation programme; and
- continuing the fundamental review of buildings occupied by BCP Council with a view to further consolidating the staff in the Civic Centre and considering future options for owned buildings or passing back leasehold properties as soon as practical.
- Review and continue to streamline the Community Asset Transfer process.
- Pilot the corporate landlord model for the library service, test recommendations and communicate outcomes for the service.
- The extent to which the community would be better placed to manage council assets (An Enabling Council – Strength Based Approach)
- Consideration of the performance and location of assets through the lens of regeneration and climate adaption.

Currently the Council has two Corporate Property Groups (CPG) which meet monthly. The CPG Operations Group focusses on operational matters and trying to find solutions to new asset requirements. It also provides the forum for highlighting an asset that might be under-used or surplus to that service's requirements. The group can then discuss whether there might be alternative operational needs that could be met from that asset, or it could be recommended as surplus. CPG Strategic maintains an overview for how the Council's assets are being managed and approves any changes to how assets are deployed. Essentially, these CPGs act as the conduit for all asset related activity, although it is important to note that asset activity must still comply with the Financial Regulations and Constitution.

From a record management perspective BCP have improved its data to enhance access to information in the public domain and helped remove data gaps and alignment of services. Type and Use naming has been redefined to a set standard which will in turn create a simple way of reporting and analysing size, use, location and expenditure at service level.

The Facilities Management team following the formation of BCP Council have a single view of the servicing and inspection activity across the whole of the corporate estate having centralised the data from the legacy authorities into the single asset management system.

Single policies and procedures have been adopted for the compliance work with support from the Health and Safety team.

The Council will continue to manage the estate on a day-to-day basis with a common-sense approach and to the benefit of the council and services provided.

16.0 Glossary

AMP - Asset Management Plan

CPG - Corporate Property Group

CCG - Clinical Commissioning Group

CLM - Corporate Landlord Model

CPWG - Cross Party Working Group

E&A - Estates and Accommodation

HRA - Housing Revenue Assets

ICT - Information and Communication Technology

MTFP - Medium-Term Financial Plan

UPRN - Unique Property Reference Number