Corporate Asset Management Strategy

2026 – 2030







Working as One Council, and with communities, to use our assets in a way that consistently enables a sustainable and equitable Bristol.

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If you need this document as Easy Read, Braille, large print, British Sign Language, or in another language, or other alternative format, you can request this by emailing **asset.management@bristol.gov.uk**.

1. Introduction

Our Corporate Strategy vision is to be an organisation that is **working together for a sustainable and equitable Bristol that enables everyone to be safe, well and thrive.** There are many different resources we use to help us make progress on this vision, with one of these being our property and land assets. We own a large and diverse range of assets and are proud to be a council that still manages a comparably large portfolio of buildings and land for the benefit of the city

Doing so means we can use what we have to respond to the needs of our communities while keeping sustainable and diverse income streams that help us reach our wider strategic goals.

Having a large and diverse collection of assets is a real strength but it is also a challenge when we work across many services and within financial constraints. We have developed this strategy so we have a shared approach to getting the best from our assets in the long-term. Delivering this strategy will ensure that we have operational excellence and can use our assets in the right way and for the right reasons.

Asset Vision

Our vision for this strategy is that we work together as One Council, and with communities, to use our assets in a way that consistently enables a sustainable and equitable Bristol. We'll work through a single and clear approach to maximise both value for money and benefits for residents.

Our Corporate Asset Management Strategy sets out our key priorities for reaching this vision and outlines the main steps we will take as One Council to make progress. Our Corporate Landlord Model is a key part of delivering our strategy as it sets out how we will assess need, plan and deliver as One Council rather than an assortment of different services.

We have five main aims for our Corporate Asset Management Strategy:

- To support and enable the priorities and objectives of our Corporate Strategy and our plans to improve service delivery across the organisation
- To become more consistent in the way we manage our assets and improve accountability for the decisions we make about them
- To maximise the value and performance of our assets through more effective planning and review of our portfolio
- To improve partnership working to create opportunities for collaborative investment in assets which secure their long-term future and use
- To deliver the greatest level of social, economic and environmental benefit to the city and local communities

2. Strategic Context

We have developed our strategy through an understanding of the assets we have and the strategic context in which we are operating. Our strategy serves as a vital tool for driving positive change and ensuring that our asset management decisions effectively meets the needs of our residents while fostering long-term growth and resilience.

Our priority assets

Bristol City Council owns a significant amount of property and owns approximately 40% of the city's land. A significant part of this is controlled by third parties under long term leasing arrangements and therefore, whilst not within the direct control of the council, these assets produce valuable income to support the revenue account. The portfolio, excluding council dwellings and infrastructure, consists of over 3,000 assets (including buildings and land) which are divided between Operational, Commercial, Community and Development assets. We use each type of asset for different purposes so our strategy outlines different objectives for each type.

Operational assets

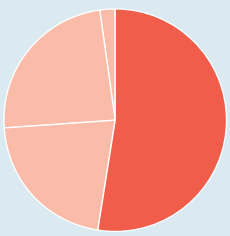
Definition of asset type: Assets which support day to day service delivery, either directly by the council or by third parties

Examples of this asset type: Offices, libraries, museums, schools



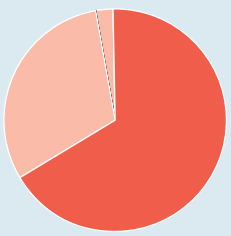
Number of assets

1601



Total value of assets

£703,704,953



Commercial assets

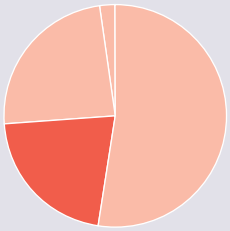
Definition of asset type: Assets which support generating income for the council through letting

Examples of this asset type: Including retail units, hotels, restaurants and public houses



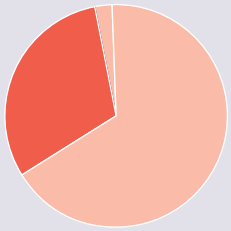
Number of assets

654



Total value of assets

£322,550,101



Community assets

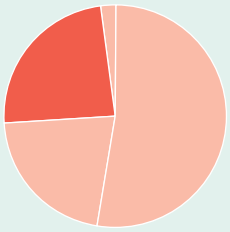
Definition of asset type: Assets which support local community activity and boost community health, wellbeing and connection

Examples of this asset type: Scout huts, community centres



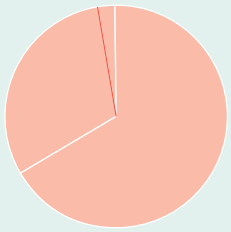
Number of assets

729



Total value of assets

£1,850,870



Development assets

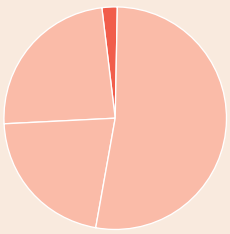
Definition of asset type: Assets held for investment to support key council objectives around regeneration and housing

Examples of this asset type: Housing and regeneration development sites



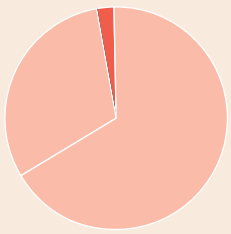
Number of assets

63



Total value of assets

£24,327,455



How our assets support our Corporate Strategy 2025-2030

For different reasons, our assets all play a key role in supporting us to deliver the five priorities within our Corporate Strategy

Corporate Strategy Priorities	How our Asset Management Strategy supports these priorities
Improving equity of outcomes in education and employment	• We will support the council's maintained schools to be confident in providing welcoming, effective, efficient learning environments including in their use of outside space, and which are financially viable in response to declining pupil numbers • We will support the delivery of inclusive and specialist places for children and young people with Special Education Needs and Disabilities (SEND) • We will work with partners to identify the best use of land assets to support regeneration which has direct benefits for communities and build a fair, green and thriving city economy
Supporting children's, families' and adults' health and wellbeing	• We will support our One Council approach to neighbourhood health to ensure that communities are able to access early help which empowers people and prevents problems from worsening • We will work proactively with communities so that they can play a key role in improving the assets which are crucial for our physical and mental wellbeing • We will ensure that our assets are used to promote people's independence within their communities
Creating safe, healthy neighbourhoods, and affordable, safe and good quality homes	• We will use our development estate to ensure there is a pipeline of land which can be prioritised for new and affordable housing • We will use a consistent approach to improving the quality and safety of public spaces such as parks and libraries • We will work with VCSE partners and communities to find the most effective ways of giving communities ownership and influence over community buildings and land
Making it easier, greener and safer to travel into and around Bristol	• We will support the organisation's strategic use of developer contributions to enable easier, greener and safer travel into and around Bristol • We will work collaboratively with transport partners to improve the public transport network across the city, including our bus network • We will ensure our depot infrastructure will be used to support initiatives such as Home To School Transport • We will support sustainable transport asset improvement such as Electric Vehicle charging and cycle hangars
Accelerating climate action and nature recovery	• We will reach net zero for the council's direct emissions by reducing carbon dioxide emissions from our offices, buildings and vehicles • We will support City Leap to deliver decarbonisation projects across the city, including expansion of the city's low carbon heat network • We will work with partners and communities to improve our land, water and buildings in the city for nature

Our corporate landlord model is underpinned by the four Working Together principles of the Corporate Strategy: One Council, One City, Many Communities & Prevention Focused

Financial Summary

Asset Management Strategy 2026–2030

1. Strategic Financial Position

The Strategy positions the council to strengthen revenue resilience through a high performing commercial estate, reduce financial liabilities through rationalisation, and unlock long term economic value through development activity.

The Council owns over 3,000 assets. Total value of these Assets is £1,052,433,379.

The Operational Estate, which support day to day service delivery, comprises more than half of these Assets. The council also owns 729 Community Assets. These Assets are held to support community provision. The remaining Asset base, circa 24%, is the Commercial and Development Estate. These types of Assets are income generating and are crucial for the viability of the Council and the provision of statutory services across the Council.

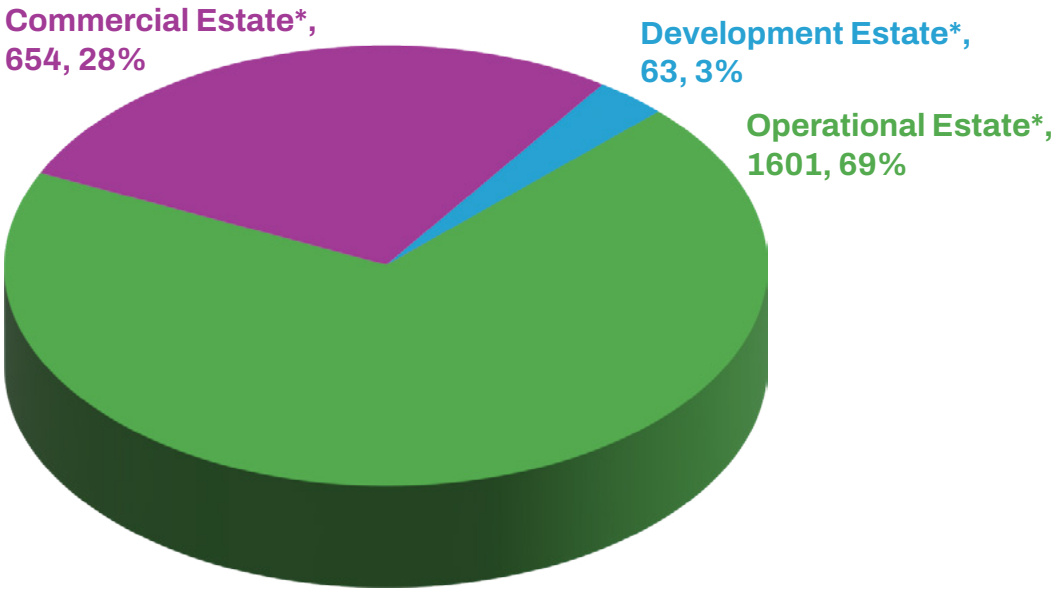
Our Commercial Estate comprises of 654 Assets, of which 612 are classed as Investment Assets and currently generate £12.6 million annual rental income for the council, with an Asset Capital value of £289.1 million.

The Council also receives rental income from the Harbour Assets (circa 80 Assets) of £0.98 million, which is ringfenced against the Harbour Account.

Tailored financial treatment by Asset Type

- **Operational Estate:** Cost reduction, improved utilisation, fewer external leases.
- **Community Estate:** Low revenue but high social value; clearer tenure and cost recovery.
- **Commercial Estate:** provides income with focus on maximising returns and divesting underperforming assets.
- **Development Estate:** Opportunities for capital growth, regeneration led returns and partnership investment.

Assets by type



*Development Assets include Assets held for Sale (Chart excludes Community Assets)

The Strategy provides a financially disciplined, evidence based approach that will:

Enhance revenue resilience

- The Council owns over 3,000 assets, including a large commercial estate and long lease holdings that generate valuable recurring income supporting core services and transformation.
- Commercial assets must deliver income proportionate to capital investment, ensuring value for money and supporting budget sustainability. The Strategy outlines the need for enhanced corporate governance around the Rent reviews of the Commercial Assets, with the aim to maximise Income, proportionate to the Assets value and maximise benefits for the Council via income generation maximisation.
- Having an intelligent Corporate Landlord is important to ensure assets are compliant, and revenue can be allocated in a meaningful and targeted approach for an effective repair and maintenance programme.
- Importance of lease renewal and the re-gearing of leases to maximum the income. The Strategy needs to outline the process for the correct Asset classification and pave the way for efficient Rent Reviews and governance of the decision pathway, with the aim to maximise the return on the investment for the council.

Reduce long term cost pressures

- The estate faces rising costs for maintenance, compliance, energy efficiency and lifecycle works. Therefore, the Strategy's prioritisation of reducing running costs where possible, and being agile through consolidation and decreased dependency on leased premises, resulting in an effective and efficient Corporate Landlord.

Enable targeted capital investment

- Targeted capital interventions to maintain operational assets.
- Investment to support progress toward carbon neutrality and lower emissions.
- Use of capital receipts from disposals to support transformation and the Medium-Term Financial Plan (MTFP).

Maximise capital receipts to fund transformation

- Reducing the overall size and cost of the estate.
- Releasing capital receipts to support transformation and strategic priorities.
- Assessing disposals (of buildings and land) using a balanced consideration of revenue impact, cost of capital, market conditions, and social/environmental value, aiming to support regeneration and long term economic value for the city.

Financial Risks & Mitigations

Key Risks

- Rising maintenance and compliance costs.
- Market volatility affecting commercial income and disposal values.
- Limited capacity to commit to long term investment within the scale of our asset base.
- Carbon reduction commitments requiring long term funding, beyond the scope of the decarbonisation fund.

Mitigations

- Embed government process with accountability and transparency.
- Data led prioritisation across the estate.
- Portfolio diversification and strategic divestment.
- Strengthening the Corporate Landlord model.
- Strategic partnerships to share risk and leverage external investment.

What we're building on

This Corporate Asset Management Strategy sets out the key actions we will take to build on the transformational work we have already delivered regarding our council assets. We have been delivering an ambitious property programme which broadly splits into two main areas of work:

Corporate Landlord: We have implemented solid foundations for the centralised One Council approach to the management of property assets. This now helps us maximise the use and efficient running of the properties that we retain and make more informed decisions on the use or disposal of property.

Corporate Landlord will optimise the management of the council's assets by being responsible and accountable for land and property asset management, including all budgets and decisions, centralised within one function. We have undergone process, people, technology and service changes.

There is further work to be done to evolve and empower the Corporate Landlord function, which includes continuing to refine the delivery model and fully implement our IT solutions.

Estate Rationalisation: We have been reviewing the estate to implement a smaller and more efficient asset base where we have the right amount and right quality of properties to serve the required purpose, while disposing of properties that are deemed surplus to requirements to achieve financial benefits for the organisation.

One key aspect of the transformation work was the development of a strategic framework linked to estate optimisation which is broken down into four distinct stages;

- **Financial Appraisal** – to assess the revenue impact of an asset disposal over the Medium Term Financial Plan and the life of the asset, and to assess the cost of capital (e.g. value of capital receipt as opposed to borrowing)
- **Market Appraisal** – to assess the asset in the context of market conditions and consider if there are any opportunities for rental uplift or lease regears
- **Non-financial Appraisal** – to assess value across 5 categories: Strategic / Economic / Operational / Social / Environmental using a weighted 'scorecard' approach
- **Stakeholder Review** – to assess any alternative proposals or potential impacts of disposal with wider stakeholders

This methodology will enable the council to ensure that we can make objective decisions on our estate, which are informed by data.

School Organisation: In November 2025, the Children and Young People Policy Committee approved our new School Organisation Strategy. The strategy gives the council greater clarity on how it will work to prioritise a fair distribution of class reductions to ensure schools are able to remain open and be financially sustainable in the future.



3. Delivering our strategy – Our priority assets

Achieving the objectives for this strategy and those of the Corporate Strategy will rely on us effectively using our four key asset types. To keep us focused and to inform our strategic action plan, we have agreed objectives for our operational, commercial, community and development estate.

Operational Estate

To maintain a sustainable, efficient and fit-for-purpose operational estate that enables high-quality service delivery while supporting the council's Wider strategic goals

Operational assets are core enablers of the council's wide-ranging services, from libraries and children's centres to depots and offices. These properties support day-to-day service delivery and are essential to meeting statutory responsibilities and public expectations. Given the breadth of service delivery, the operational estate is diverse and must be actively managed to ensure it remains aligned with changing demand, working practices, and budgetary pressures.



Our key objectives for the operational estate are to:

- Maintain a **fit-for-purpose estate** that supports service delivery, adapts to future needs, and aligns with our corporate priorities
- **Improve space utilisation** across the portfolio by reducing underuse, encouraging smarter working practices, and promoting flexible and shared environments
- **Reduce running and maintenance costs** through effective lifecycle management, targeted investment, and consolidation where appropriate
- **Minimise reliance on private sector leased accommodation** by making best use of our own estate
- **Embed sustainability and energy efficiency** into all property decisions, contributing to the Council's ambition to achieve carbon neutrality
- Ensure **clear and consistent arrangements** are in place for any third-party use of council space, ssupporting accountability, appropriate cost recovery and income generation

Commercial Estate

To maintain a diverse and resilient commercial portfolio that maximises financial return, supports local economic growth and the council's environmental goals, generating sustainable income to fund essential council services for our communities

Commercial assets are non-operational property retained by the Council to generate resilient income to support Council services and its wider strategic objectives. The diverse portfolio includes a mix of direct let commercial assets and ground leases, including retail, office and industrial assets. The financial return generated from these assets is key to the Council's budgets, but it should also be recognised that within this portfolio assets must deliver income relative to the capital invested to ensure they deliver value for money.



Our key objectives for the Commercial Estate are to:

- **Maximise net financial returns** from the Commercial portfolio, including both capital and revenue income, to support core service delivery and Council budgets
- **Diversify the portfolio** across ground lease and standard investments to balance risk exposure through strategic divestment from underperforming assets including agility to respond to market opportunities
- Ensure our investment and management of assets **support local economic growth and the flourishing of communities**, especially in areas of high disadvantage
- **Incorporate sustainability objectives** into investment decisions, ensuring the commercial estate leads by example in the contribution to make Bristol carbon neutral and climate resilient by 2030
- **Establish robust due diligence and performance reviews** to ensure investment is well placed, assets are well managed and commercial opportunities are maximised



Community Estate

To maintain a community-focused estate that enables local people and voluntary organisations to access safe, inclusive, and sustainable spaces that support wellbeing, connection, and neighbourhood resilience.

The council's community estate comprises a range of assets such as scout huts, sports clubs and pavilions, that are made available for the benefit of local communities. These assets are typically leased to voluntary and community organisations on long-term, low-cost arrangements, reflecting their primary propose: to support community activity and public value.

We recognise that these facilities hold significant community value and contribute directly to the Council's objective to foster healthy neighbourhoods. They play a vital role in enabling local organisations to deliver services, promote wellbeing, and strengthen local identity.



Our key objectives for the community estate are:

- **Enable access to well-located and fit-for-purpose facilities** that reflect the diverse needs of Bristol's communities
- **Support communities and VCSE organisations** by providing affordable, secure tenures - with clear and consistent agreements - that allow them to plan and deliver services sustainably
- **Deliver community benefit and social value** by building potential benefits in to prospective Community Asset Transfer requests and aligning our work to the One City Plan
- **Promote equity and inclusion** by ensuring fair access to space, especially for underrepresented groups Easton Community Centre - CB Bristol Design 2024



Development Estate

To strategically develop Council-owned land and assets that drive regeneration, helping to create sustainable communities, stimulate inclusive economic growth, and deliver long-term benefits for all our residents.

The development portfolio represents the council's land and property assets with potential for strategic transformation through redevelopment. The sites range from brownfield land and underutilised buildings to major regeneration opportunities in key locations across the city, including a mix of asset types. The assets enable the Council to directly influence place-making across the city and address market gaps to deliver strategic development and serve as catalysts for overall positive change.

By leveraging council assets to attract external funding and forming strategic partnerships with developers, housing associations, and government agencies, we maximise regeneration outcomes and financial return whilst minimising development risk to the Council.

This area of the portfolio allows us to support our own housing company (Goram Homes) to deliver our shared ambitions of providing affordable, safe and good quality homes through its development pipeline. We actively engage with Goram Homes in relation to emerging opportunities in our estate to seek investment proposals which are aimed at providing tangible benefits to the city.

Our key objectives for the Development Estate are:

- **Support local and regional business and job growth** and boost housing delivery to support our wider economic and housing goals
- **Catalyse regeneration in priority neighbourhoods** by strategically enabling Council-owned sites to address market failure and stimulate private sector investment
- **Create effective development partnerships** to maximise positive regeneration outcomes while sharing risk appropriately
- **Prioritise sustainable mixed-use developments** that deliver a balance of affordable housing, commercial spaces, and community facilities responsive to local needs
- **Generate appropriate financial return (capital and revenue)** through development activities to support the Council's financial sustainability and service delivery.
- Ensure all development projects deliver value for money and **exemplify high standards of design, sustainability, and accessibility**, creating inclusive places that enhance community wellbeing



4. Corporate Landlord Delivery Model

A central part of our Corporate Asset Management Strategy is embedding and strengthening our Corporate Landlord Model. This model brings the provision, maintenance and management of all our priorities and property related services across the council into one place.

We have moved to this approach to ensure there is a uniformed and consistent One Council approach to using our assets. It also ensures there is more accountability for how we are using our resources for the good of the city. This centralised function interacts with all services to determine needs, manage assets and investment, and ultimately use a common understanding of our assets to determine the future of our estate.

Our Corporate Landlord Principles

Having a single Corporate Landlord model ensures that we can consistently make decisions based on the principles that guide the whole organisation. We have developed our Corporate Landlord principles based on the four Working Together principles of the Corporate Strategy.

One Council

When making decisions about our assets, we work together to consider the needs of the whole council and the positive benefit a decision could have on multiple services. We support the organisation to use data and understand our communities so we can consistently and objectively make decisions that enable the council to reach its collective priorities.

One City

We proactively look for opportunities to work with partners across the city as we know that other organisations are best placed to deliver for the city. We embrace collaboration with other public sector and third-sector organisations and proactively look for ways to co-locate and asset-share to enhance our assets and deliver the best outcomes for our communities.

Many Communities

Our asset management approach will prioritise the needs of our residents and acknowledge that we have diverse communities in Bristol. We'll proactively seek to understand the views and needs of our diverse communities to ensure that their community assets are accessible, relevant and inclusive to them. We'll seek to ensure that communities are empowered to make decisions about their community spaces and, where possible, can play an active role in running them. We will not assess assets purely on financial value, but recognise the cultural, social, health and equity benefits that these assets have for their communities.

Prevention Focused

We consider the long-term outcomes that assets can support rather than short-term gains, and we make sure our investment in assets help to support children's, families' and adults' health and wellbeing. By working with partners and communities to strategically plan, we can ensure that communities can more easily access preventative services and residents can get the support they need when they need it

Our Corporate Landlord Model

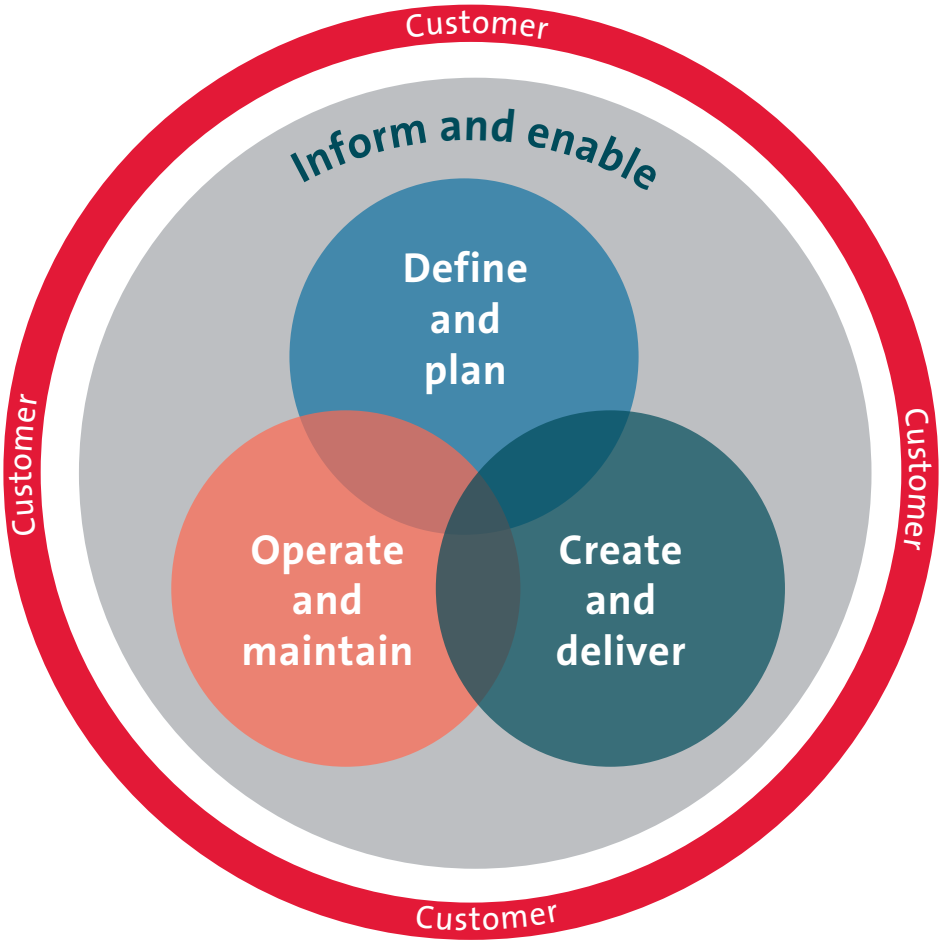
Corporate Landlord is delivered through four core functions, set out below, to enable effective management of the estate

Inform and enable

Responsible for capturing and maintaining data and intelligence across the estate to inform the three core functions and enable strategic decision making across the estate

Define and plan

Responsible for delivering change across the estate, including construction, surveying, capital works, and robust project management capability to ensure effective project delivery



Operate and maintain

Responsible for oversight of the estates' Maintenance, and Planned Preventative Maintenance needs. This includes the undertaking of statutory compliance checks, assuring the Council of its performance against its obligations

Create and deliver

Responsible for defining, delivering and reporting on the Council's objectives through a strategic asset management plan. This function engages with services to build effective relationships to aid and enhance service delivery, whilst also acting as budget holders with direct control

Our Corporate Landlord Strategic Plan

Our approach to embedding and strengthening our Corporate Landlord Model is based on four key pillars. For each pillar, we have outlined the main actions we are going to take to further strengthen the model and to deliver the objectives for each of our priority asset types.

Define and Plan

What is this function?: Responsible for defining, delivering and reporting on the council's objectives through a strategic asset management plan. This function engages with services to build effective relationships to aid and enhance service delivery, whilst also acting as budget holders with direct control.

What we'll do to deliver it?

- Manage ongoing the Service Asset Management process ensuring a holistic understanding of service requirements
- Work closely with the Create and Deliver function to build a product to enable capital interventions to support service delivery
- To be accountable for delivering the estate optimisation programme and associated capital receipts to support transformation activity

Inform and Enable

What is this function?: Responsible for capturing and maintaining data and intelligence across the estate to inform the three core functions and enable strategic decision making across the estate.

What we'll do to deliver it?

- To evolve a team structure to support the Corporate Landlord to function effectively
- To set up the Corporate Landlord Helpdesk ensuring we have a single front door to estate queries
- To work with the project team to fully stand up the Corporate Landlords IT solutions, enabling a data driven approach to inform service delivery

Create and Deliver

What is this function?: Responsible for delivering change across the estate, including construction, surveying, capital works, and robust project management capability to ensure effective project delivery.

What we'll do to deliver it?

- To continue to evolve the delivery model for this functional area, ensuring we have adequate resource to deliver
- To develop a clear approach for the Corporate Landlords intelligent client
- To work with Define and Plan to build a product to enable capital interventions to support service delivery
- We will support the city's education vision by supporting education capital projects, developing resource bases in schools and using underused spaces for other educational benefits

Operate and Maintain

What is this function?: Responsible for oversight of the estates' Facilities Management, Repairs and Maintenance, and Planned Preventative Maintenance needs. This includes the undertaking of statutory compliance checks, assuring the Council of its performance against its obligations.

What we'll do to deliver it?

- To fully imbed the contractual approach to Hard FM service delivery including implementation of SFG20 management standards
- To continue to deliver a robust approach to statutory obligations, ensuing any addtional sites being maintained by the Corporate Landlord have effective Planned Preventative Maintenance regimes and full understanding of capital liabilites
- To imbed new practices and ways of working including management and control of organisation wide Premises Responsible Persons (PRPs)
- We will work together with colleagues from across the council – particularly through our Premises Collaboration Group – to make sure our workplaces are both accessible and welcoming

5. How our asset management is governed

Strong governance is a crucial element of delivering effective asset management. Due to the diverse nature, role and value of our different assets, there is no one single group or board responsible for all asset management decisions. To maintain effective decision making and maximum public accountability, we have outlined the role of the different groups and forums below.

Strategy and Resources Policy Committee

The Strategy and Resources Committee is one of the council's eight policy committees and is made up of elected members. It holds the overall responsibility for the council's assets, financial strategy and organisational performance. The committee performs the role of scrutinising the council's delivery of this strategy more broadly, but specifically does the following:

- Deciding on officer recommendations for asset disposals
- Making any key decisions relating to assets. A key decision is anything which involves spending over £500k or a decision which impacts two or more wards

Estate Strategy Board

The Estate Strategy Board is responsible for maximising the performance and value across the council's estate, and making joined-up decisions about the future use of property and land assets.

The board has the following accountabilities:

- Define and apply an agreed corporate process for how assets declared as surplus to operational use are reviewed and their future use is agreed, to include:
  - Considering recommendations for future use and disposal of surplus assets brought forward by the Corporate Landlord function following engagement with services and appraisal of options, and agreeing a preferred option
  - Ensuring that decisions on use of assets secure best value to the council and maximise financial contributions to the top 4 organisational priorities
  - Reviewing proposals for transfer of assets to the Housing Revenue Account
- Act as the officer-led decision-making authority on estate rationalisation decisions, to include:
  - Recommending assets for disposal
  - Taking any steps necessary to progress disposals where committee have delegated authority to the Executive Director – Growth and Regeneration in consultation with the S151 Officer
  - Final decisions on alternative use and disposal of assets where the Corporate Landlord and council service areas have different proposals for best use of an asset
- Provide visible leadership, direction and commitment to the current Property programme and specifically the estate rationalisation activities, across all council services

Corporate Landlord Building Safety Board

- Provides governance for building safety across the Corporate Landlord managed and maintained assets

- Provides visible leadership, direction and commitment to building safety and communicates progress to services and leadership
- Secures availability of essential resources to ensure building safety and fire safety for all our corporate tenants- prioritising key activities and expenditure
- Works with partners in Avon Fire and Rescue Service and Building Control to ensure building safety and fire safety for all our tenants in all our homes
- Review and set proposed cyclical Health and Safety Capital Programme of activity linked to condition data and estate risk

Transformation Board

The Transformation Board oversees all key portfolio level and organisation wide decisionsregarding the prioritisation, funding, resource allocation and top levelp oversight of projects and programmes within the change.

Capital Investment Board

The overall aim of the Capital Investment Board is to oversee the council's capital strategy and capital portfolio, with regard to both development and delivery, ensuring the portfolio remains aligned to strategic priorities and is affordable within the financial limits set out in the medium term financial strategy (MTFS). This includes managing the approval of new capital initiatives into the budget, and providing top-leveloversight of all key portfolio-level / organisation-wide decisions regarding the prioritisation, funding, resource allocation of projects and programmes.

Growth and Regeneration Capital Delivery Board

The Growth and Regeneration Capital Delivery Board oversees, monitors and makes decisions (within thresholds) on capital funded programmes and projects across their full lifecycle, within the Growth and Regeneration Directorate. The primary goal of the Board is to increase confidence in, and accelerate the successful delivery and benefits of capital delivery projects. The Board will track the delivery of Asset Management capital schemes, ensure visibility and transparency, monitor performance and ensure that any issues holding up projects are worked through.

Education Capital Board

The Education Capital Board is responsible for decisions on building projects relating to education, such as delivering additional places for children and young people with SEND; this could involve new builds, refurbishing and repurposing existing buildings or maintaining education sites. In line with our School Organisation Strategy, the Board is responsible for ensuring that decisions about school buildings is responsive to the overall decline in pupil numbers across the city.

Sector wide strategy, standards and policies

There are a number of associated strategies, policies and standards that are required to support the effective delivery of an integrated corporate landlord model and ensure it is delivering against organisational priorities.

In addition to mandatory functions, including statutory, regulatory and legal requirements, there are a number of Government Property Standards and Professional Body Good Practice Guides that the council has used to inform its approach.

These are summarised below:

- Government Functional Standard GovS 004: Property
- Government Property Data Standard
- Facilities management standards for GovS 004: Property
- A Guide to Local Authority and Public Sector Asset management
- Strategic Public Sector Property Asset Management
- Net Zero Estate Playbook

Appendix A - Our Surplus Assets Approach

Surplus Assets

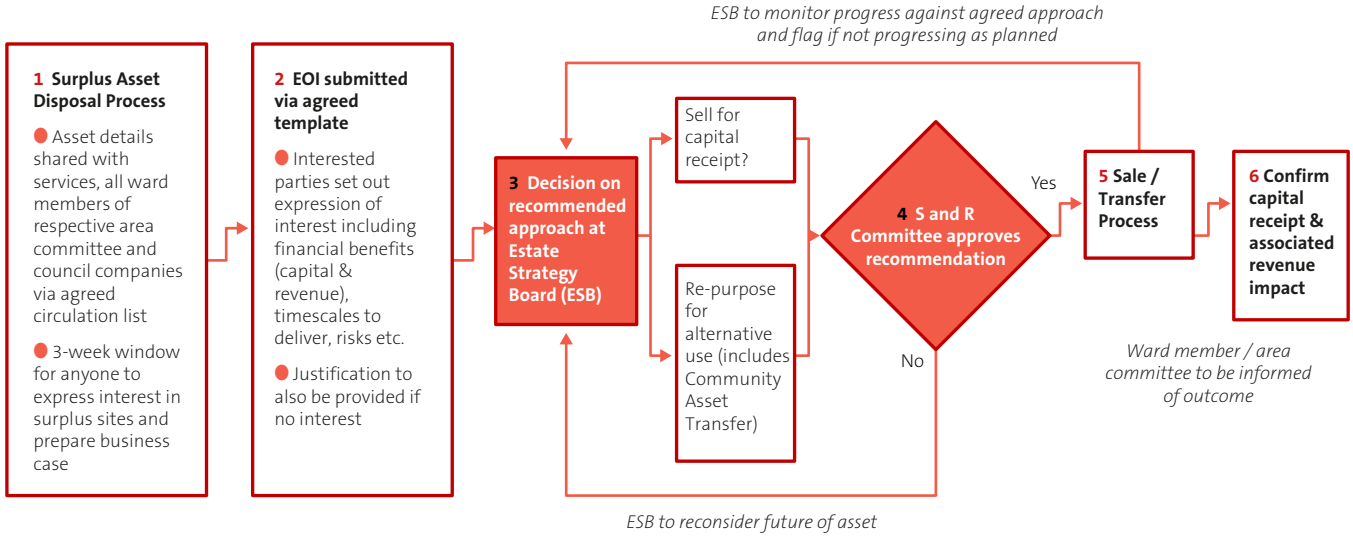
The definition of surplus assets is an important consideration in understanding when an asset is no longer viable to retain in its current use

The Corporate Landlord owns the process of determining if a site is surplus to requirements, utlising the specialist Property Partners holistic understanding of service requirements and using the following assessment criteria in order to define a site as being surplus to requirements;

1. **The site has not been used for direct service related activity for a period of three months or longer**
2. **There is no active business case to seek investment in the building for current service use**
3. **There is no established revenue budget to maintain the site in a suitable and statutorily compliant manner**

This classification of a site as surplus will enable the Corporate Landlord to ensure that we identify the best use for an asset, or seek to add it to the rationalisation programme

Corporate Landlord Surplus Asset Process



Glossary

Term	Description
Asset	Any land or property owned or managed by the Council, including buildings, land, and development sites. Assets support service delivery, generate income, or provide community value.
Asset Management	How we manage our estate to maximise value, improve service delivery, support communities, and meet Corporate Strategy priorities.
Operational assets	Assets which support day to day service delivery, either directly by the council or by third parties. For example, offices, libraries and museums.
Commercial assets	Non-operational property assets which support generating income for the council through letting. For example, retail units, hotels, restaurants and pubs.
Community assets	Assets held to support Community provision, including community centres and scout huts.
Development assets	Assets held for investment to support key council objectives around regeneration and housing. Examples including housing and regeneration sites.
Surplus assets	A surplus asset is one which meets the following criteria: **1** The site has not been used for direct service related activity for a period of three months or longer **2** There is no active business case to seek investment in the building for current service use **3** There is no established revenue budget to maintain the site in a suitable and statutorily compliant manner
Estate rationalisation	Modernising and optimising the estate by disposing of surplus assets, improving efficiency, and ensuring the right buildings are retained to serve current and future needs. Rationalisation occurs through financial, market and non-financial appraisal, and through stakeholder review.
Corporate Landlord Delivery Model	A centralised "One Council" approach bringing the provision, maintenance and management of all our priorities and property related services into one place.
Hard FM	Technical facilities management (FM) including repairs, statutory compliance, maintenance and building safety.
Premises Responsible Persons (PRP)	Designated individuals accountable for building safety responsibilities across the estate.
Ground Lease	A long-term arrangement where the Council retains ownership of land which receiving income from the leaseholder's use of it.
VCSE	Voluntary, Community and Social Enterprise – referring to organisations that have not-for-profit missions to benefit society.
Sustainable mixed-use development	Development that contains multiple types of land use (eg housing, commercial facilities and community spaces) in a single area, designed to be environmentally sustainable and create social and economic benefits.



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