



Operational Property Strategy 2026/27 to 2028/29

The Strategic Asset Management Plan for 2026/27 - 2028/29, builds on the work of the previous plan, continuing the active management of the portfolio.

The Operational Strategy, forms part of the Strategic Asset Management Plan 2026/27 - 2028/29. The overall aim of this strategy is to maintain and improve the council's operational portfolio both functionally and financially.

This document serves as a strategic review and update of the Operational Asset a core delivery component of the council's overarching Strategic Asset Management Plan (SAMP).

The period from 2021 - 2026 was defined by a foundational investment programme to address legacy condition issues and establish robust management systems and responsibilities.

The forward strategy for 2026 - 2029 builds on this solid platform, shifting focus from major corrective works to optimising performance, embedding a culture of proactive compliance, and ensuring assets actively support the council's corporate and sustainability objectives and its regeneration projects.

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Strategic Alignment and Achievements against the 2021- 2026 Plan

The original SAMP set objectives to ensure the operational estate is safe, efficient, and fit-for-purpose. The following highlights the key achievements delivered:

Data-Driven Estate Intelligence – ACHIEVED

Objective: Establish a comprehensive understanding of asset condition.

Achievement: Completed full condition surveys for all operational and direct-let investment properties. This foundation data set has transformed decision-making from reactive to predictive, enabling accurate lifecycle planning and prioritised capital investment with a forward looking Planned and Preventative Maintenance Programme.

Sustaining the Asset Base – MAJOR PROGRESS

Objective: Invest in the estate to rectify backlog maintenance and preserve community value.

Achievement: Executed a £10+ million capital investment programme addressing critical fabric and system failures. Key projects included:

Critical Infrastructure: Aquadrome flume tower & plant (£3m), Anvil roof renewal (£1.3m), multiple community centre roofs (e.g., Tadley, Fieldgate, Ridgeway, Viables).

Community Facilities: Refurbishment of Tadley Pool (£700k), Holy Ghost & Bolton Arches H&S works (£460k), and systematic upgrades across the community centre portfolio.

Corporate Estate: Improvements to the depots, and public amenities such as WC's

Direct Lets: Roof replacement Goldings (£350k) Eastlands I and II refurbishment works and external decorations £400k

Compliance & Safety Governance – SYSTEMISED

Objective: Implement a systematic approach to statutory compliance.

Achievement: Transitioned from fragmented records to a centralised digital management system Civica Tech Forge and SharePoint. Established rigorous new protocols including an annual community centre inspection regime, a new Asbestos Management Policy with a single consultant, and proactive RAAC investigations to all council owned buildings following the abrupt closure of Westside Community Centre.

Strategic Policy & Efficiency – ESTABLISHED

Objective: Develop policies for efficient management and value.

Achievement: Introduced key policies: a standardised Community Centre Lease with SLAs to improve governance; a Community Buildings Policy to secure physical assets from developers; and a new Land Sales Policy for transparent resident transactions.

Sustainability Initiation – ESTABLISHED AND ADVANCED

Objective: Begin reducing the carbon footprint of the operational estate.

Data-Driven Estate Intelligence – ACHIEVED

Achievement: Initiated decarbonisation through PV installations (Tadley Pool and community centres) and a major low-carbon heating upgrade (VRF) at The Deanes, directly contributing to the council's reduced carbon roadmap.

Staffing, External Consultants and Contractors

Extensive work has been undertaken in appointing key consultants to advise and assist in the design and delivery of capital maintenance projects particularly those who have specialist expertise in areas such as mechanical and electrical works.

There is also a single consultant appointed for asbestos management standardising this service provision in line with PSOs.

As well as establishing formal contracts with companies focusing on bespoke areas such as mechanical and electrical works, lifts, rainwater goods etc., experienced multi-disciplinary organisations assist in both the full range of compliance, maintenance, and project delivery.

In terms of permanent staff this has been challenging throughout the initial SAMP period, but the team are nearly fully staffed. Added pressures on the team has included the handover of responsibility of the Facility Management team to the Operations team.

Forward Strategy: Operational Asset Management Plan 2026-2029

The next three-year strategy evolves on building on these strong foundations and optimise the structure around four renewed principles. More detail is contained in the Annual Property Plan.

Renewed Strategic Principles

Optimised Lifecycle Management and Investment

Strategic Goal: Maximise asset value and performance through predictive, data-led planning.

Key Actions (2026-2029):

- Fully Integrate Condition Data: Develop a dynamic Asset Management Platform to model degradation, forecast future CAPEX and support MTFs budgeting.
- Deliver the forward AMP Programme: Execute the planned pipeline of works (for example Carnival Hall roof, Anvil fire alarms, rolling FRA upgrades, DDA works at Viabes Craft Centre) efficiently and on budget.
- Develop a 5-Year Rolling Capital Plan: Provide clear visibility of future investment needs to secure funding and demonstrate strategic stewardship.

Compliance and Safety Culture

Strategic Goal: To have an excellent safety strategy

Key Actions (2026-2029)

- **Achieve 100% System Compliance:** Complete the roll-out and full operational reliance on the Civica Tech Forge and SharePoint system for all statutory compliance tracking, reporting, and auditing.
- **Implement a Tiered Training & Competency Framework** for staff
 - **Awareness:** Mandatory core compliance training for all relevant staff.
 - **Practitioner:** Advanced training for Property Officers in contractor and risk management.
 - **Specialist:** Support for key staff to attain formal health and safety qualifications (e.g., IBOSH).
- **Establish a Quarterly Compliance & Performance Board:** To review KPIs, audit outcomes, and drive a 'lessons learned' continuous improvement cycle.

Enabling Corporate Strategy and Service Delivery

Strategic Goal: Ensure operational property is a proactive in supporting the council's wider objectives.

Key Actions (2026-2029):

- **Support Major Projects:** Provide dedicated operational property expertise to the Fanum House site strategy, May Place housing refurbishment, and the Aquadrome redevelopment and contract demobilisation.
- **Deliver Strategic S106 Projects:** Successfully complete the Oakridge West CC (£1.45m) and May Place (£800k) refurbishments, maximising community benefit from developer contributions.
- **Refine Community Partnership Model:** Fully embed the new standardised leases across the portfolio, using the annual inspection as a tool for support and partnership.

Accelerating Sustainability and Resilience

Strategic Goal: To significantly advance the decarbonisation and climate resilience of the operational estate.

Key Actions (2026-2029)

- **Develop & Implement a Decarbonisation Pathway:** Create a detailed, costed plan to reduce carbon emission targets for the estate, prioritising measures like fabric first improvements, heat decarbonisation, and renewable energy.
- **Extend ESG Principles to the Investment Portfolio:** Work with the Commercial Property team to develop a support strategy for improving the sustainability credentials of the direct-let investment assets.
- **Integrate Climate Adaptation:** Incorporate resilience measures (e.g., overheating mitigation, sustainable drainage considerations) into the AMP and refurbishment projects.

Cross-Departmental

The effectiveness of the Operational Property function is fundamentally underpinned by its integration and collaboration across council departments. The role extends beyond asset maintenance to being a key party that identifies and resolves issues falling between traditional departmental silos, to ensure project delivery.

Strategic Partnership with Investment and Commercial Teams

Operational Property officers are key attendees at Investment Team portfolio reviews and strategy meetings. This close working relationship ensures that compliance, maintenance, and sustainability implications are factored into commercial decisions from the outset. It allows for a unified approach to assets like Fanum House or Lilly House where operational readiness, decarbonisation costs, and long-term holding strategies are jointly evaluated.

Driving Sustainability with Planning, Investment and Policy Teams

Working directly with Sustainability and Planning officers to translate corporate reduced carbon targets into actionable asset-level plans. This collaboration is crucial for ensuring that refurbishment projects, S106 conditions, and new developments meet the highest environmental standards and contribute to the borough-wide carbon reduction strategy.

Financial and Optimising Community Value

In partnership with Finance, they play a critical role in structuring the financing for capital projects and meticulously planning the utilisation of S106 contributions. A key achievement in the 2021-2026 period was the proactive identification and programming of over £2.5m in S106-funded works (e.g., Viables facilities, Ridgeway CC boiler, Oakridge West CC), ensuring these vital community funds were committed effectively before expiration. This proactive financial stewardship maximises the benefit of developer contributions for residents.

Conclusion

The 2021-2026 period successfully addressed the estate's historic legacy issues, creating a stable and well-understood asset base. The Operational Asset Management Plan for 2026-2029 represents a change from remediation to optimisation. By focusing on lifecycle efficiency, excellence in compliance, strategic enablement, and accelerated sustainability, this plan ensures the council's operational assets will continue to be a source of community pride, operational resilience, and value for money, fully supporting the ambitions of Basingstoke and Deane Borough Council.

Related

[Strategic Asset Management Plan 2026-2029](#)

[Annual Property Plan 2026/27](#)

[Property Investment Strategy 2026/27 to 2028/29](#)

