

## **CABINET**

<b>DATE</b>	11th June 2025
<b>REPORT OF</b>	Councillor Stephen Harness - Portfolio Holder for Finance, Resources and Assets
<b>RESPONSIBLE OFFICER</b>	Sharon Wroot – Interim Chief Executive and Executive Director Place and Resources
<b>SUBJECT</b>	Strategic Asset Management Plan 2025 to 2028
<b>STATUS</b>	Open
<b>FORWARD PLAN REF NO.</b>	CB 06/25/05

### **CONTRIBUTION TO OUR AIMS**

Effective management of our assets is one section within the theme of ‘An Engaging and Effective Council’ agreed in the recently adopted Council Plan for 2025-28.

The Strategic Asset Management Plan is designed to align with and support the Council Plan and other key strategies. It sets the headline strategic direction and outlines how the asset management objectives will be achieved. The strategy identifies high-level outcomes and actions that are mapped against the priorities in the Council Plan.

### **EXECUTIVE SUMMARY**

The Council has developed a new Council Plan for 2025 to 2028, which sets out the aims of the authority as it supports the continued regeneration of the borough and the growth of its people.

At the heart of the Council Plan are ambitions for a stronger economy and stronger communities underpinned by an engaging and effective council. The Council owns significant land and property across North East Lincolnshire comprising c.833 assets with a net book value of £189.6 million, which represents a key enabler towards realising that ambition.

Portfolios of this significance, require vigilant and constant management to not only retain their material value, but critically to ensure their use is optimised and aligned to the organisational aims and objectives. The previous Corporate Asset Management covered the period from 2018 to 2021. The realigned Strategic Asset Management Plan (SAMP) covers the period 2025 to 2028 and is designed to ensure that the Council’s land and property assets are fit for purpose, provide value for money and contribute to the delivery of the Council Plan.

### **RECOMMENDATIONS**

It is recommended that Cabinet:

1. Approves the adoption of the Strategic Asset Management Plan covering the period 2025 to 2028; and

2. Delegates authority to the Assistant Director of Policy and Resources in consultation with the Portfolio Holder for Finance, Resources and Assets to oversee the development and implementation of an action plan to deliver the strategic asset management objectives set out in the plan.

## REASONS FOR DECISION

The decision to adopt the Strategic Asset Management Plan (SAMP) is based on the need to ensure the effective management of the Council's and property assets.

The strategy contributes to the Council Plan by:

- **Supporting Regeneration and Economic Growth:** By providing sites and developments that support inclusive economic growth, housing growth, employment growth, and infrastructure development.
- **Maximising Income and Value:** Through active management and investment, the strategy aims to maximise revenue income from commercial investments and non-operational land and property.
- **Supporting Communities:** By making suitable surplus property assets available for community use, the strategy empowers local communities to deliver their own solutions to meet local needs.
- **Reducing Carbon Footprint:** The strategy aligns with the Council's Net Zero Carbon Roadmap, supporting actions to cut carbon emissions and promote sustainability.
- **Collaborating with Partners:** The strategy maximises opportunities available through the One Public Estate initiative, working with key stakeholders and partners to support new models of service delivery.

By integrating these elements, the Strategic Asset Management Plan ensures that the Council's land and property assets contribute effectively to the broader goals of the Council Plan and other strategic initiatives.

## 1. BACKGROUND AND ISSUES

- 1.1 The previous Corporate Asset Management plan expired in 2021 and has not been refreshed. Although there is no legal requirement for the Council to maintain an asset management plan, it is best practice since the land and property portfolio constitutes a significant corporate resource.
- 1.2 Both the Royal Institution of Chartered Surveyors (RICS) and the Chartered Institute of Public Finance and Accountancy (CIPFA) have best practice guidance regarding the content and approach of an effective asset management framework and plan. The updated Strategic Asset Management Plan is consistent with this guidance and has been developed as an asset management framework comprising three components: policy, strategy, and an operational action plan.
  - The **asset management policy** – sets clear policy objectives and establishes the core asset management principles by which we will

manage our land and buildings.

- The **asset management strategy** - sets the high-level outcomes for each of the policy objectives and the strategy for achieving them.
- The **operational action plan** – sets out the detailed operational actions which will be undertaken to deliver the strategy.

The benefit of adopting such a structure, is that many areas relating to our approach to asset management are likely to remain consistent for several years such as the Asset Management Policy. Whilst the Asset Management Strategy is unlikely to change frequently, it will probably have a shorter lifespan than the policy and objectives.

Underpinning the policy and strategy will be a working action plan. This will be a living document and will be used, continuously reviewed and adapted to manage our asset management workstreams on a regular basis. The action plan will be finalised once the framework is adopted.

## **2. RISKS, OPPORTUNITIES AND EQUALITY ISSUES**

Adoption and implementation of the agreed framework will provide the council with an agreed organisation-wide basis to our approach to the management of our property and assets and reduces the risk of property-related decisions made by individual service areas that are not focussed on wider benefits across the whole council.

## **3. OTHER OPTIONS CONSIDERED**

No other options have been considered. Although there is no statutory or regulatory requirement for a Strategic Asset Management Plan, the land and property portfolio is a major corporate resource and should have an up-to-date strategy to ensure the assets are effectively managed and aligned to support delivery of the priorities the Council Plan.

## **4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS**

The adoption of the framework has a positive reputational impact. It signifies our intent and approach to ensuring the most effective management of our property and buildings. By establishing clear policy principles that illustrate the Council's commitment to strategic property asset management, will demonstrate to the public and all internal and external stakeholders, how asset management supports the priorities in the Council Plan.

## **5. FINANCIAL CONSIDERATIONS**

Whilst there are no direct financial considerations relating to the adoption of the SAMP itself, the Plan is predicated on the effective management of the estate is an enabler to delivering financial efficiencies through maximising the commercial estate, efficiencies in the operational estate, and disposal of assets deemed to be surplus to requirements.

## **6. CHILDREN AND YOUNG PEOPLE IMPLICATIONS**

The Council Plan is focussed on aspiration, innovation and ambition that will create better opportunities and outcomes for our children and young people to thrive and achieve their potential within North East Lincolnshire. This framework supports the delivery of the plan in ensuring that Council property used for the delivery of services to children and young people is effectively managed.

## **7. CLIMATE CHANGE, NATURE RECOVERY AND ENVIRONMENTAL IMPLICATIONS**

The Council has stated its' ambition to achieve net zero by 2030. Effective management of our assets is a key contributor to this ambition in terms of reducing the estate, bringing the workforce closer together and thereby reducing journeys between buildings, and taking opportunities to reduce energy consumption or seek green alternatives. The strategy aligns with the Council's Net Zero Carbon Roadmap, supporting actions to cut carbon emissions and promote sustainability.

## **8. CONSULTATION WITH SCRUTINY**

A working draft of the Strategic Asset Management Plan was presented to the Transport Infrastructure and Strategic Housing Scrutiny Panel on 14<sup>th</sup> January 2025 and the feedback has been reflected in the strategy.

## **9. FINANCIAL IMPLICATIONS**

The adoption of the SAMP does not entail any direct financial considerations. However, as stated above the effective management of the Council's estate is crucial for delivering financial efficiencies. By maximizing the commercial estate, optimizing the operational estate, and disposing of surplus assets, the Council can achieve significant cost savings and generate additional revenue.

## **10. LEGAL IMPLICATIONS**

10.1. The best practice implications are covered in the above report. Clearly the adoption of the plan will ensure that the Council remains compliant with recognised best practice and enable a cohesive strategic approach to the management of its assets.

10.2. The Portfolio Holder for Finance, Resources and Assets retains the constitutional authority to make any future amends or modifications to the policy from time to time.

## **11. HUMAN RESOURCES IMPLICATIONS**

Adoption of the SAMP does not lead to any direct HR implications. However, a fit for purpose workforce will be key in driving the implementation of the plan.

## **12. WARD IMPLICATIONS**

All wards are likely to be affected given the range of Council assets across the

borough.

**13. BACKGROUND PAPERS**

Strategic Asset Management Plan 2025 to 2025.

**14. CONTACT OFFICER(S)**

Joanne Robinson - Assistant Director Policy Strategy & Resources -  
[joanne.robinson@nelincs.gov.uk](mailto:joanne.robinson@nelincs.gov.uk)

Chris Fairbrother - Head of Estates & Asset Strategy -  
[chris.fairbrother@nelincs.gov.uk](mailto:chris.fairbrother@nelincs.gov.uk)

**Councillor Stephen Harness**  
**Portfolio Holder for Finance, Resources and Assets**





# **North East Lincolnshire Council**

## **Land & Property**

### **Strategic Asset Management Plan**

#### **2025 to 2028**

# Contents

	Page
Introduction .....	2
Strategic Context .....	3
Key Strategies .....	4
Overview of the Land & Property Estate .....	6
Summary of current portfolio.....	7
Our Assets by type .....	8
Vision & Asset Management Framework .....	10
Asset Management Policy .....	11
Asset Management Strategy .....	13
SAMP Aim 1 - Outcomes & Actions .....	16
SAMP Aim 2 - Outcomes & Actions .....	20
SAMP Aim 3 - Outcomes & Actions .....	22
SAMP Aim 4 - Outcomes & Actions .....	24
SAMP Aim 5 - Outcomes & Actions .....	25
SAMP Aim 6 - Outcomes & Actions .....	26
Measurement of Success .....	27



## Introduction

The Council has developed a new Council Plan for 2025 to 2028, which sets out the aims of the Authority as it supports the continued regeneration of the borough and the growth of its people.

At the heart of the plan is an ambition for a stronger economy and stronger communities underpinned by an engaging and effective council. The Council owns significant land and property assets across North East Lincolnshire, which is one of the key enablers towards realising that ambition.



The purpose of this Strategic Asset Management Plan is to ensure that the Council's land and property assets, are fit for purpose, provide value for money and pro-actively contribute to the delivery of the Council Plan.

## Strategic Context

### How the Strategic Asset Management Plan Contributes to the Council Plan and Strategies

The Strategic Asset Management Plan is designed to align with and support the Council Plan and other key strategies. It sets the headline strategic direction and outlines how the asset management objectives will be achieved. The strategy identifies high-level outcomes and actions that are mapped against the priorities in the Council Plan.

The strategy contributes to the Council Plan by:

- **Supporting Regeneration and Economic Growth:** By providing sites and developments that support inclusive economic growth, housing growth, employment growth, and infrastructure development.
- **Maximising Income and Value:** Through active management and investment, the strategy aims to maximise revenue income from the commercial property portfolio and non-operational land and property.
- **Supporting Communities:** By making suitable surplus property assets available for community use, the strategy empowers local communities to deliver their own solutions to meet local needs.
- **Reducing Carbon Footprint:** The strategy aligns with the Council's Net Zero Carbon Roadmap, supporting actions to cut carbon emissions and promote sustainability.
- **Collaborating with Partners:** The strategy maximises opportunities available through the One Public Estate initiative, working with key stakeholders and partners to support new models of service delivery.

By integrating these elements, the Asset Management Strategy ensures that the Council's land and property assets contribute effectively to the broader goals of the Council Plan and other strategic initiatives.

## Key Strategies



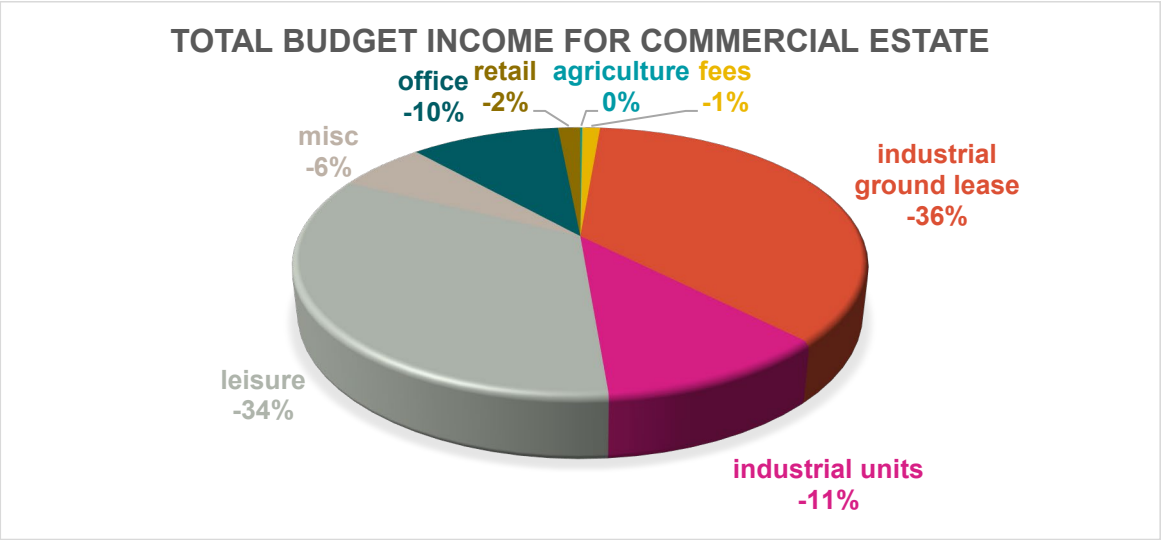
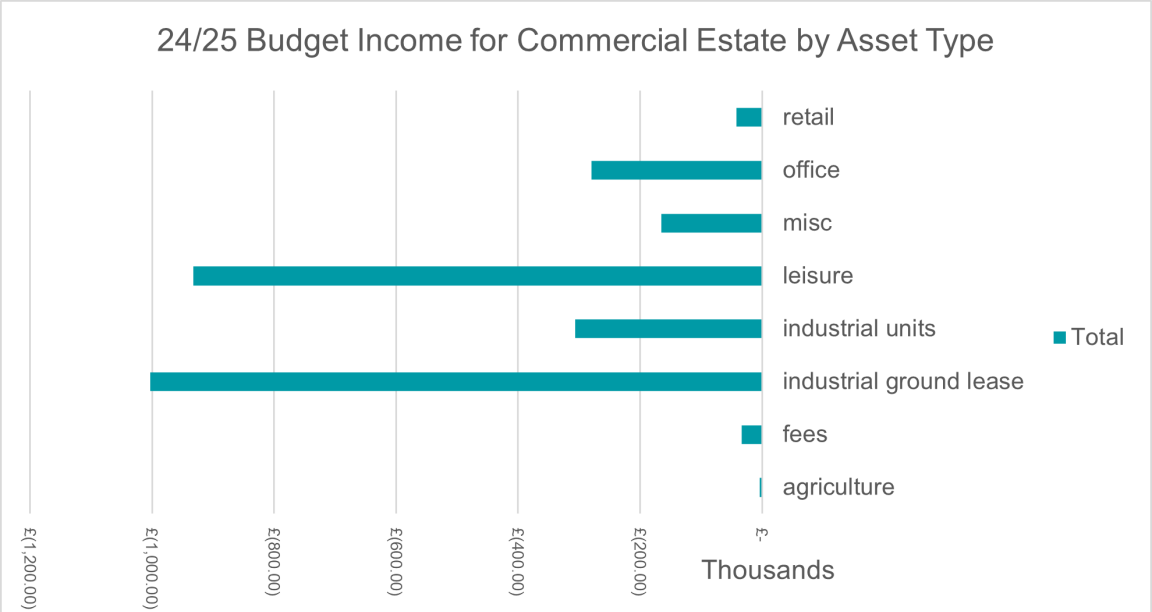
Council Plan	<a href="https://nelincs.gov.uk">North East Lincolnshire Council Plan (nelincs.gov.uk)</a>
	<a href="#">Tourism and Visitor Economy Scrutiny Panel – Special   Democracy (nelincs.gov.uk)</a>
Cleethorpes Masterplan	<a href="#">3.1 Cleethorpes Masterplan 1 of 5</a> <a href="#">3.2 Cleethorpes Masterplan 2 of 5</a> <a href="#">3.3 Cleethorpes Masterplan 3 of 5</a> <a href="#">3.4 Cleethorpes Masterplan 4 of 5</a> <a href="#">3.5 Cleethorpes Masterplan 5 of 5</a>
Empty Property Strategy 2020 – 2023	<a href="https://nelincs.gov.uk">Empty Property Strategy (nelincs.gov.uk)</a>
Financial Strategy	<a href="https://nelincs.gov.uk">Finance Strategy FINAL DRAFT (nelincs.gov.uk)</a> and <a href="https://nelincs.gov.uk">Budget Summary 2022 23 (nelincs.gov.uk)</a>
Net Zero Carbon Roadmap	<a href="https://nelincs.gov.uk">Carbon Roadmap (nelincs.gov.uk)</a>
Economic Strategy	<a href="#">NEL Economic Strategy 2021</a>

Grimsby Masterplan	<u><a href="#">Grimsby Masterplan Report</a></u>
Green Space Strategy	<u><a href="#">Green Space Strategy (nelincs.gov.uk)</a></u>
Local Plan	<u><a href="#">2018 - New Local Plan 2013 to 2032</a></u>
Natural Assets Plan	<u><a href="#">Natural Assets Plan</a></u>
Playing Pitch Strategy	<u><a href="#">North East Lincolnshire Council Playing Pitch Strategy (nelincs.gov.uk)</a></u>
Property Policy	<u><a href="#">Property policy 2020 (nelincs.gov.uk)</a></u>
Skills Strategy and Action Plan	<u><a href="#">Skills Strategy and Action Plan 2023</a></u>
Sport & Physical Activity Strategy 2023-2028	<u><a href="#">North East Lincolnshire Sport &amp; Physical Activity Strategy 2023</a></u>
Use of Council Owned Land and Open Spaces Policy	<u><a href="#">Use of council land and open spaces policy May20 (nelincs.gov.uk)</a></u>
Strategic Plan for Wellbeing	<u><a href="#">Health and Wellbeing Strategic Framework 2020 Draft</a></u>

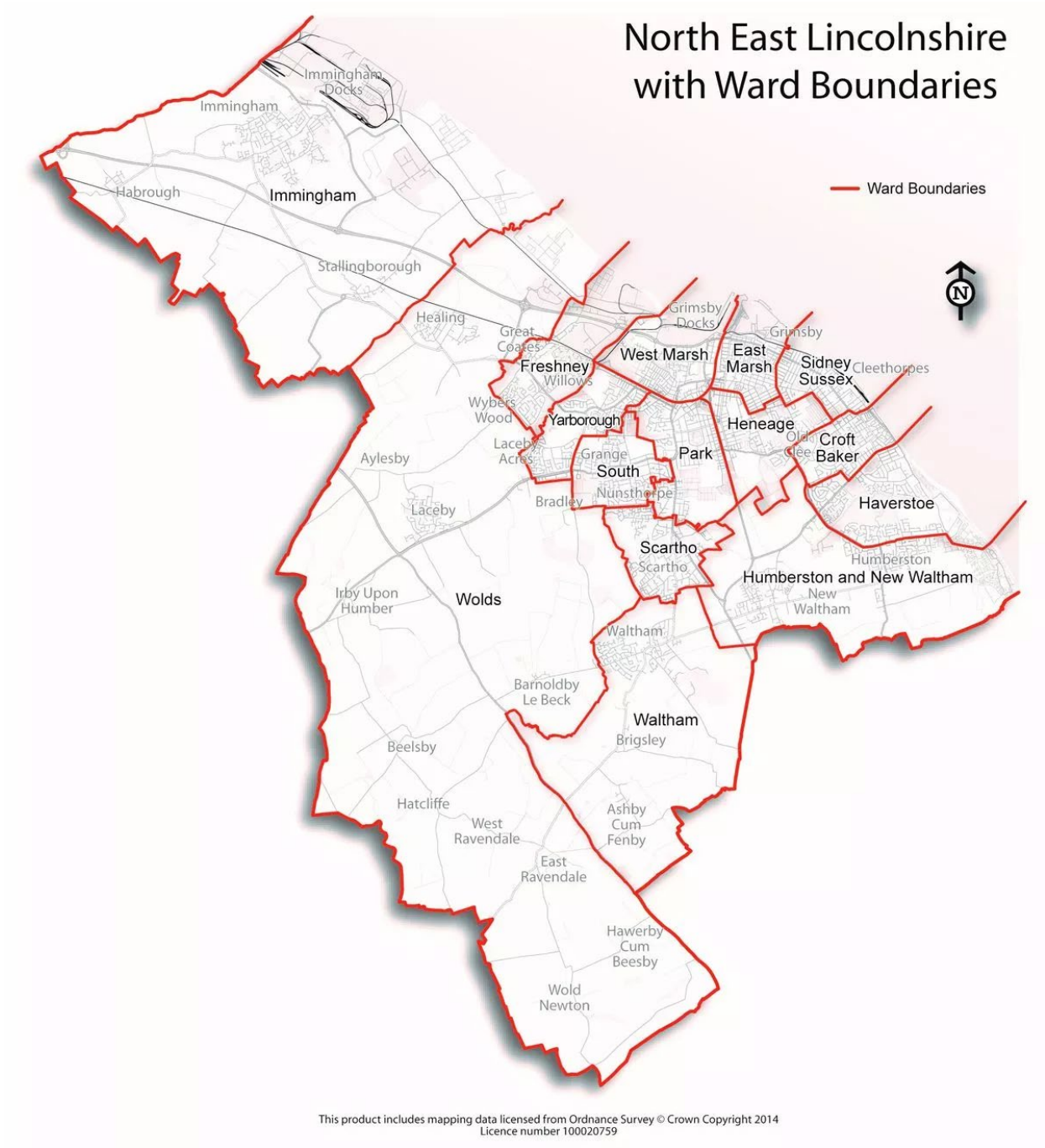
## Overview of the Land & Property Estate

Asset Value	£189,624,592.26
Total Running Costs*	£2,747,216.25
Revenue Income*	£3,457,700.00
Total Backlog Maintenance*	£21,878,000.00
Footprint (hectares)	1,989.22

\*Total Running costs excluding Planned, Preventative Maintenance and Reactive Maintenance as these costs are currently held within the Regeneration Partnership Contract. Figures based on 2024/25 budget.



# Summary of current portfolio



# Our Assets by type

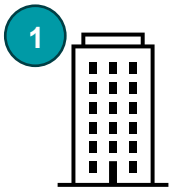
## Operational Property Assets (Administrative, Civic, Libraries, Community and Educational)



Transitional Property Assets (Regeneration, Economic Development, Community)



Land Assembly

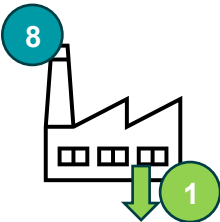


Silo

Investment Properties Assets (Commercial Portfolio)



Agricultural Lease



Business and Enterprise Centres



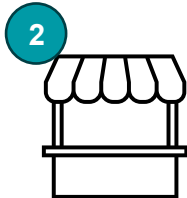
Commercial and Miscellaneous Ground Leases



Commercial and Miscellaneous Leases



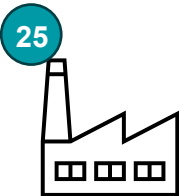
Commercial Service Area



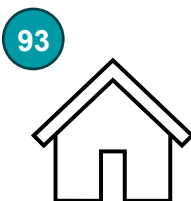
Concessions



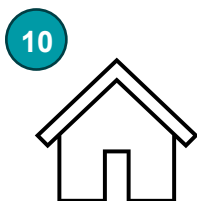
Industrial Ground Leases



Factory Units



Residential Ground Leases



Residential Leases



## Vision

*A modern, fit for purpose, North East Lincolnshire public estate, where all land and property assets are effectively managed, enabling the provision of high-quality services, provides value for money and supports delivery of the Council's priorities and outcomes.*

## Asset Management Framework

In line with best practice, the Council has adopted a new Asset Management Framework comprising three elements - the asset management policy, the asset management strategy and working action plan.



The **asset management policy** – sets clear policy objectives and establishes the core asset management principles by which we will manage our land.

The **asset management strategy** - sets the high-level outcomes for each of the policy objectives and the strategy for achieving them.

The **asset management action plan** – sets out the detailed operational actions that will be undertaken to deliver the strategy.

The benefit of adopting such a structure is that many areas relating to our approach to asset management are likely to remain consistent for several years such as the Asset Management Policy. Whilst the Asset Management Strategy is unlikely to change frequently, it will probably have a shorter lifespan than the policy and objectives.

Underpinning the policy and strategy is a working action plan. This is a living document and will be used, continuously reviewed and adapted to manage our asset management workstreams on a regular basis.

## Asset Management Policy

We have identified clear policy objectives, that collectively demonstrate the Council's commitment to strategic property asset management and have been designed to support delivery of the Council's priorities in the Council Plan.

<b>Asset Management Objective 1:</b>	<b>An efficient, fit for purpose estate where assets are used innovatively to support cost effective service delivery and aligned with the priorities in the Council Plan.</b>
<b>Asset Management Objective 2:</b>	<b>Supporting regeneration, housing, new infrastructure and economic growth whilst protecting cultural and heritage assets.</b>
<b>Asset Management Objective 3:</b>	<b>Maximising income and overall value from the existing commercial estate and non-operational activities</b>
<b>Asset Management Objective 4:</b>	<b>Supporting our communities</b>
<b>Asset Management Objective 5:</b>	<b>Reducing our carbon footprint and supporting biodiversity.</b>
<b>Asset Management Objective 6:</b>	<b>Maximising opportunities available with key stakeholders and partners through the One Public Estate – OPE.</b>

## Asset Management Principles

The Asset Management Objectives are supported by the following asset management policy principles, which form the foundation of our organisational approach to asset management. These principles are not listed in any specific order of priority, and it is acknowledged that there may be instances where certain elements might seem to be competing. The primary challenge lies in ensuring an appropriate balance is maintained and that decisions regarding land and buildings are governed by robust and transparent processes.




- **Recognise Property as a Corporate Resource:** we will embed a culture that recognises property assets are a key corporate resource, where decisions are made in the context of a whole Council approach, towards achieving delivery of the Council's corporate priorities.

- **Growing the Economy:** Land and buildings will be used pro-actively to attract new businesses and investment in North East Lincolnshire to facilitate local economic growth. Similarly, wherever possible, land and buildings will be used to support existing local businesses, helping to provide them with the right premises in the right location to facilitate expansion and growth.
- **Optimise Utilisation:** Assets will be utilised to maximum potential.
- **Fit for Purpose:** The North East Lincolnshire estate will be fit for purpose, where land and buildings are used innovatively and efficiently, to maximise value for money.
- **Focus on planned maintenance and prevention:** Routine and planned maintenance programmes will ensure land and buildings will be safe for all those who use them and statutory obligations are fulfilled.
- **Maximise Revenue Generation Opportunities:** Where there are land and buildings which generate rental income from tenants, the Council will ensure that the income is the best that could be reasonably achieved and will be constantly looking for new income generating opportunities.
- **Knowing how our assets perform:** continuous performance monitoring will determine the impact of the asset in supporting the council plan and that the asset complies with relative industry standards.
- **Challenging the need to keep assets:** The Council will continually review the asset portfolio to ensure it remains value for money. This may result in the repurpose, transformation, or disposal of the asset(s).
- **Disposal of assets we no longer need:** Assets will be considered for disposal or surplus to requirements where evidence suggests the asset no longer makes a positive contribution to the delivery of the council plan.
- **Acquiring assets if we need them:** Assets will only be purchased when all other options have been considered, or the acquisition of the asset contributes to the council plan.
- **Maintain and invest in needed assets:** The Council will use its assets to enhance the attractiveness of North Lincolnshire for residents and visitors, which in turn will increase tourism income into the area and support local businesses
- **Reduce our carbon footprint:** Council assets will be reviewed and procured with attention to energy efficiency. This will assist with reducing the carbon footprint of the asset base and reduce overall running costs.
- **Work collaboratively with partners towards one public estate:** This is a Central Government initiative, designed to facilitate and enable local authorities to share and collaborate across public assets.




# Asset Management Strategy

The Asset Management Strategy identifies the high-level outcomes for each of the policy objectives and the strategy for achieving them. The outcomes and actions have been mapped against the priorities in the Council Plan, and this is shown in the Strategic Asset Management Plan Summary Table shown across the next pages.

## Strategic Asset Management Plan - Summary

Council Plan Priority	Asset Management Aims		Expected Outcomes	Actions
 <p><b>Engaging and Effective Council</b></p>	<b>Asset Management Aim 1</b>	<b>An efficient, fit for purpose estate where assets are used innovatively to support cost effective service delivery and aligned with the priorities in the Council Plan.</b>	<ul style="list-style-type: none"> <li>Enabling delivery of the Medium-Term Financial Plan (MTFP), Capital Strategy, the Council Plan, Service &amp; Transformation plans</li> <li>Robust asset management governance enabling effective and evidence led decision making on the best use of property assets.</li> <li>A rationalised efficient land and property estate provided at lowest possible cost</li> <li>An effective estate suitable for modern ways of working</li> <li>A compliant, safe and resilient estate.</li> </ul>	<ul style="list-style-type: none"> <li>Undertake a strategic review of the corporate operational and non-operational estate.</li> <li>Delivery of capital receipts to support the MTFP</li> <li>Ensure our property information is accurate, current and comprehensive</li> <li>Corporate Landlord</li> <li>Development of a single accommodation strategy to facilitate service delivery.</li> <li>Implement a programme of suitability &amp; sufficiency surveys.</li> <li>Condition surveys and Planned Preventative Maintenance (PPM) plan across the operational estate.</li> </ul>
 <p><b>Stronger Economy</b></p>	<b>Asset Management Aim 2</b>	<b>Supporting regeneration, housing and economic growth whilst protecting cultural and heritage assets.</b>	<ul style="list-style-type: none"> <li>Provision of sites &amp; developments that support the delivery of inclusive, economic growth, housing growth, employment growth, regeneration &amp; infrastructure.</li> <li>Preservation of council owned cultural and heritage assets to enhance the historic value of our locality, making it a more attractive place to live, work and visit.</li> </ul>	<ul style="list-style-type: none"> <li>Development of Council-owned sites</li> <li>Disposal of Council land and property assets for development.</li> <li>Acquisition of strategic sites to enable development</li> <li>Complete the Heritage at Risk Programme.</li> </ul>
 <p><b>Stronger Economy</b></p>	<b>Asset Management Aim 3</b>	<b>Maximising income and overall value from the commercial estate and non-operational land and buildings.</b>	<ul style="list-style-type: none"> <li>Maximise commercial rental income to support the Council's revenue position</li> <li>A commercial estate that supports local businesses</li> <li>A balanced resilient income producing portfolio with an acceptable risk profile.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that the investment portfolio is managed pro-actively.</li> <li>Management of business and enterprise centres to enable and support business start-ups and enterprise.</li> <li>Explore opportunities to grow the commercial portfolio</li> <li>Identification of under-performing commercial properties for investment or disposal</li> </ul>

## Strategic Asset Management Plan – Summary cont'd...

 <p><b>Stronger Communities</b></p>	<p><b>Asset Management Aim 4</b></p>	<p><b>Supporting our communities</b></p>	<ul style="list-style-type: none"> <li>• Surplus and underutilised land and property assets released made available for community groups to use.</li> <li>• Supporting community and voluntary organisations to acquire Council owned property</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to maintain &amp; review the list of pipeline assets identified for potential use by community and voluntary organisations.</li> <li>• Continue to support opportunities for Community Asset Transfers in accordance with the Council's Community Asset Transfer Policy.</li> </ul>
 <p><b>Greener Future</b></p>	<p><b>Asset Management Aim 5</b></p>	<p><b>Reducing our carbon footprint and supporting biodiversity</b></p>	<ul style="list-style-type: none"> <li>• Support delivery of the Council's Net Zero Carbon Roadmap towards achieving cutting the organisations carbon emissions to net zero by 2030.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the asset management strategy is aligned with the Council's Net Zero Carbon Roadmap</li> <li>• Development of energy dashboards for each building</li> <li>• Identify opportunities following the development of a heat decarbonisation plan.</li> <li>• Complete the rationalisation of the central works depot</li> <li>• Undertake a review of the commercial estate to develop and implement a MEES Strategy.</li> </ul>
 <p><b>Engaging and Effective Council</b></p>	<p><b>Asset Management Aim 6</b></p>	<p><b>Maximising opportunities available with key stakeholders and partners (OPE)</b></p>	<ul style="list-style-type: none"> <li>• Enabling strategic planning &amp; achieving economies of scale.</li> <li>• Support innovative new models of joint working, delivering more integrated, customer focused services</li> <li>• Generating efficiencies, through capital receipts and reduced running costs</li> <li>• Funding opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Engage with partners to explore co-location opportunities.</li> <li>• Promote collaborative working where it can provide benefit for service delivery, whilst securing efficiencies and value for money.</li> <li>• Continue to be actively involved with the OPE Board and the Strategic Estates Forum.</li> </ul>

### **Asset Management Policy Aim 1**

**An efficient, fit for purpose estate where assets are used innovatively to support cost effective service delivery and aligned with the priorities in the Council Plan.**

#### **Expected Outcomes:**

**Enabling delivery of the Medium-Term Financial Plan (MTFP), the Capital Strategy, the Council Plan, Service plans, improvement and transformation plans.**

The Councils land and property assets form a key element of the Councils medium-term financial plan; from the role that is played in providing operational buildings from which our services are run, to the significant amount of commercial income that is raised from our portfolio which supports services provision across the council. Capital receipts realised from the disposal of surplus assets make a significant contribution to the MTFP.

Effective asset management will help achieve best value for money from land and property assets, allowing for savings, growth, and Borough regeneration. This Strategy will align with other Strategies and Plans to ensure unified and consistent actions for optimal solutions.

**Robust strategic asset management governance enabling effective and evidence led decision making on the best use of property assets.**

Property assets represent a significant corporate resource, requiring effective strategic asset management governance where evidence-led decisions are made in the context of a whole Council approach, towards supporting service delivery and achievement of the Council's corporate priorities.

Implementing a single accommodation strategy process to identify the requirements of each service area will allow future plans for investment and rationalisation of the portfolio to be formulated in a structured manner. Embedding positive relationships between Estates & Asset Strategy and the respective Services across the Council, will support service delivery and ensure that property requirements are best met, wherever possible, through available resources.

**A rationalised efficient land and property estate provided at lowest possible cost.**

Rationalising our land and building assets and improving the management of those that remain will lead to:

- Reduced running costs and optimised utilisation
- Improved quality and suitability of those that remain
- Reduced maintenance backlog
- Generation of capital receipts
- Increased revenue generation from the commercial estate
- Reduction in the cost of failure arising from non-compliance
- The transition from reactive to planned maintenance and whole life maintenance
- Improved service environment for employees and service users
- A more sustainable estate with a reduced carbon footprint
- Ultimately no inefficient assets

### **An effective estate suitable for modern ways of working.**

The continual review of the operational portfolio and introduction of consistent hybrid working practices will create a modern working environment and provide a portfolio which reflects North East Lincolnshire Council's position as a modern, efficient organisation.

### **A compliant, safe and resilient estate.**

It is vital to ensure the land and property estate owned and occupied by the Council is safe, compliant and able to withstand external pressures. Our land and building will be safe and not pose a risk of harm to those that use, occupy or visit them, and we will meet all our statutory obligations

### **Actions to Deliver Policy Objective 1 Outcomes:**

We will:

#### **Undertake a strategic review of the corporate operational and non-operational estate.**

The 2025/26 Budget and MTFP (2025/26 to 2027/28), approved by Cabinet on 12th February 2025, includes a priority to review the corporate operational and non-operational estate.

The primary objectives of the strategic asset review are:

- Assess the current state of the assets within the scope of the review.
- Identify underperforming or non-essential assets.
- Evaluate the alignment of assets with strategic goals and service requirements.
- Recommend strategies for asset optimisation
- Provide a roadmap for implementing the recommendations of the review.

The strategic asset review will establish the purpose for holding each asset, identify opportunities and risks associated with them and analyse the performance of each asset. Combining the analysis of this data with consultation with internal and external stakeholders of the asset will determine a clear plan for each asset appropriate to its future role in our portfolio.

This will ensure that we are confident that we are maximising the use of the estate; we have a robust plan for future service requirements and a plan for the non-operational land and buildings that may be surplus to requirements.

#### **Delivery of capital receipts to support the MTFP.**

The Council has a targeted disposal programme for the sale of surplus assets to deliver capital receipts to support the MTFP.

As part of the strategic asset review land and property will be appraised and considered for disposal where it is identified as surplus to the requirements if any of the following apply:

- The Asset no longer makes a positive contribution to delivery of council services.
- The revenue and capital demands to maintain far outweigh any income or financial or policy benefits.
- Has no potential for future strategic regeneration and/or redevelopment purposes.
- An alternative site can provide a more cost effective and efficient service.



- No adopted and resourced council plan/policy/ strategy, that could bring the asset into use in foreseeable future.
- No potential advantageous shared use opportunity with partners.

### **Ensure our property information is accurate, current and comprehensive to enable evidence led decision making**

Accurate and up to date property performance information is essential to the proper assessment, review and challenge of the property portfolio to enable evidence-led decision making. Bringing together comprehensive data around usage, condition, sustainability and operational costs will underpin the strategic planning of our estate. This will allow the production of an implementation plan which will schedule all of our properties to identify those which can be released, but also to bring together an investment plan for our retained properties.

We will ensure this is achieved through the following:

- Every building that the Council has an interest in is-recorded on Technology Forge (TF), a cloud-based property information database.
- Energy data for each individual corporate property is recorded and monitored
- All repair, maintenance and statutory compliance works undertaken at a property are logged on the property's TF record.
- Suitability and Sufficiency Surveys – all operational assets will have a suitability and sufficiency survey
- Condition surveys – every building will have a condition survey no more than 5 years old.

### **Corporate Landlord**

An essential cornerstone of effective strategic asset management is the adoption of a corporate landlord model which brings the responsibility and accountability for land and property asset management, including all budgets and decisions, centralised within Corporate Property.

The Council has adopted a Corporate Landlord model where it's land and property assets are managed by the Corporate Property Service acting in the capacity of corporate landlord. The continued use of this model enables a co-ordinated and consistent approach to asset management across the Council's operational portfolio.

### **Develop a single cohesive accommodation strategy to facilitate service delivery.**

The development of a single service accommodation strategy will set out how we will manage and maintain our assets in line with the Council's service priorities. Developing a detailed understanding of our Service departments is critical to designing and managing an asset solution that meets their requirements. This strategic approach fosters collaboration across departments, ensuring we can effectively forecast, prepare, and maintain the property estate in a proactive and sustainable way.

### **Implement a programme of suitability & sufficiency surveys.**

To ensure that our operational assets are fit for purpose, we will implement a programme of suitability and sufficiency surveys. These surveys will assess whether the buildings meet the operational needs and standards required for optimal service delivery. By systematically analysing suitability, we can identify gaps, inefficiencies, and opportunities to enhance the functionality and performance of our properties.

The sufficiency surveys will complement the suitability assessments by determining whether the space provided is adequate to meet current and projected demands. This dual approach will enable us to strategically plan for modifications, expansions, or reallocations of space as necessary, ensuring our estate remains adaptable and responsive to the evolving needs of our services and the community.

### **Implement a Planned Preventative Maintenance (PPM) plan across the operational estate.**

We will ensure the Council's buildings are secure, safe to use and fulfil statutory requirements through the implementation of a Planned Preventative Maintenance Plan (PPM) across the estate. Routine and planned maintenance will ensure land and buildings will be safe for all those who use them and statutory obligations are fulfilled.

## **Asset Management Policy Aim 2**

### **Supporting regeneration, housing, new infrastructure and economic growth whilst protecting cultural and heritage assets.**

#### **Expected outcomes:**

To ensure sustained economic and community development in North East Lincolnshire, a strategic approach to the development and management of the Council's assets is essential. By leveraging our assets effectively, we can foster an environment conducive to inclusive growth, housing development, employment opportunities, and infrastructure enhancement.

#### **Provision of sites and developments that support the delivery of inclusive, economic growth, housing growth, employment growth, regeneration and infrastructure.**

The strategic asset review and ongoing property rationalisations will likely identify further surplus land and property, which can be used to support economic growth and regeneration. Sites may be of use in Council or wider Public Sector initiatives, or the decision may be taken to dispose of the site on the open market.

#### **Preservation of cultural and heritage assets.**

The preservation of cultural and heritage assets is paramount in preserving the identity and history of our community. These assets serve as tangible connections to our past, enriching the communal narrative and fostering a sense of community and pride. This commitment to the preservation of councils owned cultural and heritage assets, enhances the aesthetic and historic value of our locality, making it a more attractive place to live, work, and visit.

#### **Actions to Deliver Policy Aim 2 Outcomes:**

##### **Development of Council-owned assets aligned to the Council's strategic priorities**

Where land and property assets are considered viable for development by the Council directly, these will be retained and, following a valid business case and subject to availability of funding, will be developed in accordance with the most appropriate outcomes for that locality. Development appraisals will include an enhancement framework to ensure that those projects that proceed deliver strong contributions towards community wellbeing and community wealth-building. The council may undertake development projects either directly itself, jointly with other developers/partners or by releasing property assets for development by third parties.

##### **Disposal of Council land and property assets for development.**

Where the Council disposes of assets for development, it may seek to work in partnership with the new owner/developer to support the new owner and their supply chain partners to maximise the, regeneration, employment, cultural, heritage economic, environmental and social benefit of any development. The council's level of engagement in individual projects will be determined according to the nature and value of each development project and will be focused on areas of greatest risk and opportunity.

##### **Acquire strategic sites to enable development/highway schemes.**

The Council may acquire land and property and undertake site assembly to strategically enable and facilitate development, regeneration and/or highway/infrastructure projects. Requirements may arise through Service Plans or through project-specific reviews identifying gaps in ownership where intervention by the Council could make a real and demonstrable difference.

**Invest in projects with a financial viability gap when that investment will result in strong positive outcomes aligned with the Council Plan.**

For sites where appraisal identifies financial viability gaps, there may be circumstances where Council may consider investing in schemes to enable them to proceed where these deliver strong positive outcomes in relation to infrastructure, housing, regeneration, enterprise, employment, heritage, culture or business environments and where, without Council intervention, schemes will not proceed.

**Complete the Heritage At Risk Programme.**

Completion of the Heritage At Risk Programme will result in reduced revenue and operating costs and fit for purpose assets removed from the 'at risk' register. As well as satisfying legislation, delivering this work will improve relationships with stakeholders, contribute positively to the Council's reputation, improve the historic environment and contribute to the wellbeing and communities' objectives.

### **Asset Management Policy Aim 3**

#### **Maximising income and overall value from the existing commercial estate and non-operational activities**

##### **Expected Outcomes:**

**To maximise income generated from the Council's Commercial estate to support the Council's revenue position.**

Our investment portfolio will be a particular focus for income growth for the Council. This important component of our estate provides a wide range of economic benefits providing space for small and growing business and is also an important income stream for the Council, which can be further enhanced through targeted investment to reduce voids and rent reductions.

Through active management and investment, the Council will maximise its revenue income from commercial investment and non-operational land and property. The key objectives are:

- Increase and optimise income
- Mitigate holding costs/minimise voids
- Ensuring tenants compliance with the terms of the lease
- Maintain and improve overall property holding and value position
- A balanced resilient income producing portfolio within an acceptable risk profile

##### **Actions to Deliver Policy Aim 3 Outcomes:**

We will:

##### **Proactive management of the commercial estate.**

Proactively managing the commercial estate will deliver better overall returns. We will ensure there is dedicated resource in the Estates team towards the management of our investment portfolio. This will focus on delivering the following outcomes:

- Effective marketing of vacant properties to minimise the length of void periods between tenants
- Timely implementation of lease renewals and rent reviews
- Full cost recovery (service charges, insurance) where leases permit.
- Ensuring outgoing tenants fully comply with their lease obligations around dilapidations will also help to preserve the quality of the estate and therefore future rental income.

##### **A commercial estate that supports local business**

We will manage our business and enterprise centres to enable and support business start-ups and enterprise.

**Seek opportunities to grow income from our existing commercial estate through targeted investment into existing properties**

We will undertake condition surveys to identify the investment required to fulfil ownership and Landlord obligations and the investment needed to maximise value going forward. This will be used to drive investment decisions not only through a Planned Maintenance Programme but also in terms of an ongoing capital improvement programme. Where commercial tenants carry the responsibility for repairs and maintenance under the terms of their lease, the Council will ensure that those properties are inspected regularly and that tenants are complying with the terms of the lease.

### **Explore opportunities to grow the commercial portfolio**

We will explore the opportunity to grow our investment portfolio by utilising surplus operational properties for new lettings.

Opportunities will be explored in order to potentially fund the acquisition of non-operational assets which will produce a positive return, sustain the portfolio in future years, support local businesses and social wealth building.

### **Identifying under-performing commercial assets for either investment or disposal.**

We will review the investment portfolio to identify under-performing commercial assets which are not contributing to the Councils priorities or financial position. We will remain open to the sale of commercial investment properties where there is a strong justification for doing so.

## **Asset Management Policy Aim 4**

### **Supporting our communities**

#### **Expected Outcomes:**

#### **Surplus and underutilised land and property assets released made available for community groups to use.**

The Council recognises that local communities have the greatest understanding of their own needs and priorities for change.

By transferring suitable surplus property assets to community groups, the Council can harness the power of local knowledge and commitment to drive positive change. This process empowers community organisations to develop and implement bespoke solutions that address local needs. The social value delivered through these transfers includes enhanced community cohesion, increased opportunities for local engagement and participation, and the creation of vibrant public spaces that reflect the unique character and aspirations of the community.

Through the Community Asset Transfer policy, the Council is committed to supporting initiatives that generate social value and contribute to the overall well-being of the community.

#### **Actions to Deliver Policy Aim 4 Outcomes:**

#### **Continue to maintain & review the list of pipeline assets identified for potential use by community and voluntary organisations.**

The Council has published a list of potential buildings and land which have been identified as being potentially suitable for transfer to community and voluntary organisations through the community asset transfer process. We will ensure the pipeline of assets is frequently reviewed and updated.

#### **Continue to support opportunities for Community Asset Transfer**

The Council has proven track record of transferring properties to community organisations under its existing Community Asset Transfer policy.

To promote an open, fair, and consistent approach for voluntary and community sector organisations to benefit from asset transfer, we will continue to support opportunities where there is a viable business case through our Community Asset Transfer Policy. If a community group or voluntary organisation presents a business plan for delivering activities from a council-owned asset, the Council will evaluate the request for asset transfer according to the existing CAT policy.

### **Asset Management Policy Aim 5**

#### **Reducing our carbon footprint and supporting biodiversity.**

##### **Expected Outcomes:**

**Support delivery of the Council's Net Zero Carbon Roadmap towards achieving cutting the organisations carbon emissions to net zero by 2030.**

The Council Plan reaffirms that the Council is committed to cutting the organisations carbon emissions to net zero by 2030 and support North East Lincolnshire to hit the target of carbon net zero by 2050. The Council's Net Zero Carbon Roadmap explains how the targets will be achieved and mitigate the impact of climate change.

The outcomes in the Net Zero Carbon Roadmap for the Council owned estate are:

- All our buildings move towards being operated as carbon net zero.  
Building managers and occupiers understand the importance of achieving carbon net zero and reducing energy usage.
- We seek to offset emissions where we have heritage buildings, for which carbon net zero solutions are challenging and cannot be eliminated.

##### **Actions to Deliver Policy Aim 5 Outcomes:**

We will:

Ensure the new Asset Management Plan is aligned to support delivery of the outcomes in the Net Zero Carbon Roadmap, which includes the following actions:

- Use energy dashboards to set the normal and target use for each building and explore further funding opportunities. This will include developing dashboards further to present data on energy usage and renewable generation.
- Review the monitoring and analysis regime for buildings and build a carbon calculator that operates across all emissions.
- Identify opportunities following the development of a heat decarbonisation plan.
- Explore heat network and micro-grid opportunities.
- Complete the rationalisation of the central works depot, which will incorporate many carbon reduction features;
- Undertake a review of the commercial estate in line with changing legislation, to develop and implement a Minimum Energy Efficiency Standards (MEES) strategy to ensure compliance.
- Link in our work on the Lincolnshire and local One Public Estate Groups to our carbon net zero ambition.



### **Asset Management Policy Aim 6**

#### **Maximising opportunities available with key stakeholders and partners through the One Public Estate – OPE.**

##### **Expected Outcomes:**

We are active members of the One Public Estate (OPE) programme, working closely with other Public Sector organisations across the borough to explore opportunities to reduce premises costs and make assets work better for our communities and customers.

The OPE programme supports locally led partnerships of public sector bodies to collaborate around their public service delivery strategies and estate needs. OPE provides an opportunity for more focused and integrated public services, as well as potentially reducing running costs and generating additional capital receipts. One Public Estate aims to:

- Create economic growth to enable released land and property to be used to stimulate economic growth and regeneration.
- Encourage publicly funded services to co-locate, to demonstrate service efficiencies, and to work towards a more integrated and customer-focused service delivery.
- Release land and property to generate capital receipts and facilitate development.
- Reduction in running costs of central and local government assets

The Council hosts a localised Strategic Estates Forum, which involves key public sector and third sector partners from across the borough. The aim of the Forum is to optimise the use of our, and our partner's, properties, and land, and to work together to improve service delivery and opportunities for the residents of North East Lincolnshire.

##### **Actions to Deliver Policy Aim 6 Outcomes:**

We will:

- Work with strategic partners to develop innovative estates initiatives.
- Wherever possible engage with partners with a view to exploring co-location options and the potential for sharing accommodation.
- Promote collaborative working where it can provide benefit for service delivery, whilst delivering efficiencies and value for money.
- Support joint working across public sector organisations to release land and property and boost economic growth, regeneration and integrated public services.

## **Measurement of Success**

### **What will success look like?**

The Council's land and property estate will remain vital to support the provision of high-quality services, economic growth and partnership working. Collaboration between Asset Management, Facilities Management and Services will help to ensure that our estate is the right size and efficiently utilised.

It is crucial that we monitor and review our progress against these strategic objectives and by implementing this plan we will have:

- A clear strategic asset management decision-making process that aligns with the Council's wider strategies and service delivery priorities.
- A whole council approach to asset management through our Corporate Landlord function and responsibilities and the development of a single accommodation strategy.
- A comprehensive evidence base of our assets built on depth insight and intelligence from a range of sources, which can shape and inform future decision-making

### **Overall, success will mean that:**

- Our estate is well utilised and supports service provision to residents and communities across North East Lincolnshire.
- We have a clear plan for each of our buildings
- We continue to reduce the number of properties in void management
- We have a strong investment portfolio, which is well managed and delivering a sustainable income stream
- We continue to dispose of surplus properties using the most appropriate method based on the property and market conditions
- The carbon footprint of our estate is reduced
- We maximise joint working with partners to ensure that our estates across the public sector are complementary and where appropriate shared
- We use our assets to support local economic growth and regeneration.

Ultimately, there are many factors which will shape our estate, some of which compete with one another. The guiding principles within this document will help us to bring forward proposals and make decisions to ensure that our estate contributes to meeting the Council's ambitions.