



Finance and Economic Overview and Scrutiny Committee

23rd September 2025

Report of Councillor Richard Cleaver,
Cabinet Member for Property and
Public Engagement

Asset Management Strategy (Corporate Property)

Report Author

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Purpose of Report

To present the draft Property Asset Management Strategy in respect of the Council's Corporate Property.

Recommendations

The Finance and Economic Overview and Scrutiny Committee is asked to recommend to Cabinet the Asset Management Strategy (Corporate Property) for the period 2025 – 2030.

Decision Information

Does the report contain any exempt or confidential information not for publication? No

What are the relevant corporate priorities? Connecting communities
Sustainable South Kesteven
Enabling economic opportunities
Effective council

Which wards are impacted? All (All Wards);

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance and Procurement

- 1.1 The Council's asset base is the largest value on the Council's balance sheet and is a significant annual cost both in terms of operational cost but also planned and responsive maintenance. It is important the Council has a clear and robust strategy in respect of the asset portfolio to ensure the assets are well maintained and managed in order to provide value for money and to minimise cost exposure. This is particularly important in a climate of rising costs and operational demands.

Completed by: *Richard Wyles, Deputy Chief Executive and s151 Officer*

Legal and Governance

- 1.2 There are no significant governance concerns regarding this report.

Completed by: *James Welbourn, Democratic Services Manager*

2. Background to the Report

- 2.1 The Asset Management Strategy (AMS) is a medium-term plan for optimising the value, performance, and utility of the Council's corporate property assets — whether owned, leased, or managed. It goes beyond day-to-day property management by aligning property decisions with broader corporate aims, financial returns and sustainability targets.
- 2.2 The AMS sets the framework for managing the Council's property portfolio effectively over the next 5 years (2025 to 2030) and will guide future strategic property decisions to make sure the property portfolio is managed sustainably and efficiently and so it can adapt to remain fit for the future and support frontline delivery.
- 2.3 The strategy is designed to align with the Council's Corporate Plan and strategies, policies, and services to support the residents of South Kesteven. It provides a framework for managing owned, tenanted and leased assets, ensuring they are fit for purpose despite financial constraints. The strategy focuses on optimal and

flexible use, sustainable maintenance, and futureproofing to meet short, medium, and long-term needs.

- 2.4 This new AMS comes at a critical time as the Council is facing an uncertain financial future due to the expected changes in funding levels across all public authorities. The holding of assets carries a financial responsibility including acquisition, day-to-day running costs, maintenance, and operational expenses. Therefore, it is important to ensure the assets deliver maximum value for residents and all stakeholders by being strategically well managed and efficiently utilised.
- 2.5 By implementing the AMS, the aim is to optimise resource utilisation, reduce costs and promote sustainability, ensuring all assets support the Council's aims and ambitions whilst supporting the delivery of day-to-day services.
- 2.6 The AMS is structured in the following way:
 - Strategic Context
 - Key Asset Management Priorities
 - Achieving the Vision
 - Key Actions to be achieved over the life of the Strategy
- 2.7 The AMS sets out in further detail the key challenges in the context of the Council's asset base and operating environment, and places emphasis on the ongoing responsibility of the Council to ensure compliance with applicable health and safety responsibilities. It commits to an ongoing programme of regular costed building condition surveys to inform a proactive, planned maintenance programme and reduce the need for more expensive reactive repairs.
- 2.8 The AMS also commits to the Council maintaining its assets in a satisfactory condition, with assets classed as needing significant investment being appraised for such factors as location, utilisation, operating costs, fitness for purpose, accessibility, capacity, contribution to current service delivery and the property's ability to support future service delivery. This appraisal will allow a judgement to be taken to either dispose of the asset or what investment is required to achieve the desired standard.
- 2.9 The AMS is supported by the Asset Maintenance Strategy which has established a framework for allocating the annual maintenance budget to target the backlog maintenance that has built up across the corporate property asset portfolio.
- 2.10 Once approved, an action plan will be developed in order to monitor and track progress of the key actions set out in the AMS.

3. Key Considerations

3.1 The adoption of the AMS will continue to strengthen the Council's management of its assets, providing greater assurance that they are safe and comply with statutory requirements as well as creating the opportunity to improve the quality and value for money of the services they can deliver. The foundations of this process will require robust data and process, increased capacity and strong governance and decision-making.

4. Other Options Considered

4.1 Options include:

- Continue with current custom and practice – not recommended as this may be a missed opportunity to support the delivery of the Council's Corporate Plan
- Undertake repairs on a purely responsive basis – not recommended as this tends to be more costly than planned maintenance and may impact on the delivery of services

5. Reasons for the Recommendations

5.1. The AMS provides a strategic framework for managing the Council's corporate asset portfolio.

6. Consultation

6.1 The Finance and Economic Overview and Scrutiny Committee is asked to consider the draft AMS before it is presented to Cabinet for approval.

7. Appendices

7.1 Draft Asset Management Strategy (Corporate Property)