

**REPORT FROM:** Director of Resources

**TO:** Executive

**DATE:** Thursday 20 March 2025

**Report Author:** Karen Spencer

**Tel. No:**

**E-mail:** karen.spencer@pendle.gov.uk

## LAND AND PROPERTY ASSET MANAGEMENT STRATEGY 2025-2028

### PURPOSE OF REPORT

The purpose of this report is to present for approval the Council's proposed Land and Property Asset Management Strategy 2025-2028

### RECOMMENDATIONS

It is recommended that:

- (1) The proposed Land and Property Asset Management Strategy 2025-2028 is approved and adopted as the basis for the Council's management of its land and property assets.
- (2) The Action Plan contained within the Strategy is approved for implementation.

### REASONS FOR RECOMMENDATIONS

- (1) The Land and Property Asset Management Strategy 2025-2028, Section 1, sets out multiple reasons why the Council should adopt and implement the provisions of an asset management strategy
- (2) The Land and Property Asset Management Strategy is intended to drive change and transformation in the way that land and property is managed and in the way that assets are able to support service delivery. The implementation of the Action Plan will provide a focus for improvements in the performance of the land and property portfolio.

## ISSUE

1. The current Land and Property Asset Management Strategy was approved by Policy & Resources Committee in May 2018 and was designed to cover the three-year period to 31 March 2022. The draft strategy attached to this report is intended to be an updated successor to that document.
2. The production of a Land and Property Asset Management Strategy is recognised as good practice in the proper management of the Council's property assets. Its purpose is to secure best use from land and property by, for example, supporting services effectively, generating revenue and capital income and reducing costs.
3. The Asset Management Strategy 2025-2028, was considered by the Executive at its meeting on 31 October 2024. Executive was minded to approve the Strategy but decided to refer the matter to the Overview & Scrutiny Committee for its views. The Overview & Scrutiny Committee also accepted the Strategy, but recommended the inclusion of illustrative case studies. The Strategy, revised in accordance with this recommendation is submitted for formal adoption.

### **Principles:**

4. The Strategy sets out four principles and four outcomes expected from the management of the Council's land and property assets.
  - i. The Council recognises the need for a planned approach to asset management that drives transformation and which delivers positive outcomes and value for money
  - ii. The Council will manage its property assets in accordance with best practice to make them fit for the purpose of supporting the delivery of the Council's Corporate Plan
  - iii. The Council will deploy its property assets in the most effective, efficient and economical way to contribute to the successful delivery of its services.
  - iv. The Council will make each asset, each asset category and the portfolio as a whole, increasingly fit for their purpose

### **Outcomes**

5. The intended outcomes from the adoption of this Strategy are:
  - i. The alignment of the Council's processes, systems, people, finances, culture and data towards coherent objectives.
  - ii. The ability to consider the whole life perspective of every asset, through acquisition, operation and management to disposal, optimising use throughout.
  - iii. A constructive plan for the use of the Council's assets, derived from the organisational goals.
  - iv. Adding value by improving and/or increasing the outputs or impact of the organisation in measurable terms (whether those terms are monetary or non-monetary).

## **IMPLICATIONS**

### **Policy:**

The Land and Property Asset Management Strategy will align with and support delivery of the Council's Corporate Plan.

The need for local authorities to work to an asset management strategy is recommended as best practice by both the Royal Institution of Chartered Surveyors (RICS) and the Chartered Institute of Public Finance Accounting (CIPFA). The proposed Asset Management Strategy has implications for and requires actions and inputs from most of the Council's Services.

### **Financial:**

There are no direct financial implications arising from this report. However, the Asset Management Strategy acknowledges the need for investment into the property estate and into property management resources. It sets out aspirational goals as to how and where the Council should target expenditure to improve the performance of its land and property.

### **Legal:**

None arising directly from this report

### **Risk Management:**

The ownership of land and property involves inherent risks with which all asset managers need to have some regard. A risk assessment is included within the Strategy with the recommendation that asset managers review those risks for inclusion within the Strategic Risk Register and ensure that due process provides appropriate risk mitigation.

### **Health and Safety:**

None arising directly from this report.

### **Sustainability:**

The sustainability agenda is a crucial factor to be considered in all asset management activities and has been reflected in the draft strategy.

### **Community Safety:**

None arising directly from this report.

### **Equality and Diversity:**

None arising directly from this report.

## **APPENDICES**

Land and Property Asset Management Strategy 2025-2028

## **LIST OF BACKGROUND PAPERS**

The Land and Property Asset Management Strategy refers to, and is rooted in, a number of key Council policy and strategy documents, most of which are available to view on the Council's website, including

- Corporate Plan 2023-2026
- Climate Change Action Plan
- Draft Playing Pitch Strategy
- Commercial Strategy
- Property Investment Strategy
- Workforce Strategy
- Agile Working Policy