

LAND AND PROPERTY ASSET MANAGEMENT STRATEGY 2025/28

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A Note on Terminology

1. For the **Action Planning tables** within the Asset Management Strategy, the following terminology has been adopted:

“Objectives”	The corporate aspiration(s) that the category of assets is seeking to address.
“Strategy”	The principles that underpin day-to-day property management activities and which are, or should become, embedded in the organisational culture*
“Actions”	One-off actions or projects intended to be completed during the lifetime of the Asset Management Strategy
“Asset Management Stakeholders”	All Heads of Service and members of the Asset Management Working Group

* Application of the principles of asset management described in Section 2.6 have normally been assumed and have therefore often been left unstated in the Action Planning narratives

2. **“Value in Asset Register (01/04/2024)”** –

Asset values set out in Section 4 are those undertaken for the sole purpose of capital accounting for the Council’s audited accounts 2023/24. The valuations are included within the strategy to give readers an indication as to the relative value and importance of each asset and each asset category. Council members and staff or any third party should not rely on or otherwise use these figures for any other purpose or in any other context, including the formulation of any disposal strategies.

EXECUTIVE SUMMARY

- a) The production of a Land & Property Asset Management Strategy is recognised by the Council as good practice in the proper management of the Council's land and property assets. The aim of this Asset Management Strategy is to ensure that the Council utilises its property asset base in the most effective, efficient and economical way to contribute to the achievement of the Council's Strategic Plan. The Asset Management Strategy itself is built around four key principles:
- **The Council recognises the need for a planned approach to asset management that drives transformation and which delivers positive outcomes and value for money**
 - **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**
 - **The Council will deploy its property assets in the most effective, efficient and economical way to contribute to the successful delivery of its services.**
 - **The Council will make each asset, each asset category and the portfolio as a whole, increasingly fit for their purpose**
- b) The Council intends that the outcome of the implementation of its revised Land & Property Asset Management Strategy, in accordance with the RICS view of the principal aims of asset management, will be:
- The alignment of the Council's processes, systems, people, finances, culture and data towards coherent objectives.
 - The ability to consider the whole life perspective of every asset, through acquisition, operation and management to disposal, optimising use throughout.
 - A constructive plan for the use of the Council's assets, derived from the organisational goals.
 - 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).
- c) The Asset Management Strategy has been prepared within the context of the Council's strategic planning process and is based around the Council's aspirations set out in its latest Corporate Plan. It provides the broad framework for asset planning and sets out the governance arrangements for implementing the Strategy.
- d) As of 01 April 2024, the Council's asset base comprised 762 property assets with a value in excess of £48,000,000. Both the number and the value of the Council's assets and the way in which they are categorised are subject to continual variation due to acquisitions, disposals, transfers to partner organisations, changes of use and annual revaluations. Assets acquired or sold up to 31 August 2024 have been omitted from or included within this strategy document, but values may not have been amended.
- e) The format of this Asset Management Strategy is to set out the Council's asset portfolio by operational category*. This method identifies what assets the Council has, how they are used by the Council, some of the issues that are relevant to the use of those assets and, importantly, the future strategy and objective for each category and therefore of each asset.

* (NB. The Council currently has no non-operational property assets other than those declared surplus to requirements, although the strategy confirms current Council policy to allow for subsequent acquisitions or appropriations for this purpose).

The Council recognises the need for a planned approach to asset management that drives transformation and which delivers positive outcomes and value for money

1. WHY THE COUNCIL HAS PUBLISHED AN ASSET MANAGEMENT STRATEGY

Section 1 sets out Pendle Borough Council's recognition of the need to have a planned approach to asset management.

1.1 To Review and to Re-set the Way the Council Manages and Deploys its Assets

The Council recognises that the world has changed since the previous Asset Management Strategy was drawn up in 2019. International, national and local priorities have shifted; technology increasingly opens up fresh opportunities; working practices have been revolutionised; issues such as climate change, housing provision and health increasingly dominate the backdrop of service delivery. The Council's portfolio of property assets has itself changed in that period.

The Council knows that it must continually evolve and adapt to meet the fresh challenges of a changing world. This Strategy, and particularly its Action Planning sections, provides the basis upon which the Council can bring the management of its property assets up to date and use those assets to best support the Council's priorities and objectives.

1.2 To Align Property with the Council's Aims and Objectives

The Council aims at continual improvement in all that it does. It recognises that its property assets have a role to play in producing positive outcomes for the people of the Borough.

The Council has adopted the following definition of Strategic Asset Management:

'Strategic asset management can be defined as the activity of aligning property assets with the strategic aims and direction of the organisation and adding both financial and non-financial value to the organisation as a result' [Source of Definition: RICS Strategic Public Sector Property Asset Management Practice Information, Global 3rd Edition, September 2021].

There has been a proactive approach to asset management in Pendle in recent years and the revision of its Asset Management Strategy gives the opportunity to review the Council's approach for all categories of property-based assets. This document sets out the Council's Asset Management Strategy for its property assets for the three years 2025/6 to 2027/28, its aspirations for providing a property infrastructure for its services that is effective, efficient and which represents value-for-money.

1.3 To Support the Realisation of Pendle Borough Council's Corporate Plan

In September 2023 the Council's Executive approved the Corporate Plan 2023/27. The Corporate Plan articulates the Council's objectives, the services and outcomes it has prioritised. The Corporate Plan is structured around four strategic aims, with related ambitions and actions. As a starting point for determining how its assets are to be deployed, the table provided in Appendix I identifies selected objectives of the Corporate Plan which have relevance to the Council's property assets and raises potential implications to be taken into account within the asset strategy.

1.4 To Assist the Council to Meet its Challenges

The Council, in common with many other local authorities, is seeking to deliver its services within an increasingly challenging environment. It is recognised that the Council's property portfolio is limited in its extent and quality, but the Council's ambition is to ensure that all its property assets are well-managed and deployed as a tool for mitigating its challenges, which include but are not limited to:

- i **Financial Challenges** Pendle Borough Council remains financially constrained by budget reductions following repeated cuts in its grants over many years and therefore needs to prioritise its services and its investment into infrastructure, including property.
- The Asset Management Strategy considers ways in which funding gaps can be narrowed by securing capital and revenue income from property assets to fund the Council's services, and by opportunities for leveraging external project funding. However, the Council recognises that to retain or acquire the ideal portfolio for the delivery of its service priorities or to maintain its property assets in the condition the Council would like may not be a realistic ambition in the face of diminishing resources.
- ii **Housing Shortfall** Pendle Borough Council shares the consequences of the national pressures of housing shortages and the social and financial benefits of encouraging new housing development.
- The Asset Management Strategy identifies the need to use Council assets to provide new homes, including social and affordable housing, for partnerships with registered housing providers and to oversee developments in accordance with the latest technological and sustainable standards.
- iii **Environment** Pendle Borough Council, like the majority of other local authorities has declared a climate emergency and has produced an action plan to achieve carbon neutrality by 2030. Environmental diversity and sustainability and the protection of nature are emerging as critical themes.
- The Asset Management Strategy advocates measures to reduce the carbon footprint of its buildings, reduce energy consumption and costs, promote green transportation and to use assets to develop and house renewable energy infrastructure. It recognises that its assets can play a part in encouraging solutions for the environment and nature and set standards for sustainable development.
- iv **Deprivation** The Borough of Pendle has some of the most deprived areas of the country, with lower levels of employment and pay compared with the national average, and an over-reliance on the manufacturing sector.
- The Asset Management Strategy stresses the need for regenerative intervention using the Council's existing, and to-be-acquired, assets, to support the business sector, job creation, stronger and more resilient communities and links with other public sector agencies
- v **High Street Decline** The decline of the high street retail sector is a national issue, but felt particularly keenly by the borough due to its high number of small, local retail communities.
- The Asset Management Strategy supports the premise that the Council's role in encouraging investment into its town centres must be supported by development using its own and acquired assets.

- vi **National Leadership** It is realistic to suggest that the new Labour government, elected in July 2024, and as a consequence of its large majority, will control the national political agenda for the duration of this Asset Management Plan. Whilst future governmental policy details and their local implications are difficult to predict with any certainty, the government's manifesto commitments suggest that the Council's asset management strategy should consider a number of potential emphases that may well have asset implications following forthcoming legislative or regulatory change.
- The Asset Management Strategy, in Appendix II, recognises the property implications of selected aspects of the new government's declared agenda. It is not considered that any of these priorities will require any great change of direction from the Council's existing strategy and objectives, although some operational changes are likely to be needed as policies are developed.
- vii **Health Outcomes** There is national recognition that exercise, outdoor activities and engagement in community programmes have a positive impact on health outcomes. Health outcomes in the borough of Pendle are generally lower than the national picture.
- The Council will continue to use its assets, in partnership with Pendle Leisure Trust and other health and community services, to provide amenities for its residents to obtain the health benefits of leisure, recreation and community activities and will continue to manage facilities and outdoor spaces to this purpose.

Action Planning

Objective: The Council will maintain and refresh an effective asset management strategy that drives transformation	
Strategy: To achieve its objective the Council will <ul style="list-style-type: none"> Continually implement and monitor progress against the strategies and actions set out in the asset management strategy 	Actions: To progress its strategy the Council will <ul style="list-style-type: none"> Update the Asset Management Strategy to reflect the review of the Corporate Plan, due in 2027

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

2. HOW THE COUNCIL WILL ORGANISE ITS PROPERTY MANAGEMENT FUNCTIONS AND RESOURCES

Section 2 provides an outline of how the Council intends to organise the management of its property functions

2.1 Council

Pendle Borough Council comprises 33 Councillors. They are responsible for making decisions on behalf of the local community about local services, and are there to represent its views. The Council determines the main policies of the Council and sets the budget.

The Executive is responsible for implementing Council policies and the budgets and will provide the corporate lead for setting the direction and priorities of asset management. The Executive will consider the views of other Council committees, such as township and overview and scrutiny committees.

2.2 Organisation

A chart showing graphically how the Council is organised for asset management activity is provided in Appendix III. The effectiveness of this organisation, particularly the strength of the links between corporate, service and supporting functions, will be reviewed alongside consideration of the corporate landlord model (see Section 2.5 below).

2.3 Corporate Property Officer

Asset Management best practice recommends each organisation to have a Corporate Property Officer (CPO). At Pendle Borough Council, this responsibility has been assigned to the Director of Resources. The role of the CPO is to:

- To advise the Council's Management Team and Executive on all strategic asset management issues.
- To be responsible for the delivery of effective asset management throughout the Council.
- To have overall responsibility for acquisition, lettings and disposal, including approving terms where necessary and with the delegated authority provided.
- To have overall responsibility for asset management budgets.
- To champion the shared use of buildings and property within the organisation.
- To ensure that asset delivery plans, policies and processes are 'fit for purpose'.

The CPO works through the Property Services team on the delivery of the Council's Property function.

2.4 Asset Management Working Group

An Officer Asset Management Working Group is in place to oversee the implementation of this Strategy and this group meets monthly. The Group comprises of the following:

Officer
Director of Resources
Director of Place
Technical Accountant
Head of Economic Growth
Estates & Asset Management Lead
Facilities Manager

2.5 Property Services

It should be noted that, after over 20 years as an outsourced service, delivered through the Council's strategic partnership with Liberata, the Property Services' team was re-insourced in 2024.

2.6 Council Services

The Council will manage its property assets through its service departments. Each asset will be allocated to a service that will be responsible for its purpose, use and day to day management. Individual assets will be allocated to services on the basis of the service objectives best supported by the asset concerned. Asset Managers will determine how the asset is used and managed to support their functions, and will hold relevant available budgets for day to day management issues.

The CPO and Asset Management Working Group will act as final arbiter of the allocation process.

Assets deemed to no longer be supporting the Services in question may be declared surplus to requirements and disposed of, subject to due Council process. It should be noted, however, that for various reasons the Council may need to continue to own some assets which serve no obvious useful purpose.

2.7 Corporate Landlord

The Council recognises that working to a Corporate Landlord Model, ie centralising property management functions, is capable of delivering asset management benefits, including:

- Freeing services to deliver their core services, without the distraction of property management.
- Property functions are transacted by appropriate professionals.
- Property managers can achieve a holistic view of the portfolio, leading to efficiencies in management and the appropriate targeting of resources toward priority need.
- Delivery of economies of scale in terms of capacity, procurement, and opportunities for co-location across an organisation and with other external organisations.

However, the Council acknowledges that the limited extent to which property management functions and budgets are currently centralised (notably programme management for statutory compliance and planned maintenance and the planned maintenance budget) suggests that it may not be achieving the full benefits of a corporate landlord model.

2.8 Asset Management – Key Foundation Principles

Through its day-to-day activities, the starting point of the Council's asset strategy is to ensure that, as far as possible, its property managers effectively manage the risks of property ownership and management (cf Appendix IV) and apply recognised best practice. The Council will, therefore, maintain a number of key foundation principles across the entire portfolio, principles designed to ensure that the portfolio is fit for purpose:

- **Income Generation** - Taking advantage of all opportunities to secure best value from its asset portfolio; maximising the generation of capital and revenue income through leases and disposals; keeping up to date with lettings, lease renewals rent reviews and other lease events.
- **Property Review and Asset Disposal** – a rolling programme of reviews, routinely implemented in parallel with asset valuations, which will challenge the use and retention of property assets. Advice to Council will assess, eg asset condition, market conditions, available alternative uses, town planning regime, value of existing use. Activity will act as an objective challenge to services to support their reasons for holding assets. (cf Appendix V).
- **Contract Management** – Familiarisation with the terms of all leases, whether the Council is Landlord or Tenant, to enable the Council's contractual obligations and opportunities to be realised. Proactive management and relationship building to foster efficient management. For leased-in assets, an investment plan to minimise liabilities at lease expiry or break would be beneficial.
- **Maintenance Backlog** –The Council recognises that obtaining up to date data is critical to strategic decision-making on retention/disposal, investment requirements and suitability assessments, and will commission condition surveys when resources allow.
- **Suitability and Sufficiency Assessments** - Assessments of **suitability** will consider how well the Council's properties meet the needs of the services that are provided. **Sufficiency** assessments will focus on total areas and the quantity of space for individuals in relation to the demand for the space. As reviews of property assets are undertaken, suitability and sufficiency assessments will be undertaken in the context of the objectives of the review.
- **Statutory Testing and Certification/Health & Safety Risk Assessment** - Statutory testing, inspection and certification to ensure full statutory compliance, including, but not limited to, electrical installations, fire alarm testing, water hygiene testing, gas appliance servicing, disability access, energy efficiency and asbestos surveys and recording. Appropriate inspection regime for all assets to manage risks.
- **Environment** – seeking opportunities to invest in greater energy efficiency and energy reduction in the face of limited budgets. A decarbonisation plan for all buildings with fossil fuels has been provided by an external consultant. Using Council sites to encourage nature's diversity.
- **Working in Partnership** – The Council will seek to maximise opportunities for involving public sector and other partners in realising benefits from the public estate. Further details of potential partnership opportunities are included in Appendix VI.
- **Best Practice** – the Council will seek to apply legislation and the best practice guidance and regulations set out by central government and professional bodies including the Chartered Institute for Public Finance Accounting (CIPFA) and Royal Institution of Chartered Surveyors (RICS).

2.9 Property Data

The Council has successfully identified all of its property assets. Property and asset data is primarily held by Property Services.

The Technology Forge system is used to record details of all of the Council's land and properties. The system holds basic ownership and valuation data together with building condition surveys. A separate system holds data on asbestos, legionella survey data and electrical and gas survey information.

The Council's ownership records have been acquired from the Land Registry and are now held on a Geographical Information System, providing a more efficient process for obtaining and maintaining details of the Council's land ownership. This is published as part of the Council's ongoing commitment to increase openness and transparency.

There are no current plans, nor identified need, for improving/developing/replacing the data systems at this time.

The Council maintains an Asset Register, a comprehensive schedule of its property assets, which is prepared in compliance with the Code of Practice for Local Authority Accounting produced by the Chartered Institute of Public Finance and Accountancy (CIPFA). In accordance with proper accounting practice, the Asset Register will be updated annually. The valuation of land and property assets will be carried out by a Chartered Surveyor (RICS) Registered Valuer using appropriate valuation methods as determined by the Royal Institution of Chartered Surveyors (RICS). Valuations are, as a minimum, undertaken within a five year rolling programme, although, in the event of a material change in the use or state of repair of an asset or other requirements, it may be necessary to undertake ad hoc valuations as required.

Action Planning

Objective:

To ensure that the Council's Services, along with asset management governance and functions are both fit for purpose and effectively delivering the implementation of the Asset Management Strategy

Actions:

To achieve its objective the Council will

- Review asset management governance arrangements to ensure they are fit for purpose
- Review the role, objectives and procedures of the Property Services team to ensure their effective contribution to the Asset Management Strategy, and whether any element of the transitioning service should be verified through internal audit
- Decide whether any property risks should be added to the Strategic Risk Register
- Consider whether it is appropriate to develop a Corporate Landlord model
- Review the Terms of Reference for the Corporate Property Officer and Asset Management Working Group based upon the conclusions of the Council's review of the options for a Corporate Landlord model
- Review the allocation of each asset between Services to ensure the most appropriate management regime is in place
- Commission updated condition surveys

The Council will deploy its property assets in the most effective, efficient and economical way to contribute to the successful delivery of its services.

3. HOW THE COUNCIL WILL MANAGE AND DEPLOY ITS PROPERTY ASSETS

Section 3 considers what the Council would like to achieve to and through its property assets

3.1 Outcomes

The production and implementation of the Asset Management Strategy is designed to achieve a number of outcomes which will improve the capability of the asset portfolio to support Council services:

- Alignment of the use of property resources to the Council's strategic aims; ensure that all assets have a designated purpose and a proactive and appropriate management regime.
- Implementation of the most economic, efficient and effective use of all property assets; that each asset is performing its purpose effectively.
- Buildings and facilities that are fit for purpose, safe, accessible for all users and compliant with all relevant statutory requirements.
- Increased income and reductions in the costs and liabilities of property ownership
- Reduction of carbon emissions from the estate and improved environmental sustainability.

3.2 Inputs

To achieve these outcomes the Council's Asset Management Strategy will employ a number of proactive measures across the asset portfolio:

- **Appropriate Management** – day to day asset management will be undertaken by the service which is best able to use the asset in support of its operational objectives.
- **Disposal of Assets** - Disposal or transfer of land and buildings that are surplus to requirements to generate capital receipts or wider economic and social benefits, reducing maintenance costs and condition liabilities.. Releasing land for economic and housing uses. Rolling programme of property review in parallel with the quinquennial asset valuation programme.

The Property Review and Disposal process has been analysed. Findings and actions are set out in Appendix V.

- **Transfer of Assets** – The Council has pursued a policy of transferring assets, particularly open and recreational land, to Town & Parish Councils to maintain local facilities and deliver key services. Transfers are undertaken on the basis that a proposed transfer is the best way to secure the asset's long-term future.
- **Partnerships** - The Council will work in partnership and collaboration with other organisations to get best value from the use of its assets, sharing best practice and exploring common property objectives. It will continue to use partnership vehicles such as joint venture companies to deliver development, the Lancashire One Public Estate (OPE) Programme and will pursue opportunities for co-location of services with other public sector partners such as the health, blue light and education sectors.

- **Acquisitions** – to supplement the operational and investment asset portfolios and to support place-making, economic regeneration and income generation through the acquisition of additional assets. Further information on the Council's Property Investment Strategy is included as Appendix VII.
- **Investment** – as resources allow, to invest funds into improving condition or making adaptations to make assets more fit for their purpose. Securing external funding to improve or expand the portfolio.
- **Change or intensification of use** – Repurposing of assets to a more effective use, which may include the appropriation of assets between the different asset categories set out in Section 4. Challenging utilisation levels to make assets work harder. Making better use of assets to reduce costs and generate income to sustain services in accordance with the Council's aspiration to be more commercially aware.

3.3 Recognised Constraints

It is important to recognise that the Council has only finite staffing and financial resources to implement its aspirational projects and will need to carefully prioritise. In addition, the ability of Pendle Borough Council's portfolio of assets to support the Council's services is itself limited:

- The Council owns a relatively small number of assets, and there are a restricted number of sites suitable for release for sale or development.
- The portfolio yields limited rental income, with many rented properties ageing and having limited quality and life expectancy. No assets are held purely for generating income.
- There are inherent conflicts between the available alternative uses for individual assets
- Pendle's property market, in terms of movement, construction and values, lags behind national and regional trends. This places a drag on the Council's ability to obtain competitive outcomes from its estate, and limits the impact of interventions to support regeneration and/or, should the Council be minded in the future to implement the provisions of its approved Property Investment Strategy, of investment in property for commercial return, particularly in the retail sector.
- The portfolio contains properties that could be summarised as "wasting assets", assets that contribute little or nothing to corporate goals but which, through lack of marketability, Council decisions, the non-availability of alternative uses, or the contractual context, must continue to be held and managed.
- Interventions planned by the Council, such as town centre renewal and renewable infrastructure projects have marginal viability and rely heavily on external funding.

Action Planning

Objectives: To rationalise the number of assets, and reduce the costs and liabilities of property ownership, whilst seeking a sustainable future for public facilities To improve retained assets to make them more fit for purpose in terms of sufficiency, suitability, income generation and value for money To take advantages of the opportunities obtainable from partnership working	
Strategy: To achieve its objectives the Council will <ul style="list-style-type: none"> • Continue to identify suitable opportunities for the transfer of/the making available of assets to its in-borough partners. • Maintain a constructive dialogue with public sector partners to take advantage of any potential joint projects, within or outside the OPE framework. • Employ property review processes to identify and progress assets for disposal • Continue to seek and apply funding for regeneration projects. • Continue to use appropriate partnerships to achieve its service delivery and regeneration objectives (S) • Consider all options for income generation from its assets • Invest in asset maintenance and consider opportunities for the acquisition of additional assets, where supported by a robust business case • Reduce carbon emissions from land and property, supporting the climate change action plan 	Actions: To progress its Strategy the Council will: <ul style="list-style-type: none"> • Ensure that all future transfers to in-borough partners are fit for purpose by reviewing its previous experiences and the outcomes of past asset transfers and set the strategic parameters for the future. • Undertake a formal review of the governance arrangements and the way in which property assets are allocated for its joint venture companies to ensure correct levels of control and financial probity (A) • Conduct a review into the value and implementation of the Property Investment Strategy.

The Council will make each asset, each asset category, and the portfolio as a whole, increasingly fit for their purpose

4. HOW THE COUNCIL WILL IMPROVE THE PERFORMANCE OF ITS PROPERTY PORTFOLIO

Section 4 analyses each category of asset, discusses the issues involved in their management and identifies and develops objectives, strategies and actions

4.A ASSETS AND THE CORPORATE PLAN

The Strategy identifies the managing service for each asset, that being the Council Service that best utilises the asset for achieving its own objectives.

The key outcome of the Asset Management Strategy is the identification and challenge of the purpose for which the Council owns and continues to invest in and maintain its individual assets. The Strategy seeks to define and to attribute a purpose for the Council ownership of each asset in supporting the Council's Corporate Plan, as well as identifying the pathways by which individual assets, asset categories and the portfolio as a whole might be at their most efficient.

The identification and challenge process will arise from the property review processes described in the strategy, and from various triggers for ad hoc consideration, and will look at the circumstances of individual assets, assessing the asset's effectiveness in meeting its stated objectives and the benefit of other options that are available for realigning the asset for an alternative purpose.

The Council's Property Asset Base (using the Asset Register but excluding Vehicle Plant & Equipment), as of 31 August 2024, is summarised in the table below. (It should be noted, however, that changes in asset values in 2024/5 may not have been included within the table). The Council recognises that as the Asset Management Plan is implemented assets will transfer between categories as their optimal contribution to Council objectives are realised.

Summary of Asset Categories:

Section	Asset	No	Value in Asset Register (01/04/2024)	Managing Service(s)
4.C.1	Administrative Buildings and Depots	5	8,614,575	Director of Resources Operational Services
4.C.2	Community Centres	3	245,341	Housing & Environmental Health
4.C.3	Surplus and Assets Held for Sale	23	1,667,811	Property Services
4.C.4	Assets for Economic Growth	10	1,051,265	Economic Growth
4.C.5	Commercial (Lettable Shops/Offices/Markets)	39	3,153,730	Property Services
4.C.6	Industrial Units	4	1,917,857	Property Services

Section	Asset	No	Value in Asset Register (01/04/2024)	Managing Service(s)
4.C.7	Garage Sites & Caravan Storage	50	989,915	Property Services
4.C.8	Car Parks	56	2,515,096	Economic Growth/ Operational Services
4.C.9	Cemeteries (Including Chapels & Lodges)	10	437,067	Operational Services
4.C.10	Municipal Halls	1	898,242	Economic Growth (Pendle Leisure Trust)
4.C.11	Leisure Centres & Golf Courses	5	16,678,918	Economic Growth (Pendle Leisure Trust)
4.C.12	Playing Fields	16	1,461,501	Operational Services/ Economic Growth (Pendle Leisure Trust)
4.C.13	Pavilions	14	3,946,564	Operational Services
4.C.14	Play Areas/MUGAs	20	286,595	Operational Services
4.C.15	Open Space & Landscaped Areas, Highway Land and Nature Reserves	187	1,004,335	Operational Services
4.C.16	Allotments	26	91,436	Property Services
4.C.17	Housing Needs	5	545,456	Housing & Environmental Health
4.C.18	Public Parks & Gardens	18	13,077	Operational Services
4.C.19	Leased Land & Freehold	193	1,495,992	Property Services
4.C.20	Miscellaneous (Grazing Land, Garden Tenancies, Bus Turnarounds and shelters, Public Conveniences, War Memorials, Sub-Station Sites)	76	984,823	Property Services Economic Growth Operational Services
Totals		762	47,999,596	

4.B ASSETS FOR PRIORITY INTERVENTION

In addition to the asset categories set out below, a number of “Assets for Priority Intervention”, taken from those categories, have been identified. Assets For Priority Intervention are defined as *“those properties where proactive interventions are likely to have the most positive impact on the performance of the overall portfolio, where transformative projects are likely to be deliverable and to yield the best return for the inputs required”*. The Council's priority projects have been identified as follows:

Asset	Asset Category	Interventions
Nelson Town Hall	Administrative Buildings	Review of the Council's central accommodation needs, eliminating excess capacity, accommodating the Council's services as efficiently as possible. Review should consider what other Council assets can contribute to the project as well as opportunities for accommodating other public sector bodies in Nelson town centre
No1 Market Street, Nelson		
Fleet Street Depot	Depots	Completion of the development of the Waste Transfer Station
Potential development land at Further Clough Head, Marsden Hall Road South, Nelson	Economic Growth	Completion of the proposed housing development by PEARL joint venture
Nelson Cemetery Lodge	Surplus & Held for Sale	Completion of the disposal and renovation of the building to enhance the cemetery and area generally
Land opposite Nos 6-24 Bamford Street	Surplus & Held for Sale	Completion of the self-build housing site. Project review and decisions made on whether to bring further sites forward.
Pendle Rise Shopping Centre, Nelson	Economic Growth	Property acquired for demolition and redevelopment. Area review of the town centre assets should be undertaken to identify any complementarity with the development proposals.
Trafalgar House, Market Street, Nelson	Economic Growth	Implement the plans for demolition and re-use.
Colne Market Hall	Commercial	Complete the current refurbishment and re-open the market hall on time as advertised. PEARL project
Halifax Road – land for Nelson Cemetery extension	Cemeteries	Implement the plans for the construction of the cemetery extension, ensuring access retained to the former garden centre site.
Former Garden Centre and land to south, Halifax Road, Nelson	Surplus & Held for Sale	The future of the adjacent former garden centre and associated land, currently overgrown and very untidy, should be considered at the same time, as the two sites are contiguous and share an access point. If development is not considered feasible or desirable an environmental scheme may be possible.

Asset	Asset Category	Interventions
West Craven Swimming Pool and Leisure Centre, Barnoldswick	Leisure Centres	Meeting the affordability challenge if the assets are to be sustained into the future in terms of retaining income levels, reducing carbon emissions, investing into capital and day-to-day maintenance.
Pendle Leisure Centre, Crown Way, Colne		
Wavelengths Swimming Pool and Spa, Chapel Street, Nelson		
Gib Hill Nature Reserve	Nature Reserves	The implementation of the infrastructure necessary for the creation of a nature reserve.
Colne Allotments	Allotments	Complete transfer of the Colne portfolio to Colne Town Council

4.C ASSET CATEGORY ANALYSES

4.C.1 Administrative Buildings & Depots

Information and Issues

All Council services are now located in either Nelson Town Hall, Number One Market Street or the Fleet Street Depot.

Drive to reduce accommodation costs and carbon emissions and to improve energy efficiency

Maximising efficiency of the buildings in terms of utilisation – need to keep up with the implications of changes in staffing levels and service delivery methods according to the Workforce Strategy and Agile Working Policy - home working, remote working, mobile working, etc which might allow the Council to further rationalise its office accommodation needs.

Significant vacant space at No1 Market Street, including retail elements

The need to provide for storage of documents that need to be retained for legal reasons

Range of future options can be affected by eg building characteristics, heritage issues, marketability

Safe and quality environment, accessible to the public and promoting staff mental and physical health and providing reward and encouragement

The scope for sharing accommodation (and functions) with other bodies (public, private and voluntary) -opportunities presented by

Digitisation of services and reducing need for face-to-face contact with customers

Impact of storage – digital archiving or off-site storage to rationalise space

Proposal to construct a Waste Transfer Station at Fleet Street in partnership with Burnley BC by 2025/6.

Lomeshaye Road compound derelict and unused for a substantial length of time. Possible alternative uses of community garden, allotment or canal-related occupation.

Schedule of Assets

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Asset Manager
Nelson Town Hall, Market Street	Nelson		4,385,000	Director of Resources
No1 Market Street	Nelson		2,571,000	Director of Resources
Works Depot, Fleet Street	Nelson		1,642,000	Operational Services
Works Compound, Fleet Street	Nelson		6,740	Operational Services
Compound adj M65 Motorway, off Lomeshaye Road	Nelson		9,93	Operational Services
Totals		5 *	8,614,575	
Average Value/Asset			1,722,915	

* Asset 13580/9003/0/000 ACE Centre, moved to Commercial category following Pendle Leisure Trust vacating and new letting agreed

Action Planning

Objective:

To achieve the optimal floorspace to meet the Council's operational accommodation needs and to provide administrative accommodation that is suitable for the purposes of occupiers and customers

Strategy:

To achieve its objective the Council will

- Improve the sufficiency and suitability of its assets to ensure that capacity is fully utilised and that assets are increasingly fit for purpose.
- Seek to invest in the maintenance and improvement of retained assets, reducing running costs, maintenance backlog and carbon emissions
- Identify opportunities to dispose of or let surplus accommodation, including co-location with partner organisations

Actions:

To progress its Strategy the Council will:

- Establish a proposal for the future of administrative accommodation by undertaking a fundamental review of the accommodation demand and supply of Nelson Town Hall, No1 Market Street (first and second floors), and Fleet Street Depot, Nelson.
- Carry out an area review of additional accommodation and partner demand in Nelson Town Centre (consider in parallel with town centre regeneration assets, other public sector and Council assets, including depots)
- Take all appropriate physical measures to reduce carbon emissions and energy costs for retained administrative and depot buildings
- Review Lomeshaye Road compound to establish whether it is surplus to requirements and to consider feasibility of alternative uses. Area Review recommended into depot site and Open Space and Landscaped asset to the rear, plus any other nearby assets into the review.

4.C.2 Community Centres

Information and Issues

The Council has adopted a strategy of transferring Community Centres to Town & Parish Councils and only three now remain. Two of these are subject to management agreements, whilst the third is leased for a term of 125 years.

The requirement for ongoing funding to fulfil the Council's maintenance obligations on the community centres held on management agreements.

Operational responsibilities for all three centres have been transferred. The Council remains liable for repairs for the sites on management agreements.

The longer-term viability of the centres is at risk if the operators lose resource or wish to terminate their management agreements.

Schedule of Assets

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Annual Income Receivable at 01/04/2024 (£)	Asset Manager	Comments
Roughlee Village Hall, Land and car park adj, Pasture Lane	Roughlee		100		Housing & Environmental Health	Leased for a term of 125 years from 1990
Walton Lane Community Centre, Leeds Road	Nelson		245,240	3,100	Housing & Environmental Health	Management agreement dated 03/10/2014 to Age UK
Community Centre, Wheatley Close	Fence		1	1	Housing & Environmental Health	PBC interest is leasehold 125 years from Jan 2009. Management agreement dated 08/10/2010 to Fence Village Hall Management Committee.
Totals		3	245,341	3,101		
Average Value/Asset			81,780	1,034		

Action Planning

Objective:

To transfer the property management responsibilities of the centres, preferably to Town and Parish Councils, in order to encourage local service provision and safeguard a sustainable future, whilst also reducing the Council's liabilities

Strategy:

To achieve its objective the Council will

- Seek to invest in ongoing maintenance obligations until such time as the centres cease to be used for the current purpose
- Review the future of the centres if the lease or management agreements are terminated

4.C.3 Surplus & Assets Held for Sale

Information and Issues

The disposal of a number of these sites is progressing – proposed/possible uses are listed on the Schedule of Assets.

Other sites formally declared surplus or held for sale may be categorised as “Assets for Economic Growth” or “Housing Needs” and treated as operational assets of the Economic Growth and Housing & Environmental Health Services.

The Council's capability for generating disposals and development on its own assets has reduced over the years, with the quality of available sites in decline. A number of sites have constraints such as viability or the need for compulsory purchase action so the disposal strategy is still being considered.

The Council will continue to undertake proactive property reviews to challenge services concerning the future need for their assets and to bring forward further land and property for surplus declarations.

Capital receipts are able to fund an ongoing capital programme. Capital receipts are measured as part of Property Services' key performance indicators, but no formal capital receipts targets are set due to recognition of the difficulties in forecasting eventual values and in bringing assets forward for disposal

The valuation of the land referred to in the schedule above is subject to designated uses and any abnormal building costs and cannot, therefore, be taken as the value that might be realised if the assets are sold

Method and timing of disposal can help to maximise receipts

The Council has housing development targets, but constraints on available sites mean that Council assets can only provide a small proportion of the need.

There is a need to bring forward viable sites to support the Developer Register and Self Build. Three sites within the category have been provided for self-build.

Development of sites for employment use will generate business rates and additional housing will generate Council Tax and New Homes Bonus (although the future of this is uncertain) to fund services

Opportunities for development through our Joint Venture Partnerships

There may be opportunities to work with adjoining landowners to assemble sites which have greater development potential/viability

Schedule of Assets

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Potential Uses	Asset Manager	Comment
Parking areas r/o Nos 1-19 Clayton Street	Barnoldswick		4,500	Gardens/Parking	Property Services	
Land off Ravenscroft Way	Barnoldswick		34,000	Industrial/surface storage	Property Services	
Parking area adj No1 Grey Street	Barrowford		420	Gardens/Parking	Property Services	
Land rear of Nos 1-19 Pendle Street	Barrowford		3,200	Gardens/ Parking	Property Services	
Bunkers Hill, Former Garage Site, Cross Street West	Colne		1	Residential	Property Services	

End Street, Sites of Nos2-14	Colne		40,000	Residential	Property Services	
Land at Bolton Street and End Street	Colne		32,000	Residential	Property Services	
Car Park, Hawley Street/Knotts Lane	Colne		18,000	Residential/Pocket Park	Property Services	
Amenity Area adj Railway Line, Leach Street	Colne		120,000	Residential/ Car Parking for SELRAP	Property Services	
Land at Greenwoods Terrace, opp Nos 30-32 Lenches Road	Colne		60,000	Residential	Property Services	
Sub-station site and land adj Great House Farm, Red Lane	Colne		3,500	Garden/Parking	Property Services	
Land opp Nos 6-24 Bamford Street	Nelson		70,000	Self-build housing – 4 units	Property Services	Development in progress on 2 plots. Freehold not transferred until development complete
Cannon Street, adj No 7	Nelson		1,400	Garden/Parking	Property Services	
Car Park, Queen Street/Leeds Road	Nelson		7,000	Parking	Property Services	
Land adj No 161 Manor Street	Nelson		2,200	Garden/Parking	Property Services	
Reedyford “C” Garage Site (adj No 75), Reedyford Road	Nelson		8,830	Residential/ Parking	Property Services	
Site of Former Kingdom Hall, 170 Scotland Road	Nelson		1,160	Residential	Property Services	Adj to Fleet Street Depot. On hold pending potential inclusion in Waste Transfer Station development
Land east of St Johns School, Trent Road	Nelson		48,000	Residential	Property Services	
Vernon Street, adj No 6	Nelson		1,500	Garden/Parking	Property Services	
Nelson Cemetery Lodge, Walton Lane	Nelson		110,000	Residential	Property Services	Disposal should be prioritised due to condition of the building and impact on cemetery and neighbourhood
Land adj No 50 Wickworth Street	Nelson		55,100	Self-build housing	Property Services	

Land in Mansfield Crescent	Brierfield		25,000	Self-build housing	Property Services	
Former Garden Centre and Land to South, Halifax Road	Nelson		14,250	Residential or environmental	Property Services	Asset transferred from Vacant Property
Totals		23	1,667,811			
Average Value/Asset			75.810			

Action Planning

Objectives:

- To reduce the number of assets the Council owns, cutting costs and liabilities and ensuring that all retained assets have a valid purpose.
- To secure best value from each surplus and held for sale asset by way of capital receipt, rental income and/or wider economic and community benefits such as environmental initiatives, new housing or employment development.

Strategy:

To achieve its objective the Council will

- Maintain a pipeline of sites for disposal by implementing a continual and effective property review and disposal process and recommending assets that could be declared surplus to the Council's requirements. (see Appendix V)
- To dispose of all sites surplus and held for sale as quickly as markets and practicalities permit
- Undertake area reviews and explore opportunities with neighbouring landowners to add value to Council assets through site assembly

Actions:

To progress its Strategy the Council will

- Progress and complete the following priority disposals:
 - Nelson Cemetery Lodge
 - Former Garden Centre and Land to South, Halifax Road, Nelson

4.C.4 Economic Growth

(New asset category)

Information and Issues

This is a new asset category designed to capture operational assets that have been acquired or are held for specific regeneration purposes. The rationale of the asset category is that the Service's operational objective is to secure site disposal and development so, effectively, assets remain operational notwithstanding any previous surplus declaration and intent to sell. The schemes supported by these assets will be of a wide variety, each one largely unique, the contribution of assets will differ project by project. Responsibility for the management and use of the assets in this category is held by Economic Growth, supported by Property Services, as appropriate.

How to identify and then to fund the acquisition and subsequent deployment of assets that will make a positive difference to the borough's economic growth.

Financial viability of acquisition interventions and potential conflicts with best value obligations.

Successful management and timely regeneration conclusions – managing-out anti-social behaviour and risks to the community/ achieving benefits.

Schedule of Assets

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Asset Manager	Comments
Pendle Rise Shopping Centre	Nelson		n/a [See comment]	Economic Growth	Acquisition for town centre regeneration, legally completed July 2024. No Asset Value allocated by 01/04/2024
Nelson Market Hall, Leeds Road	Nelson		0	Economic Growth	Previously categorised as a commercial asset, but market hall now closed and merged with Pendle Rise.
Trafalgar House, Market Street	Nelson		350,000	Economic Growth	Redevelopment proposals in place
Former Public Conveniences, Market Street	Nelson		30,500	Economic Growth	Adj Trafalgar House and to be redeveloped in conjunction Previously in "Vacant Property" category
Atholl Street Garage Site	Nelson		2,500	Economic Growth	Acquiring site for school gardening area – all interests still not bought in. Previously in "Vacant Property" category
Potential development land at Further Clough Head, Marsden Hall Road South	Nelson		500,000	Economic Growth	Formerly in Surplus/Held for Sale category. Potentially a major housing development site
Land at Giles and Caleb Streets	Nelson		92,555	Economic Growth	Transferred from "Surplus"
Land at Elm Street and Beech Street	Nelson		73,500	Economic Growth	Transferred from "Surplus"

Site of 1-13 Caleb Street and 14 Bankhouse Road	Nelson		1,155	Economic Growth	Transferred from Vacant Property
Site of Nos 2-14 Throstle Street and 16 Bankhouse Road	Nelson		1,055	Economic Growth	Transferred from Vacant Property
Totals		10	1,051,265		
Average Value/Asset			105,127		

Action Planning

Objective:

To use its asset base and its property-acquisition and ownership powers to support the borough's regeneration.

Strategy:

To achieve its objective the Council will

- Appropriate existing assets for the purpose of supporting regeneration activity and targets
- Acquire additional assets, subject to available funding and appropriate business case, which will be used to support projects aiming for economic growth.
- Maintain assets in a way that safeguards public health and safety and, where possible, does not act to the negative detriment of the community

Actions:

To progress its Strategy the Council will

-

4.C.5 Commercial (Lettable Shops/Offices/Markets)

Information and Issues

The Council has the following Commercial Properties which are let on various terms to a range of organisations. All properties are managed by Property Services.

Declining demand for retail properties in the face of changes to shopping patterns. Difficulties in competing with other more established town centres. Strategically, there is a need to review how best to adapt our town centres to respond to this change; tactically the future of the Council's retail premises should be reviewed in parallel with town centre regeneration proposals to ensure that they are serving a purpose, their risks are being managed and there is a long-term plan.

The borough is not a venue for office occupiers, other than small local businesses. The office market is, therefore, weak. has been poor for several years and there is a need to consider whether the amount of office floorspace in the Borough needs to be reduced, through change of use or redevelopment

Nelson Market Hall has closed; no replacement is expected. Lease to the Council has merged with the Council's freehold acquisition of Pendle Rise. Colne Market Hall is undergoing refurbishment to counter the decline in demand.

Opportunities for change of use to increase demand and rental income. Retention of use to retain provision – despite unviability

As part of Property Services' key performance indicators the following are measured and monitored – percentage of units let, arrears of rent, vacant stalls at Nelson and Colne markets.

Schedule of Assets

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Annual Income Receivable at 01/04/2024 (£pa)	Asset Manager	Comments
Kiosk, Barley Picnic Site, The Avenue	Barley		48,000	4,800	Property Services	
Day Nursery, adj Bullholme Recreation Ground, Wilton Street	Barrowford		198,000	18,000	Property Services	
Youth Club, adj Town Hall, Colne Road	Brierfield		49,950	5,510	Property Services	
Caravan Repair Premises, Old Destructor Yard, Burnley Road	Colne		24,000	3,000	Property Services	
Former Youth Club, Damside	Colne		28,875	0	Property Services	
Shop, 20-22 Dockray Street	Colne		74,000	7,400	Property Services	
Former Stables, Dockray Street	Colne		28,800	3,200	Property Services	
Works Premises, No 1 Water Street	Colne		80,000	0	Property Services	
Shop 1, Market Hall, Market Street	Colne		0	0	Property Services	Assets lost due to the redevelopment currently being undertaken
Shop 2, Market Hall, Market Street	Colne		0	0	Property Services	
Shop 3, Market Hall, Market Street	Colne		0	7,250	Property Services	

Shop 4, Market Hall, Market Street	Colne		0	0	Property Services	
Kiosk Cafe, Market Hall, Market Street	Colne		34,000	4,000	Property Services	
35 Market Street	Colne		77,500	7,750	Property Services	
37 Market Street	Colne		92,000	9,200	Property Services	
43 Market Street, GF	Colne		156,750	14,250	Property Services	
Unit 66 Market Street	Colne		1	0	Property Services	
43A Market Street	Colne		1	0	Property Services	
Unit 6, Richmond Court	Colne		1	0	Property Services	
Market Hall, Market Street	Colne		855,121	83,448	Property Services	
FF Café, Market Hall, Market Street	Colne		33,500	4,156	Property Services	
Works Premises, No 3 Water Street	Colne		46,000	0	Property Services	
Works Premises, 11B Skelton Street	Colne		32,000	4,000	Property Services	
Innovation Centre, Brook Street	Nelson		550,000	55,000	Property Services	
Pendle Business Centre, Commercial Road	Nelson		255,500	11,076	Property Services	
15 Market Square	Nelson		31,500	3,922	Property Services	
17 Market Square	Nelson		0	0	Property Services	
19 Market Square	Nelson		53,250	4,260	Property Services	
21 Market Square	Nelson		0	0	Property Services	
15/17 Market Square	Nelson		31,500	3,922	Property Services	
Unit 1, Ground Floor, No1 Market Street	Nelson		0	17,930	Property Services	
Unit 2, Ground Floor, No1 Market Street	Nelson		0	14,530	Property Services	
Unit 3, Ground Floor, No1 Market Street	Nelson		0	8,000	Property Services	
Ground & First Floor, No1 Market Street	Nelson		0	227,248	Property Services	Part still let to Liberata
20 Scotland Road	Nelson		19,560	2,172	Property Services	
1-3 Scotland Road	Nelson		1	0	Property Services	
39-41 Scotland Road	Nelson		175,000	0	Property Services	

Marsden Hall, Marsden Park, Walton Lane	Nelson		178,920	1	Property Services	
ACE Centre, Cross Street	Nelson		1,252,500	0	Property Services	Appropriated from Admin Buildings as asset is due to be let to N&C College. Legals in progress. Valuation and rent reflects previous lease to Pendle Leisure Trust
Totals		39	4,406,209	524,015		
Average Value/Asset			112,980	13,436		

Action Planning

Objectives:

- Provide reliable accommodation to encourage the establishment and growth of small businesses and job creation, adding to the business vitality of the borough, particularly its town centres.
- Secure an income return

Strategy:

To achieve its objectives the Council will

- Presume the retention of all assets, maximising the rental yield to the Council from each letting, but considering change of use/redevelopment when a property becomes difficult to let or costly to maintain.
- Fulfil contractual obligations as landlord
- Carry out appropriate improvements, repairs and maintenance, looking for opportunities to improve property quality and rental values
- Keep up to date with lease renewals, rent reviews and other lease events.

Actions:

To progress its Strategy the Council will

- Review its retail assets for performance and for potential changes of use
- Markets - Complete the refurbishment of the Colne Market Hall
- ACE Centre - market the bistro space

4.C.6 Industrial Units

Information and Issues

The Council has the following Industrial Units let either on a Lease or a Tenancy at Will. These units are popular and generally can be re-let quickly when they become vacant.

Performance measure to ensure that void periods are minimised so that rental streams are maintained.

Ensuring that the Council is achieving a fully commercial return for its property lets through regular review of the leases, in particular that rent reviews and lease renewals are actioned promptly.

In view of the good levels of demand and yield for industrial sites, use the Council's Property Investment Strategy to consider whether there is suitable surplus land where investment in industrial sites could be made, either by the Council or through the Council's Joint Venture Partnerships

Schedule of Assets

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Annual Income Receivable at 01/04/2024 (£pa)	Asset Manager
Nos 1-9 Enterprise Way, Whitewalls (5 units)	Colne		368,900	36,640	Property Services
Nos 2-8 Whitewalls Close, Whitewalls (4 units)	Colne		278,400	28,340	Property Services
Industrial Units, Clayton Street (30 units)	Nelson		649,157	92,736	Property Services
Nos 1-13 Kirby Road, Lomeshaye Industrial Estate (7 units)	Nelson		621,400	52,300	Property Services
Totals		4 (46 units)	1,917,857	210,016	
Average Value/Asset			479,464	52,504	
Average Value/Unit			41,693	4,566	

Action Planning

Objectives:

- To encourage the establishment and growth of small businesses and job creation, adding to the business vitality of the borough, particularly its town centres.
- To secure an income return

Strategy:

To achieve its objectives the Council will

- Presume the retention of all assets, maximising the rental yield to the Council from each letting, but considering change of use/redevelopment when a property becomes difficult to let or costly to maintain.
- Fulfil contractual obligations as landlord
- Carry out appropriate improvements, repairs and maintenance
- Explore opportunities for further investment in new industrial units by acquisition or self-build.
- Keep up to date with lease renewals, rent reviews and other lease events.

4.C.7 Garage Sites and Caravan Storage

Information and Issues

Garage sites are split between those where the Council provides the site and the tenant erects their own garage (Temporary) and those where the Council provides garages (Permanent). Some garage sites have previously been sold but those that remain and the caravan storage site are generally well used, often with a waiting list.

This category of asset will continue to decline in number and in the proportion of income contributed by the rented properties. However, properties retained will continue to require management resource.

The costs of the re-roofing programme and other maintenance issues on sites where the Council provides a garage

The management risks presented by inadequately maintained or abandoned structures or unauthorised storage

The benefits of retaining the assets to reduce pressure on on-street car parking in areas where this is problematic.

Reducing management costs by the wholesale disposal of all the assets in the portfolio on the open market is an option worth considering. However, such a proposal is likely to be unpopular, would deprive the Council of the income and control of off-street parking areas and may result in the accelerated physical decline in the condition of a significant number of sites. Some sites would inevitably not be sold requiring ongoing management resource.

Schedule of Assets

Asset	No	Value in Asset Register (01/04/2024) (£)	Annual Income Receivable at 01/04/2024 (£pa)	Asset Manager
Garages - Temporary	40 (586 plots)	548,505	58,703	Property Services
Garages – Permanent	9 (97 garages)	328,660	28,827	Property Services
Caravan Storage	1	112,750	11,275	Property Services
Totals	50	989,915	98,805	
Average Value/Asset		19,798	1,976	

Action Planning

Objective:

To maximise income and to provide off-street parking provision to relieve highway congestion. (There are no intentions to increase the number of assets within this category).

Strategy:

To achieve its objectives the Council will

- Adopt an approach of a managed reduction in asset numbers by retaining the existing sites in their current use to maintain income, but undertaking rolling reviews on individual sites to assess demand or alternative uses

Actions:

To progress its Strategy the Council will

- Review and present alternative uses (if any) for each of the assets in parallel with the asset valuation inspection programme
- Continue to implement the tri-annual increase in licence fees. Consider whether there is scope for a one-off above inflation licence fee increase to maximise income base.
- Investigate the option of increasing licence fees annually by Retail Price Index or other applied percentage rate.

4.C.8 Car Parks

Information and Issues

Car parks can be categorised into four groups:

Managed Car Parks -

- The Council has 41 'Managed' Car Parks, normally town centre locations, where parking is controlled by a disc scheme. There are no chargeable car parks, eg pay and display, within these assets. Assets are managed by Economic Growth.

Resident/Community Car Parks -

- These car parks have often been created through previous environmental improvement schemes and are not actively managed and are maintained on an ad hoc basis. The Council still has a liability for these car parks. Assets are managed by Economic Growth.

Sports Facility Car Parks –

- The car parks provide amenity to sports or leisure assets managed by Operational Services.

Staff Car Parks –

- A leased-in car park in Nelson Town Centre, where Council staff can purchase parking permits. Managed by Economic Growth.

A car parking strategy is currently being prepared, due for completion in New Year 2025, which will feed into decisions to consider the future use of the assets and any alternative uses, eg disposal, opportunities for electric vehicle charging points.

Ongoing maintenance costs against minimal budgets for community car parks.

The conflict between income generation through charging against the wish to encourage footfall in town centres

There are opportunities to increase the number of business permits and to introduce residents parking schemes for 'Resident/Community' Car Parks

Schedule of Assets

Asset	No	Value in Asset Register (01/04/2024) (£)	Asset Manager
Managed Car Parks	41	2,372,001	Economic Growth
Resident (Community) Car Parks	11	43,250	Economic Growth
Sports Facility Car Parks	3	18,845	Operational Services/Economic Growth (Pendle Leisure Trust)
Staff Car Parks	1	36,000	Economic Growth
Totals	56	2,515,096	
Average Value/Asset		44,912	

Action Planning

Objectives:

- To support local businesses and town centres by facilitating customer visits to commercial locations.
- To provide facilities for carbon-free travel.
- To relieve congestion from on-street parking in residential areas and infrastructure facilities related to Council assets.

Strategy:

To achieve its objectives the Council will

- Retain assets for the provision of car parking in town centres and localities where there remains adequate demand.
- In the event there is insufficient demand for individual car parks, consider alternative uses of the sites.
- Consider opportunities for generating additional income with the aim of fully covering the costs of managing and maintaining the car parks
- Support sustainable transport

Actions:

To progress its Strategy the Council will

- Complete its car parking strategy and begin implementation
- Identify car park locations for the siting of electric vehicle charging points (EVCPs).

4.C.9 Cemeteries (Including Chapels & Lodges)

Information and Issues

Council's Asset Portfolio includes a number of cemeteries and associated buildings. Within the asset register cemeteries are classed as community assets

Balancing the cost of cemetery fees with maintenance costs

Ensuring sufficient space to meet future needs. Site at Halifax Road, Nelson, has been acquired from Lancashire County Council. Opportunities to extend other cemeteries using existing or acquired assets are under consideration.

Nelson Cemetery Lodge (Surplus and Assets held for Sale) is derelict – sale and refurbishment needs to happen as soon as possible.

Opportunities for biodiversity to support the Climate Change Action Plan.

Schedule of Assets

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Asset Manager	Comments
Ghyll Cemetery, Ghyll Lane	Barnoldswick		1	Operational Services	
Ghyll Cemetery Chapel	Barnoldswick		30,290	Operational Services	
Barrowford Cemetery, off Colne Road	Barrowford		1	Operational Services	
Colne Cemetery, Keighley Road	Colne		1	Operational Services	
Colne Cemetery Chapel, Keighley Road	Colne		7,600	Operational Services	
Wheatlands Cemetery, Cemetery Road	Earby		1	Operational Services	
Nelson Cemetery, Walton Lane	Nelson		1	Operational Services	
Nelson Cemetery Chapel, Walton Lane	Nelson		399,170	Operational Services	
Salterforth Cemetery, Salterforth Lane	Salterforth		1	Operational Services	
Halifax Road – land for Nelson Cemetery extension	Nelson		1	Operational Services	Transferred from Open Space and Landscaped Areas
Totals		10	437,067		
Average Value/Asset			43,707		

Action Planning

Objective:

To provide customer-centred facilities that are well maintained and presented, and which pay due respect to their purpose.

Strategy:

To achieve its objectives the Council will

- Maintain all assets in their current use, investing into maintenance, improvement and additional capacity where required
- Asset managers will work with the Council's climate change team to introduce biodiversity projects across the cemeteries.

Actions:

To progress its Strategy the Council will

- Complete the development of the Nelson cemetery extension at Halifax Road.
- Put in place and implement as appropriate plans for the expansion of all cemeteries
- Determine a strategy for the long-term sustainability of Nelson Cemetery Chapel

4.C.10 Municipal Halls

Information and Issues

The Council currently has one asset classed as a Municipal Hall, which is shown in the table below. The asset is leased to and operated by Pendle Leisure Trust
Major refurbishment using levelling-up funding and Council budgets is due to be completed on 05 September 2024. Property is now considered to be fit for purpose and is well-used

It is intended that the property will generate income sufficient to cover operating costs

Schedule of Assets

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Asset Manager
Colne Municipal Hall, Albert Road	Colne	1	898,242	Economic Growth (Pendle Leisure Trust)
	Totals	1	898,242	

Action Planning

Objective:

To support positive physical and mental health outcomes and quality of life for borough residents by providing a range of recreational facilities

Strategy:

To achieve its objectives the Council will

- Consolidate the long-term self-sustaining future of the asset to maximise the benefits of the recent investment
- Work with Pendle Leisure Trust to review the asset's operating arrangements and work to a robust business plan

4.C.11 Leisure Centres and Golf Courses

Information and Issues

The Council's Indoor Leisure Centres and one Golf Course are all leased to the Pendle Leisure Trust
 Council aspires to retain all three of the borough's swimming pools – presents an affordability challenge.
 The demand for the use of indoor sporting facilities, particularly for swimming pools is changing, including increased competition from private, commercial facilities.
 The Council's ability to achieve a commercial asset is restricted by the need to balance commercial and community uses
 The level of shortfall of income against costs of operating leisure assets, in particular the significant cost to Pendle of operating three Swimming Pool/Leisure Centres against the backdrop of diminishing resources and ageing assets
 The limited resources for maintenance and upgrading of these sites (particularly the capital renewal) presenting challenges to an adequate maintenance and investment regime.
 Leisure centres - High carbon emissions/deteriorating condition/approaching end of life. Surveys have been undertaken to underpin application for Public Sector Decarbonisation Scheme (PSDS) funding.
 Affordability, financial sustainability and viability are issues for all the facilities, which are high cost – meaning risks to the Council's ability to sustain the facilities in the future.
 Wavelengths extension approved – funded by Town Deal
 Funding determined year by year – constrains asset improvement and service development

Schedule of Assets

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Asset Manager
West Craven Swimming Pool and Leisure Centre	Barnoldswick		4,754,929	Economic Growth (Pendle Leisure Trust)
Pendle Leisure Centre, Crown Way	Colne		6,567,533	Economic Growth (Pendle Leisure Trust)
Wavelengths Swimming Pool and Spa, Chapel Street	Nelson		5,077,281	Economic Growth (Pendle Leisure Trust)
Marsden Park Golf Course, Townhouse Road	Nelson		800,400	Economic Growth (Pendle Leisure Trust)
Marsden Park Golf Clubhouse, Townhouse Road	Nelson		478,775	Economic Growth (Pendle Leisure Trust)
Totals		5	16,678,918	
Average Value/Asset			3,535,784	

Action Planning

Objective:

To support positive physical and mental health outcomes and quality of life for borough residents by providing a range of recreational facilities

Strategy:

To achieve its objectives the Council will

- Work in partnership with and support Pendle Leisure Trust to safeguard continuity of service provision by identifying new funding and income streams and considering all options for financial self-sustainability and for operating arrangements, including partnerships
- Invest to reduce carbon emissions and energy costs

Actions:

To progress its Strategy the Council will

- Complete the proposed extension to Wavelengths

4.C.12 Playing Fields

Information and Issues

A draft Playing Pitch and Outdoor Sport Strategy and Action Plan (PPOSS) has been produced by the Council's consultants in August 2024. This strategy's purpose is to deliver the framework for the provision, rationalisation, improvement and maintenance of the borough's playing pitches and outdoor sports facilities.

When adopted as formal policy the Council's management of its assets will be informed and driven by the PPOSS. In respect of playing fields the PPOSS suggests a shortage of provision across all sports.

The maintenance cost of these assets is significant

There may be opportunities to generate more income from the facilities or to transfer the responsibility of assets to other organisations e.g Town & Parish Councils, private sporting clubs. Income may be suppressed by competing private facilities within the Borough

Due to the land area of the assets, there may be opportunities for site margins to contribute to improving biodiversity and nature

Schedule of Assets

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Asset Manager
Playground, Priory Way	Barnoldswick		9,560	Operational Services
Bullholme Playing Fields, Wilton Street	Barrowford		58,100	Operational Services
Parsons Clough Playing Fields, Higher Reedley Road	Brierfield		73,680	Operational Services
Holt House Playing Fields, Harrison Drive	Colne		155,700	Operational Services
King Georges Playing Fields, Skipton Road	Colne		1	Operational Services
Sough Park Recreation Ground, Colne Road	Sough		1	Operational Services
Laneshawbridge Recreation Ground, Emmott Lane	Laneshawbridge		1	Operational Services
Land adj No43 Emmott Lane	Laneshawbridge		178	Operational Services
Swinden Playing Fields, Cravendale Avenue	Nelson		106,500	Operational Services
Cycle Hub, Swinden Playing Fields, Cravendale Avenue	Nelson		432,480	Operational Services
Edge End Playing Fields, Hibson Road	Nelson		90,900	Operational Services
Hodge House Playing Field, Regent Street	Nelson		75,900	Operational Services
Ringstone Playing Fields, Ringstone Crescent	Nelson		80,000	Operational Services
Seedhill Athletics Track, Surrey Road	Nelson		256,800	Economic Growth (Pendle Leisure Trust)

Thomas Street Bowling Greens	Nelson		11,700	Operational Services
Trawden Recreation Ground, Keighley Road	Trawden		110,000	Operational Services
Totals		16	1,461,501	
Average Value/Asset			91,344	

Action Planning

Objective:

To support positive physical and mental health outcomes and quality of life for borough residents by providing a range of recreational facilities

Strategy:

To achieve its objective the Council will

- Transfer assets to Town & Parish Councils where possible and maintain the remaining ones for use by sporting organisations whilst seeking opportunities to reduce the net operating costs of the assets.
- Consider biodiversity schemes such as tree- and hedgerow-planting or wildflower expansion on marginal areas
- Maintain an effective health and safety audit of assets to ensure public safety

4.C.13 Pavilions

Information and Issues

Assets which support outdoor sporting activities, including playing fields, tennis, bowls.

The Council has previously invested in new facilities at Bullholme, Barrowford; Holt House, Colne and Edge End, Brierfield.

The draft Playing Pitch and Outdoor Sports Strategy, described in Section 4.C.12 above, identifies a shortage of provisions across most sports, but there is considered to be a satisfactory supply of bowling facilities.

The maintenance cost of these assets is significant and there are limited resources for the replacement and renewal of the facilities

There may be opportunities to generate more income from the facilities or to transfer the responsibility of assets to other organisations e.g Town & Parish Councils, private sporting clubs

Schedule of Assets

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Asset Manager
New Pavilion, Bullholme, Wilton Street	Barrowford		469,250	Operational Services
Bowls Pavilion, Heyhead Park, Heyhead Street	Brierfield		24,570	Operational Services
Tennis Pavilion, Heyhead Park, Heyhead Street	Brierfield		23,820	Operational Services
Pavilion, Parson's Clough, Higher Reedley Road,	Brierfield		47,900	Operational Services
New Holt House Pavilion, Harrison Drive	Colne		1,161,400	Operational Services
Sough Park Changing Rooms, Colne Road	Sough		76,000	Operational Services
Bowls Pavilion, Sough Park, Colne Road	Sough		51,000	Operational Services
Pavilion, Victoria Park, Carr Road	Nelson		230,500	Operational Services
Pavilion, Swinden Playing Fields, Cravendale Avenue	Nelson		332,700	Operational Services
Edge End Pavilion, Hibson Road	Nelson		1,029,229	Operational Services
Pavilion, Seedhill Athletics Track, Surrey Road	Nelson		221,510	Operational Services
Bowls Pavilion, Percy Street/Thomas Street	Nelson		53,320	Operational Services

Bowls Pavilion, Marsden Park, Walton Lane	Nelson		60,240	Operational Services
Pavilion, Trawden Recreation Ground, Keighley Road	Trawden		165,125	Operational Services
Totals		14	3,946,564	
Average Value/Asset			281,897	

Action Planning

Objective:

To support positive physical and mental health outcomes and quality of life for borough residents by providing a range of recreational facilities

Strategy:

To achieve its objective the Council will

- Transfer assets to Town & Parish Councils where possible and maintain the remaining ones for use by sporting organisations whilst seeking opportunities to reduce the net operating costs of the assets.

4.C.14 Play Areas/MUGAs

Information and Issues

The ownership and management of a number of play areas and multi-use games areas has transferred to the individual Town & Parish Councils since April 2018. The remaining assets are the responsibility of Operational Services. The Pendle Open Space Audit 2018 provides quality and quantity assessments of play facilities and there are annual independent inspections to prioritise repairs and maintenance budgets. There are no capital budgets for replacement.

The draft Playing Pitch and Outdoor Sports Strategy, described in Section 4.C.12 above, identifies a shortage of MUGA facilities.

The ongoing cost of maintaining these assets and the lack of resources for the replacement and renewal of these sites

Lack of funding for replacement and upgrading to respond to the changing interests of children and young people

Opportunities for further transfers to Town & Parish Councils

Schedule of Assets

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Asset Manager
MUGA, Bull Holme, Wilton Street	Barrowford		8,500	Operational Services
Play Area off Veevers Street, Chatburn Park Drive	Brierfield		22,784	Operational Services
Benthead MUGA, Taylor Street	Brierfield		25,981	Operational Services
Play Area (Jnr), Heyhead Park	Brierfield		10,000	Operational Services
Play Area (Snr), Heyhead Park	Brierfield		10,000	Operational Services
Play Area, Carlton Street/Sackville Street	Brierfield		18,000	Operational Services
MUGA, Sackville Street	Brierfield		10,780	Operational Services
Play Area, Ball Grove Park, Winewall Lane	Colne		17,000	Operational Services
Pocket Park, adj Pavilion, off Harrison Drive	Colne		12,500	Operational Services
Skate Park, Sough Park	Sough		4,000	Operational Services
Play Area, Sough Park	Sough		15,000	Operational Services
Play Area, Recreation Ground, Emmott Lane	Laneshawbridge		8,000	Operational Services
Play Area (Jnr), Walverden Park, Brunswick Street	Nelson		10,000	Operational Services
Play Area (Snr), Walverden Park, Brunswick Street	Nelson		8,500	Operational Services
MUGA, Walverden Park, Brunswick Street	Nelson		8,500	Operational Services
MUGA & Equipment, Victoria Park, Carr Road	Nelson		12,500	Operational Services

Play Area, Victoria Park, Carr Road	Nelson		20,000	Operational Services
Play Area, Hodge House Recreation Ground, Regent Street	Nelson		38,300	Operational Services
Play Area (Jnr), Marsden Park, Walton Lane	Nelson		15,000	Operational Services
Play Area, Massey Street	Brierfield		11,250	Operational Services
Totals		20	286,595	
Average Value/Asset			14,330	

Asset Planning

Objective:

To support positive physical and mental health outcomes and quality of life for borough residents by providing a range of recreational facilities

Strategy:

To achieve its objective the Council will

- Transfer assets to Town & Parish Councils where possible and maintain the remaining ones for use by sporting organisations whilst seeking opportunities to reduce the net operating costs of the assets.
- Maintain an effective health and safety audit of assets to ensure public safety

4.C.15 Open Space & Landscaped Areas, Highway Land and Nature Reserves

Information and Issues	
<p>This category includes small sites such as grass verges and highway edges, designated nature reserves, as well as clearance areas, s106 land and some environmental improvement areas.</p> <p>These sites provide attractive visual amenity, environmental benefits and recreational opportunities, particularly in the more built-up areas</p> <p>Generally small and low value sites with limited development potential, but with ongoing maintenance costs.</p> <p>Ongoing retention of many of the assets will be required: many of the assets will have no market for disposal, others will be incapable of disposal due to title issues, planning designations (inc village greens), size, configuration and location, previous and future Council decisions.</p> <p>Land management regimes can be adopted that encourage natural diversity</p> <p>Biodiversity – thought to be limited opportunities for Council land to be used for off-site formal Bio-diversity Net Gain (BNG) credits.</p>	
Open Space and Landscaped Areas	<p>Diverse land areas and management regimes; from formal landscaped areas to naturalised land.</p> <p>Can be a positive visual amenity and accessible for recreation.</p>
Highways Land	Land adjacent to highways or acquired to support the implementation of highway schemes but currently used in the same way as the open space and landscaped areas.
Nature Reserves	Sites specifically identified for their environmental benefits, countering carbon emissions, biodiversity and/or support for nature

Schedule of Assets – Open Space and Landscaped Areas

Asset	No	Value in Asset Register (01/04/2024) (£)	Asset Manager	Comments
Open Space and landscaped Areas	161	725,967	Operational Services	Two assets transferred to this category
Totals	161	725,967		
Average Value/Asset		4,509		

Schedule of Assets – Highway Land

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Asset Manager	Comments
Road widening rear of No11 Albert Road	Barnoldswick		2,010	Economic Growth	
Road widening south of Brogden Lane	Barnoldswick		1	Economic Growth	

Road widening adj Coates Lane	Barnoldswick		1	Economic Growth	
Road widening fronting No39 Rainhall Road	Barnoldswick		1	Economic Growth	
Verge and highway, off Ravenscroft Way	Barnoldswick		1,770	Economic Growth	
Footpath verge adj Richmond Ave Allotments	Barnoldswick		1	Economic Growth	
Road widening Chapel Fold, Colne Lane	Colne		1	Economic Growth	
Tram track from Standroyd to Cotton Tree Lane	Colne		8,340	Economic Growth	
Footpath Ball Grove to Laneshawbridge	Laneshawbridge		1	Economic Growth	
Footpath adj Nos 11-13 Alma Avenue	Foulridge		1	Economic Growth	
Land fronting Nos 196-212 Halifax Road	Nelson		1	Economic Growth	
Land NE side of Halifax Road	Nelson		1	Economic Growth	
Footpath Lomeshaye Road to Rigby Street	Nelson		1	Economic Growth	
Road widening rear of No29 Scotland Road	Nelson		1	Economic Growth	
Road widening rear of No31 Scotland Street	Nelson		1	Economic Growth	
Road widening corner of Grafton Avenue/Reedley Road	Reedley		1	Economic Growth	
Footpath adj Earby Road	Salterforth		1	Economic Growth	
Totals		17	12,134		
Average Value/Asset			714		

Schedule of Assets – Nature Reserves					
Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Asset Manager	Comments
Tree planted area, Carry Heys, Cotton Tree Lane	Colne		42,900	Operational Services	
Greenfield Farm (tree planted area), Greenfield Road	Colne		1	Operational Services	
Wildlife area, South of Greenfield Road	Colne		1	Operational Services	
Tree planted area, Langroyd Farm, Langroyd Road	Colne		1	Operational Services	
Land adj Smithy Lane, Red Lane	Colne		12,525	Operational Services	
Alkincoats Nature Reserve, Red Lane	Colne		1	Operational Services	

Land rear of Nos 52-90 Cravendale Avenue	Nelson		8,025	Operational Services	
Lomeshaye Marsh and Centre, Kirby Road, Lomeshaye	Nelson		97,100	Operational Services	
Land at Bott House/Gib Hill	Nelson		105660	Operational Services	Newly designated as a nature reserve. Formerly designated as "Vacant Property"
Totals		9	266,234		
Average Value/Asset			29,582		

Asset Planning

Objectives:

To reduce the costs and liabilities of land ownership and generate capital receipts

To support positive physical and mental health outcomes and quality of life for borough residents by encouraging outdoor recreation and enhancing the borough's green environment

Strategy:

To achieve its objective the Council will

- Continue to review the purpose and potential of each asset on a rolling five-year programme. Dispose of assets, following property review or external request to purchase, which serve a limited purpose, are identified as surplus to the Council's requirements and have no barriers to disposal.
- Maintain each asset as appropriate to its function and to ensure public safety.
- Contribute to an attractive environment, encouraging public recreation and the natural world, including rewilding, biodiversity and naturalisation.
- Work with the climate change team on retained sites to expand management and maintenance practices which sustain formal landscaping where appropriate and encourage nature's biodiversity, eg naturalised/rewilded areas, tree planting, space for nature
- Allow and facilitate public use, access, recreation and education

Actions:

To progress its Strategy the Council will

- Create the new nature reserve at Gib Hill

4.C.16 Allotments

Information and Issues

The Council has pursued a policy of transferring allotment ownership to town and parish councils. The Council continues to own the freehold interest in the allotments it still retains but has transferred the management by agreement to town and parish councils. The Council does not, therefore, have either a management or maintenance responsibility for these assets. The exception is the Brierfield allotment which is managed directly by Property Services

In March 2016 the Council agreed to transfer the freehold ownership of the 17 Colne allotment sites to the Colne Town Council but this has not yet been completed.

There is high demand for allotment spaces, with rising profile of their importance for the environment and well-being. May present scope for designating additional allotments

Costs of management for low-income assets

High levels of interest generally in self-management

Schedule of Assets

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Asset Manager
Richmond Avenue Allotment Site	Barnoldswick		280	Property Services
Edge End Allotments, Granville Road	Brierfield		2,475	Property Services
Basil Street Allotment Site	Colne		400	Property Services
Broken Banks Allotment Site	Colne		825	Property Services
High Garth Allotment Site, Dickson Street	Colne		4,400	Property Services
Granville Street Allotment Site	Colne		325	Property Services
Bunkers Hill Allotment Site, Hargreaves Street	Colne		2,175	Property Services
Intake Allotment Site, off Castle Road	Colne		1,150	Property Services
Cookhouse Allotment Site, Langroyd Road	Colne		525	Property Services
New Oxford Street Allotment Site	Colne		780	Property Services
Alkincoats Allotments, Priestfield Avenue	Colne		6,350	Property Services
White Grove Allotment, Rimington Avenue	Colne		400	Property Services
Carr Road Allotment Site	Colne		625	Property Services
Montague Street Allotment Site	Colne		525	Property Services
Allotment Sites, off Sutherland Street and River Street	Colne		2,250	Property Services
Temple Street Allotment Site	Colne		950	Property Services

Sheridan Road Allotment Site, Rear Nos 5-15 & 35-39	Laneshawbridge		1,430	Property Services
Manor Road Allotment Site	Nelson		3,250	Property Services
Brunswick Street Allotment Site	Nelson		2,150	Property Services
Lee Bank Allotment Site, Cravendale Avenue	Nelson		15,325	Property Services
Swinden Allotment Site, Cravendale Avenue	Nelson		2,770	Property Services
Cemetery Allotment Site, Hollins Road	Nelson		4,200	Property Services
Spring Bank Allotment Site, off Lomeshaye Road	Nelson		8,025	Property Services
Lomeshaye Allotment Site, Lomeshaye Way	Nelson		4,525	Property Services
Hodge House Allotment Site, off Reedyford Road	Nelson		25,325	Property Services
Hodge Hut, Holland Place	Nelson		1	Property Services
Totals		26	91,436	
Average Value/Asset			3,517	

Action Planning

Objectives:

To reduce the costs and liabilities of land ownership

To support positive physical and mental health outcomes and quality of life for borough residents by encouraging outdoor recreation and enhancing the borough's green environment

Strategy:

To achieve its objectives the Council will

- Transfer the ownership and management of the assets to the local town councils, retaining assets only where alternative options do not exist.
- Through the property review process, seek further assets for use as allotments or community gardens.
- Maintain, invest in and provide effective management for the retained sites in Laneshawbridge and Brierfield as appropriate to the contribution they can make to the natural world and public recreation.

Actions:

To progress its Strategy the Council will

- Complete the transfer of Colne allotments to Colne Town Council

4.C.17 Housing Needs

(Formerly “Vacant Property”)

Information and Issues

These assets were previously categorised as “Vacant Properties”. The redesignation of this class of asset reflects the Council’s ambition, through the initiatives of its strategic housing team, to intervene proactively in the housing market for a range of purposes.

The Council is not a social housing provider. Its housing stock was transferred to a registered provider in 2006. This category of properties may include assets held for regeneration purposes, with some having been acquired under the former Housing Market Renewal programme with the majority proposed for demolition and subsequent disposal.

There is an expectation that additional properties will be acquired or appropriated in the future and managed as part of this category of asset. Acquisitions may be by agreement or by compulsory purchase, either to provide development sites, support regeneration, relieve homelessness, provide properties for and reduce the costs of temporary accommodation or to support housing objectives relating to the long-term empty property strategy. Properties may be acquired to provide temporary accommodation needs in partnership with registered providers.

Similarly to “Assets for Economic Growth” assets that have been declared surplus may be categorised as “Housing Needs” assets, recognising that disposal and development is an operational objective of the holding service.

Additional funding may be required to make some sites viable for housing development

Disposal of assets will make sites available on the market. Council can exert some control over end use.

Social housing can only be delivered through Partnerships with registered housing providers

Schedule of Assets

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Asset Manager
Dent Cottage, Ody, off Burnley Road	Colne		1	Housing & Environmental Health
Site of Nos 67-71 Elizabeth Street	Nelson		455	Housing & Environmental Health
65 Elizabeth Street	Nelson		10,000	Housing & Environmental Health
24 Norfolk Street	Nelson		65,000	Housing & Environmental Health
103 Walton Lane	Nelson		470,000	Housing & Environmental Health
Totals		5 *	545,456	
Average Value/Asset			109,091	

* 10 assets transferred to other categories

Action Planning

Objective:

To provide additional housing, to make existing homes fit for occupation and to create housing development sites

Strategy:

To achieve its objectives the Council will

- Make housing sites available for development by disposal or partnership with other organisations
- Consider the acquisition and ongoing retention of and investment into further properties in accordance with the Housing needs objectives, notably empty homes, homelessness or unfit housing strategies
- Work in partnership with registered housing providers to bring affordable homes into the marketplace.
- Undertake additional property acquisitions as opportunities, need and funding allow.

Actions:

To progress its Strategy the Council will

- Demolish and/or dispose of the existing portfolio for development.

4.C.18 Public Parks & Gardens

Information and Issues

Some parks and gardens have transferred to town and parish councils in recent years. The majority of those retained are classified as Community Assets and are the responsibility of Operational Services.

Tennis courts are included within the park assets. The draft Playing Pitch and Outdoor Sports Strategy, described in Section 4.C.12 above, identifies a shortage of recreational tennis facilities.

Challenges of ongoing maintenance costs and affordability

Opportunities to work with Parks Friends Groups to improve the parks or to transfer further parks to Town & Parish Councils

The Council has been successful in the past in achieving quality awards for these assets and continues to aspire to that recognition of the quality of its facilities.

The assets present biodiversity opportunities

Asset Schedule

Asset	Township	No	Value in Asset Register (01/04/2024) (£)	Asset Manager
Picnic Site, adj Barley Water, The Avenue	Barley		1	Operational Services
Clough Park (Former Mill), Cavendish Street	Barnoldswick		1	Operational Services
Memorial Gardens, Kelbrook Road	Barnoldswick		1	Operational Services
Strip Adj access road, Letcliffe Lane, Manchester Road	Barnoldswick		1	Operational Services
Colne Road, Fronting Library	Brierfield		6,250	Operational Services
Former Graveyard, adj No 114 Halifax Road	Brierfield		1	Operational Services
Old Graveyard, adj No174 Halifax Road	Brierfield		1	Operational Services
Former Graveyard, adj No145 Halifax Road	Brierfield		1	Operational Services
Heyhead Park, Heyhead Street	Brierfield		1	Operational Services
Land fronting St Johns Church, Albert Road	Colne		1	Operational Services
Garden fronting Primet Junior School, Burnley Road	Colne		1,756	Operational Services
Winewall Graveyard, Winewall	Colne		1	Operational Services
Ball Grove Country Park, Lake and Picnic Area, Keighley Road	Colne		1	Operational Services

Memorial Gardens, adj Former Railway, Colne Road	Earby		5,065	Operational Services
Sough Park Memorial Gardens, Colne Road	Sough		1	Operational Services
Walverden Park, Brunswick Sreet	Nelson		1	Operational Services
Victoria Park, Carr Road	Nelson		1	Operational Services
Marsden Park, Walton Lane	Nelson		1	Operational Services
Totals		18	13,077	
Average Value/Asset			727	

Action Planning

Objective:

To support positive physical and mental health outcomes and quality of life for borough residents by encouraging outdoor recreation and enhancing the borough's green environment

Strategy:

To achieve its objectives the Council will

- Maintain the public parks and gardens as effectively as possible, providing a quality experience for visitors, whilst seeking to transfer them to Town & Parish Councils where possible.
- Work with town and parish councils and Friends Groups to implement plans to provide parks with a sustainable future
- Proactively discuss options for future management with the town and parish councils.
- Seek continued funding for and investment in public parks and gardens, aiming to achieve annual quality awards.
- Work with the climate change team to expand management and maintenance practices which sustain formal landscaping where appropriate and encourage nature's biodiversity, eg naturalised/rewilded areas, tree planting, space for nature
- Allow and facilitate public use, access, recreation and education

4.C.19 Leased Land & Freehold

Information and Issues	
Leased Land	<p>There are a range of property types and lessees, including businesses and voluntary/community sectors. Lease lengths are generally short to medium term with rents being reviewable during the term or at lease expiry.</p> <p>The need to ensure that rents reflect current market conditions in order to maintain occupancy and to maximise income.</p> <p>Lettings need to be considered to be of marginal financial value to the Council, but some leases provide community benefits and may be let on concessionary terms.</p> <p>Disposal of the Council's interests could be considered, but sales of land with potential alternative uses and development options should be avoided.</p>
Freehold	<p>This category includes the Council's freehold interests in both industrial & residential land leased on long-term agreements for low or nil rents – otherwise known as freehold reversionary interests or ground rents.</p> <p>Most ground rents are non-reviewable and are often insufficient to collect on an annual basis. Rents are nominal and have not been included on the income schedule below.</p> <p>The interests are “wasting asset” – declining in value in real terms. A proactive disposal strategy may be able to take advantage of high capital returns in the current market.</p> <p>Some of the assets, both residential and industrial, may provide opportunities to influence future redevelopment. Understanding of assets that are to be retained for strategic purposes is therefore required.</p>

Asset Schedule				
Asset	No	Value in Asset Register (01/04/2024) (£)	Annual Income Receivable at 01/04/2024 (£pa)	Asset Manager
Leased Land	41	398,489	23,464	Property Services
Freehold	152*	1,097,503	Nominal	Property Services
Totals		1,495,992	23,464	
Average/Asset		7,751	122	

* Two assets transferred to this category from Surplus and Vacant Property categories respectively

Action Planning

Objectives:

To reduce costs, liabilities and management time and to increase income

To facilitate the delivery of services by Council partners

Strategy:

To achieve its objectives the Council will

- Make assets available for the use of the voluntary and community sectors, creating new leases as a means of achieving successful asset transfers
- Retain leased and licenced land and property, minimising voids, where it is desirable to maintain the rental income which supports Council Services.
- Dispose of wasting assets that bring in a zero income or an income declining in real terms.
- Respond individually to requests to extend leases or purchase the freeholds.
- Manage landlord's consents appropriately and in accordance with a set policy and appropriate fees.
- For leased properties to effectively manage lease events and minimise potential future liabilities through effective maintenance and compliance with lease terms.
- Use well-managed leasehold interests where necessary to provide accommodation and other operational assets.

Actions:

To progress its Strategy the Council will

- Review the approach to concessionary lettings that provides consistency and clarity, and which assists financial planning.
- Produce a plan for each leased asset which identifies actions, priorities and investment requirements for the remaining term of the lease
- Identify assets that are to be retained for eg strategic purposes, beneficial rental income, non-marketability etc and produce a disposal strategy for the remaining assets.

4.C.20 MISCELLANEOUS

Information and Issues	
Miscellaneous assets comprise a range of different asset types.	
All Miscellaneous Assets	<p>The maintenance costs associated with the assets.</p> <p>Opportunities for commercial disposals and lettings or other value realisation may exist, but will be very limited</p> <p>Scope available for undertaking environmental projects on land assets.</p> <p>The Council may be unable to divest itself of some miscellaneous assets even if they serve no useful purpose</p>
Grazing Land	<p>Land licensed for the use of grazing livestock. Licenses are for a 360 day period.</p> <p>Licenses stimulate income and secure third-party site maintenance commitments</p>
Garden Tenancies	<p>Land leased or licensed to local residents to provide gardens or garden extensions. Usually, land which has no development potential.</p> <p>The creation of garden tenancies is a useful tool to a) reduce maintenance costs where no commercial option exists or to b) counter the potential loss of land by adverse possession.</p> <p>Individual garden tenancies are grouped together within 23 area groups</p>
Bus Turnarounds and shelters	The Council has supported the public transport network by allowing the passenger transport authority to use Council land to accommodate shelters and turnarounds. Assets have no commercial value
Public conveniences	Facilities for the use of the public. Asset class has been reduced in numbers over recent years.
War Memorials	The focal point of commemorations on remembrance days. Assets including associated structures and gardens need to be managed and maintained to a high standard with due respect and sensitivity.
Sub-Station sites	Sites leased to utility companies to provide essential infrastructure. Such companies have statutory powers for land acquisition. Assets in this category are let on long leases with low or nil rent and no opportunities for rent review. Other infrastructure assets are included within the commercial category.

Schedule of Assets							
Asset	No	Value in Asset Register (01/04/2024) (£)	Average Asset Value/Asset	Annual Rent Receivable at 01/04/2024 (£pa)	Average Rent Receivable/Asset (£pa)	Asset Manager	
Grazing Land	15	630,820	42,055	8,177	545	Property Services	
Garden Tenancies	23	61,405	2,670	3,549	154	Property Services	
Bus Turnarounds and shelters	9	289,279	32,142	0	0	Economic Growth	

Public Conveniences	1	1	1	0	0	Operational Services	Asset has been closed for some years, but never declared surplus
War Memorials	2	2	1	0	0	Operational Services	
Sub-Station Sites	26	3,316	128	0	0	Property Services	
Totals	76	984,823	12,958	11,726	154		

Action Planning

All Miscellaneous Assets

Objective:

To ensure that retained assets fulfil a service-based purpose.

Strategy:

To achieve its objective the Council will

- Manage these assets effectively, but will also seek to reduce costs, liabilities and management time and to increase income
- Review each asset on a five-year rolling programme to determine whether alternative beneficial uses, including disposals, are feasible and outweigh the benefits of retention.

Grazing Licences

Objective:

To generate income pending identification of alternative beneficial uses

Strategy:

To achieve its objectives the Council will

- Continue to let suitable land for grazing purposes to attract an income and pass management responsibilities to third parties.
- Work in partnership with its climate change team to undertake environmental projects and to support and encourage tenants and licensees to do the same.

Actions:

To progress its Strategy the Council will

- Continue to implement annual licence fee increases

Garden Tenancies

Objective:

To generate income pending identification of alternative beneficial uses

Strategy:

To achieve its objectives the Council will

- Divest itself of the sites' liabilities by licensing to members of the public
- Create additional assets from otherwise unused or encroached land

War Memorials

Objective:

To provide community focal points for the borough's acts of remembrance

Strategy:

To achieve its objectives the Council will

- To ensure that all assets are maintained in perpetuity by the statutory undertakers in a condition fit for their purpose
- Keep inscriptions up to date.
- Consider opportunities to transfer to town and parish Councils.

Sub-Station Sites

Objective:

To use Council assets to assist in the provision of critical infrastructure for buildings and development

Strategy:

To achieve its objectives the Council will

- Ensure that lessees manage the sites to a safe and tidy condition
- Fulfil its statutory and contractual obligations towards statutory undertakers

Bus Turnarounds and Shelters

Objective:

To support, in partnership with others, the development and use of a sustainable transport network

Strategy:

To achieve its objectives the Council will

- Work with the passenger transport authority to provide essential infrastructure for the bus network.
- Ensure assets are maintained in a safe and tidy condition

Public Conveniences

Objective:

To provide facilities in support of its town centres

Strategy:

To achieve its objectives the Council will

- Maintain the asset as appropriate and seek opportunity to dispose or to transfer ownership or management to an appropriate partner.

APPENDIX I: PENDLE BOROUGH COUNCIL CORPORATE PLAN 2023-2027 – IMPLICATIONS FOR ASSET MANAGEMENT

The table below sets out selected objectives from the Council's Corporate Plan and identifies potential asset implications arising from the Council's aspirations.

	Priorities	Ambitions & Actions (selected)	Implications for Asset Management
1	Providing high quality services and facilities	Develop a Council that is as effective and efficient as it can be	Deliver an effective and efficient property management service, with appropriate governance, which secures best value from its property assets to support Council services
		Ensure that, as a borough council, we are fit for purpose and deliver value for money in the services we provide	Ensure that the Council's asset management functions are aligned with the objectives of Council services
		Work with local services to explore a customer hub model with partners, particularly for our most vulnerable customers	Identifying and adapting assets that can be used for customer hubs
2	Proud and connected communities and places	Engage with and support our communities, working with key partners, including Lancashire County Council and our Town and Parish Councils, particularly in these challenging times	Work with the Council's public sector partners, implementing the principles of One Public Estate.
		Protect our parks and local environment by taking pride in our green spaces and surroundings	Investment in the improvement and maintenance of parks and open spaces, including measures to protect biodiversity. Work for continued green flag status.
		Develop proposals for the Leeds and Liverpool canal to bring life into this corridor and promote active travel by bike and on foot	Property review, or a one-off project if appropriate, should consider whether any canal-side assets can be used to enhance the canal corridor for leisure and recreation. Potential land acquisition
		Deliver a connectivity and accessibility plan including a campaign to actively influence the reopening of the Skipton to Colne railway, working in partnership with Skipton East Lancashire Rail Action Partnership (SELRAP)	Rail schemes put on hold by the new government (August 2024). If the project is implemented in the future, the Council may support the project through use of its acquisition and land ownership powers. Existing assets are unlikely to be able to support the project.
		Refocus the Council's Climate Change Plan to enhance delivery Enhance biodiversity, including designating Gib Hill as a Local Nature Reserve for the borough	Year on year targets for carbon reduction of buildings. Increasing energy efficiency. Use of Council land for EVCPs and other renewable energy sources. Use of Council sites, including Gib Hill, for BNG credits Identification of and investment into sites, plus changes in maintenance practices, to support nature, biodiversity and rewilding. Complete designation of and establish Gib Hill as a local nature reserve
		Develop a new cemetery site, to enable key community provision for people into the coming decades	A site has been acquired for the development of a new cemetery site for Nelson

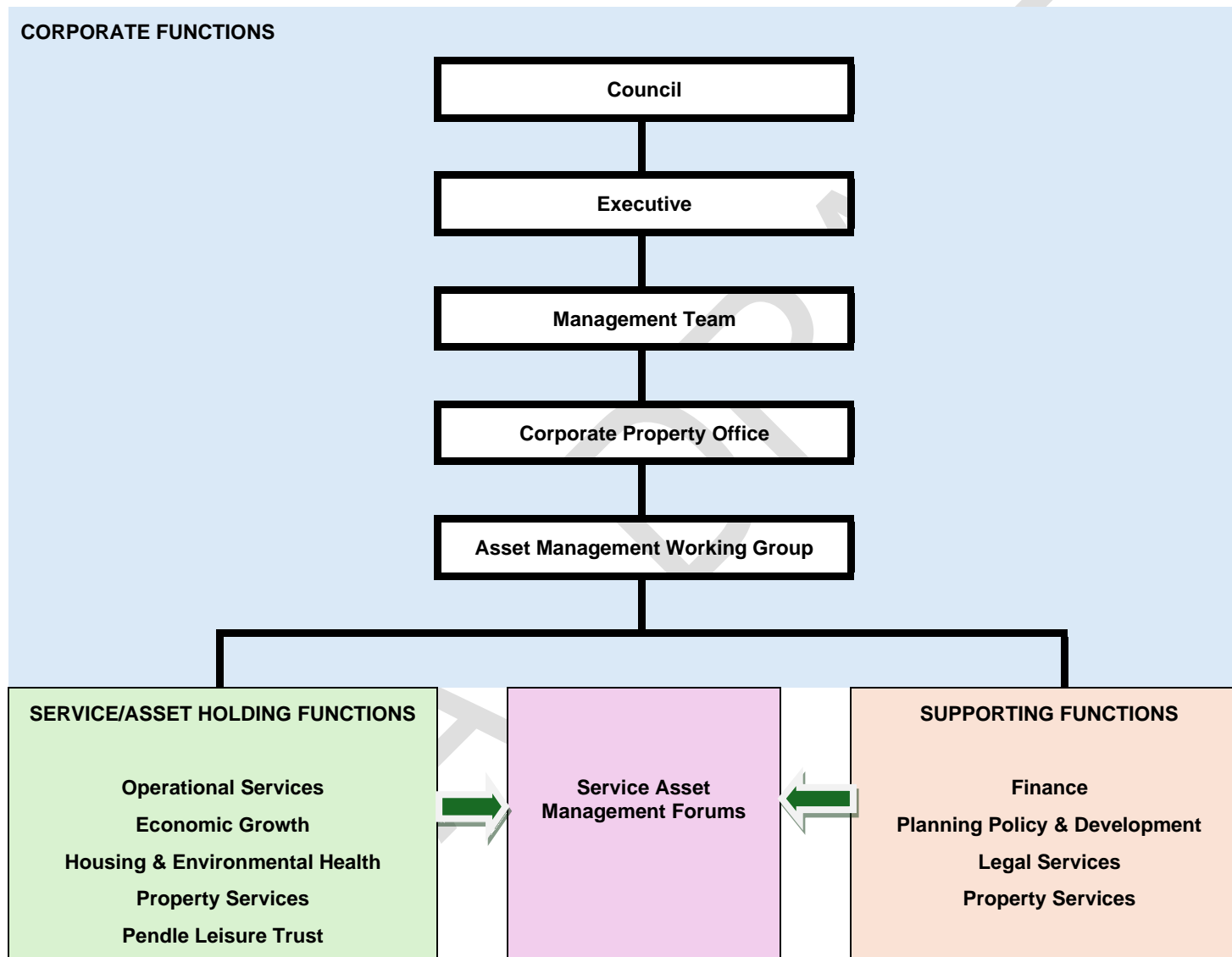
	Priorities	Ambitions & Actions (selected)	Implications for Asset Management
3	Good growth	Achieve economic prosperity and development in our local economy	Acquire, hold and manage properties to support economic prosperity, development and job creation
		Develop quality new housing, which are well designed, sustainable homes Focus on sustainable, green and inclusive growth across the borough	Identify assets that can be used to support housing developments, including those built to the highest environmental standards
		Develop an ambitious Local Plan, to set out the vision for future development in Pendle using brownfield sites where we can	Feed the provisions of the Local Plan into property review activity
		Develop and deliver the investment plan for the UK Shared Prosperity Fund, to support local programmes for improvement Deliver the Nelson Town Deal programme to improve perceptions of the town centre, increase footfall and make it a place where people want to shop and spend their leisure time Deliver the Barnoldswick, Colne and Earby Masterplans focusing on the priorities for the three towns for the next 10-15 years Deliver the Colne Levelling Up programme, to encourage more use of the town centre during the day and into the evening	Use of Council assets, or acquisition of additional assets, to unlock or add value to funded projects
		Deliver PEARL and PEARL Together projects to bring ambitious development to different parts of the borough	Identify and utilise Council assets that can support PEARL Housing developments
4	Healthy communities	Develop a wider sustainable leisure offer, to enhance health and wellbeing for those who live, work and study in Pendle. Maintain accessible local leisure facilities in Pendle's townships	A clear understanding of how Council assets can support a leisure plan Maintain the long-term sustainability of the assets managed by Pendle Leisure Trust.
		Enhance our green spaces to promote health and wellbeing in our communities	Investment into green spaces to encourage recreational use and to improve visual amenity
		Incorporate cycleways and footpaths into the wider leisure offer, to improve connectivity and sustainability and for health and wellbeing	Consider how Council land can be used to encourage cycleways and footpaths

APPENDIX II: POTENTIAL NATIONAL POLICIES AND IMPLICATIONS FOR ASSET MANAGEMENT

The table below sets out selected objectives from the Labour Party 2024 manifesto and identifies potential asset implications arising from national policies.

Policy Area	Potential Asset Management Implications
Austerity	<p>The government's wish to end austerity means a presumption in favour of making additional funds available to the public sector (resources allowing). Local government might be expected to be bottom of the public sector funding priorities, after health, schools and blue light, but financial pressures may eventually start to ease. Continued partnerships with other public sector organisations receiving additional funding may present new opportunities for space optimisation, savings or additional income.</p> <p>However, messages coming from the new government concerning the need to repair public finances suggest that its aspirations for increasing spending may be constrained.</p>
NHS Resourcing	Additional resources made available to the NHS could provide extended partnership opportunities and expectations for property occupation and space-sharing.
Energy	Reduction in overall energy costs would reduce Council costs and provide greater affordability to Council commercial tenants, potentially increasing rental values. A greater national emphasis on green energy infrastructure may make the development of sustainable energy sources on and for Council assets more viable.
Financial changes for business	Business Rates Reform and a cap on corporation tax may make property more affordable, improving demand for Council properties and increasing rental values.
Housing	Re-introduction of mandatory housing targets would place additional pressure on available Council land holdings and on the Council's strategic housing functions. It is widely expected that the government will enhance local authority powers to acquire land for affordable and social housing.
Planning reform	Reform of the planning process could enhance disposal opportunities and unlock barriers to disposal, development and asset-based regeneration projects.
Protecting Nature	Possible financial support for the Council to develop and intensify the use of green assets to support the environment
Young Futures	Possible use of Council assets to create community hubs

APPENDIX III: ORGANISATION CHART



APPENDIX IV: MANAGING RISKS

The following table sets out a non-exhaustive sample of the risks faced by the Council in its property ownership and management. These risks have been reflected in the Council's approach to day-to-day property management as discussed in Section 2.6 above.

The Council maintains a Strategic Risk Register (SRR) for the main corporate risks faced by the Council. The only risk from the table that is reflected in the SRR is that of failure to address energy efficiency of buildings.

The Council's approach to the management of these risks will be the subjects of potential internal audits.

RISK	CAUSE	MITIGATION
Financial penalties, reputational damage, consequences of climate change	Staff skills and capacity to improve energy efficiency of Council buildings	Climate emergency action plan to drive improvements
Interruption to services, loss of income, unexpected budget pressure	Sudden/catastrophic failure of building components	Condition surveys and planned maintenance intervention. Whole life cycle costing. Prioritisation of reactive maintenance. Business continuity planning. Remote working infrastructure
Inability to provide sufficient and suitable assets to support service needs	Financial affordability	Maximisation of opportunities for income generation. Reduction in running costs through disposal of poor performing assets
Harm to staff and members of the public. Exposure to litigation.	Failure to maintain a satisfactory statutory compliance and health and safety regime	Auditable process to capture all buildings and all required certification
	Failure to assess and manage on-site risks and hazards, eg dangerous trees and structures, trip and fall hazards, hazardous waste, anti-social behaviour	Inspection regime
Income decline	Declining rental values due to property condition, market conditions, voids, arrears.	Regular inspections and the establishment of good working relationships with tenants. Effective maintenance planning. Robust re-letting and rent collection procedures. Prioritisation of investment
Restricted capability of the estate to support service delivery	Decline in asset value due to deteriorating condition of assets or market conditions	Effective maintenance planning, up to date condition surveys and prioritisation of investment
Budget pressures, loss of community facilities	Financial or serious property management failure of any of the Council's public sector/community partners	Asset transfer to partners need to be carefully considered to ensure their long-term sustainability and effectiveness outside Council ownership

APPENDIX V: ANALYSIS OF THE PROPERTY REVIEW AND DISPOSAL PROCESS

It is recognised that asset rationalisation and disposal is a crucial tool for the Council in improving the performance of its estate. Disposal of surplus assets reduces maintenance and management costs and liabilities, brings in capital receipts, encourages partnership working and facilitates development. Asset disposal needs to be preceded by asset review, which is an assessment of whether, and to what extent, the asset is contributing effectively or acting detrimentally to the delivery of Council objectives.

The Council has been undertaking a disposal policy for many years and recognises that opportunities for further significant capital receipts or major developments from the estate are now limited.

Components of a property disposal	Pendle Borough Council's Approach (NB. There is no formal, written procedure)
<p>Triggers for a disposal:</p> <p>An internal process to answer the question "why does the Council hold that property?"</p> <p>External request for the Council to dispose, triggering bespoke review of individual assets; Right to Contest.</p> <p>Property-holding services provided with an objective challenge for the reason assets are held</p> <p>Capital receipts target from disposals</p>	<p>Property review, each asset considered on a five-yearly rolling cycle in parallel with the Asset Valuation process.</p> <p>Ad hoc reviews following unsatisfactory data or site visits for other purposes</p> <p>Opportunities flagged by Council Services</p> <p>External requests for disposal are actively encouraged within the past and present asset strategies, and each request will be treated on its merits.</p> <p>Potential disposals prioritised by Asset Management Working Group</p> <p>Property review provides data for challenge</p> <p>The Council accepts that capital receipt targets have little value due to the limits on disposal opportunities and values</p>
<p>Due diligence to identify whether a disposal opportunity exists:</p> <p>Check to determine that the Council's title to the asset is capable of disposal. Auction pack preparation.</p> <p>Enquiries with the Local Planning Authority as to alternative permitted uses</p> <p>Marketability assessment and valuation</p> <p>Establish an end-use in accordance with Council objectives, ensuring benefits of disposal over-ride benefits of retention</p>	<p>All potential disposals agreed by Asset Management Working Group</p> <p>Established practice to consult with Legal and Planning Teams</p> <p>Provided by in-house property team or by external consultant.</p> <p>Asset Management Working Group determines on a site-by-site basis.</p>
<p>Non-confrontational process to present disposal opportunity to senior managers and Council members</p> <p>Consultation with stakeholders. Reporting and approval process</p>	
	<p>Consultation with Services, Overview & Scrutiny Committee and Area Committees</p> <p>Formal decision-making powers held by the Executive</p>

Marketing and disposal	
Selection of method of disposal to maximise the value of the disposal – could be private treaty, auction, tender.	No method of disposal is excluded from consideration. Recommendation of Property Services and Asset Management Working Group
Consideration of requests to dispose at less than market value for “community benefit”	Member decision at Executive or Council level

APPENDIX VI: PARTNERSHIP WORKING AND FUNDING

The Council is committed to working in partnership to optimise the use of land and property related assets and to secure funding. Key partnerships that the Council will continue to develop to optimise the use of assets are:-

- **Town & Parish Councils** – A number of assets have already been transferred to Town & Parish Councils which will enable them to continue to manage the assets for the benefit of local residents
- **Joint venture partnerships** -
 - The Council will continue to seek to work through appropriate strategic partnerships to secure regeneration and development objectives.
 - **The PEARL Group** (Pendle Enterprise and Regeneration Limited) – The Council will continue to use the PEARL Group of Companies to undertake marginal developments as a means of bringing sites back into use. This includes the joint venture between Pendle Council, Barnfield and Together Housing (PEARL Together) to develop sites for open market and affordable housing. As part of this work, consideration will be given to the Council's ability to transfer surplus assets to the PEARL Group of companies as its contribution to the joint venture(s). Each potential asset disposal/transfer will be considered on its own merits.
- **Registered Providers** – Apart from the PEARL Together joint venture Pendle Council will work with other registered providers to bring forward affordable housing. The Council will not itself seek to be a housing landlord.
- **Pendle Leisure Trust (PLT)** – PLT is the Council's leisure provider, who manage seven leisure properties on the Council's behalf, on internal repairing terms and at peppercorn rents.
- **Other Public Bodies (OPE)** – Since 2013 the Government has championed better use of assets across the public sector through the One Public Estate (OPE) Programme. The programme is delivered in partnership by the Local Government Association and Office of Government Property in the Cabinet Office. It aims to create economic growth, new homes and jobs, deliver more integrated customer-focused services and to generate efficiencies through capital receipts and reduced running costs. The Council will continue to work with other public bodies through the Lancashire One Public Estate (OPE) Programme to explore opportunities for the development of co-terminous land, land swap opportunities and co-location of services, including bids for funding through the programme. The Council has not recently run any OPE projects.

The future status of the OPE programme following the recent election is currently unknown. The Asset Management Strategy recommends the continued working with public sector partners on the OPE principles regardless of the future of the government-led programme.

- **Lancashire Local Enterprise Partnership (LEP)** – The LEP is the vehicle through which the Government is directing most resources for economic growth and regeneration funding. PEARL have recently been successful in obtaining Growing Places loan funding to support the delivery of housing schemes delivered by the joint venture
- **Homes England** – The majority of Government funding to bring forward sites for new housing development is channelled through a range of programmes managed by Homes England. In 2018 Pendle were successful in securing £1.1m of funding through the Accelerated Construction programme to fund the road infrastructure that will open up the Further Clough Head site to development.
- **Voluntary and Community Sectors** – The Council is not averse to the transfer of services and appropriate related assets to the voluntary and community sectors.

- **Funding Sources** – The Council utilises and bids for government funding to support asset-related projects. Funding includes but is not restricted to: Town Deal, Levelling Up, UK Shared Prosperity Fund, Public Sector Decarbonisation Scheme,

APPENDIX VII: PROPERTY INVESTMENT STRATEGY

There are limited opportunities for the Council to generate additional income from its current property assets. Therefore, if the Council wishes to generate significant amounts of further income it will need to acquire assets for that purpose.

A Commercial Strategy for 2019/20 was approved by Policy & Resources Committee in December 2018. It was acknowledged that the Council already had a wide range of successful commercial activities but would seek to explore new income generation opportunities and also maximise the market share from its customers.

As part of this Commercial Strategy a Property Investment Strategy was adopted. This sets out how the Council intends to increase its property asset base to generate additional income. However, to date, the Council has not used this Strategy to acquire any commercial investment assets, and currently owns no assets that are held primarily for income generation.

Local Authority activity in the investment property market has slowed significantly in recent years in the face of government's concerns about the levels of local authority exposure to market risk and the subsequent changes in the regulations surrounding the use of funding from the Public Works Loan Board (PWLb). The Council acknowledges that it is unlikely to be able to commit its own resources into such investments.

Nevertheless, the principle of investing for a commercial financial return continues to have merits in the financial climate and the Property Investment Strategy remains a useful tool for the Council to meet future opportunities. However, that the Property Investment Strategy has never been used, should prompt a review into its value, purpose and provisions, considering issues such as:

- What property sectors does the Council wish to target and in which locations?
- Should acquisitions always have a combined income/regeneration objective?

APPENDIX VII: CONSOLIDATED ACTION PLAN

This appendix brings together all the actions identified within the Asset Management Plan, allocating responsibilities for leadership and implementation. All actions should be completed within the lifetime of the Asset Management Plan (ie by 31 March 2028), but a completion date has been assigned to actions where an earlier completion is strongly recommended.

No	Strategy (S) or Action (A) “The Council will.....”	Document Cross Reference	Lead	Support	Target Date
	Why the Council has Published an Asset Management Strategy	Section 1			
1	Continually implement and monitor progress against the strategies and actions set out in the asset management strategy (S)	Section 1.2	Corporate Property Officer	All asset management stakeholders	n/a
2	Subject Section 1.3 and Appendix I to review and updating when the next iteration of the Corporate Plan is published in 2026, and reflect updates in revisions to the Asset Management Strategy (A)	Section 1.3 Appendix i	Corporate Property Officer		31 May 2026
	How the Council will Organise its Property Management Functions and Resources	Section 2			
3	Review asset management governance arrangements to ensure they are fit for purpose (A)	Section 2.2 Appendix III	Corporate Property Officer	Asset Management Working Group	31 December 2025
4	Review the role, objectives and procedures of the Property Services team to ensure their effective contribution to the Asset Management Strategy, and whether any element of the transitioning service should be verified through internal audit (A)	Section 2.5	Director of Resources	Estates & Asset Management Lead Facilities Manager	30 September 2025
5	Decide whether any property risks should be added to the Strategic Risk Register (A)	Section 2.6 Appendix iv	Director of Resources	Estates & Asset Management Lead Facilities Manager	01 April 2025
6	Consider whether it is appropriate to develop a Corporate Landlord model (A)	Section 2.7	Corporate Property Officer	Asset Management Working Group	31 March 2025
7	Review the Terms of Reference for the Corporate Property Officer and Asset Management Working Group based upon conclusions of the Council's review of the options for a Corporate Landlord model (A)	Section 2.3/2.4	Corporate Property Officer	Asset Management Working Group	31 March 2025
8	Review the allocation of each asset between Services to ensure the most appropriate management regime is in place (A)	Section 2.6	Asset Management Working Group	All asset management stakeholders	31 March 2025
9	Commission updated condition surveys (A)	Section 2.8	Corporate Property Officer	Asset Management Working Group	31 December 2024
	How the Council will Manage and Deploy its Property Assets	Section 3			
10	Continue to identify suitable opportunities for the transfer of/the making available of assets to its in-borough partners. (S)	Section 3.2	All asset management stakeholders		n/a

No	Strategy (S) or Action (A) “The Council will.....”	Document Cross Reference	Lead	Support	Target Date
11	Ensure that all future transfers to in-borough partners are fit for purpose by reviewing its previous experiences and the outcomes of past asset transfers and set the strategic parameters for the future (A)	Section 3.2	Corporate Property Officer	Asset Management Working Group	01 April 2025
12	Maintain a constructive dialogue with public sector partners to take advantage of any potential joint projects, within or outside the OPE framework. (S)	Section 3.2	Head of Economic Growth	All asset management stakeholders	n/a
13	Employ the concept of property review to identify and progress assets for disposal (S)	Section 3.2 Appendix V	All asset management stakeholders	Property Services	n/a
14	Continue to seek and apply funding for regeneration projects. (S)	Section 3.2	Director of Place with Head of Economic Growth		n/a
15	Continue to use appropriate partnerships to achieve its service delivery and regeneration objectives (S)	Section 3.2	All asset management stakeholders		n/a
16	Undertake a formal review of the governance arrangements and the way in which property assets are allocated for its joint venture companies to ensure correct levels of control and financial probity (A)	Section 3.2	Director of Place		30 September 2025
17	Consider all options for income generation from Council assets (S)	Section 3.2	All asset management stakeholders		n/a
18	Invest in asset maintenance and consider opportunities for the acquisition of additional assets, where supported by a robust business case (S)	Section 3.2	All asset management stakeholders	Property Services Legal Services	n/a
19	Conduct a review into the value and implementation of the Property Investment Strategy (A)	Section 3.2	Corporate Property Officer	Asset Management Working Group	31 March 2026
20	Reduce carbon emissions from land and property, supporting the climate change action plan (S)	Section 3.2	Head of Economic Growth	All asset management stakeholders	n/a
	How the Council will Improve the Performance of its Property Portfolio	Section 4			
	Asset Category Analyses	Section 4.C			
	Administrative Buildings & Depots	Section 4.C.1			
21	Improve the sufficiency and suitability of its assets to ensure that capacity is fully utilised and that assets are increasingly fit for purpose (S)	Section 4.C.1	Corporate Property Officer	Facilities Manager	n/a
22	Establish a proposal for the future of administrative accommodation by undertaking a fundamental review of the accommodation demand and supply of Nelson Town Hall, No1 Market Street (first and second floors), and Fleet Street Depot, Nelson. (A)	Section 4.C.1	Facilities Manager		01 April 2025

No	Strategy (S) or Action (A) “The Council will.....”	Document Cross Reference	Lead	Support	Target Date
23	Carry out an area review of additional accommodation and partner demand in Nelson Town Centre (consider in parallel with town centre regeneration assets, other public sector and Council assets, including depots) (A)	Section 4.C.1	Corporate Property Officer	Estates & Asset Management Lead	n/a
24	Seek to invest in the maintenance and improvement of retained assets, reducing running costs, maintenance backlog and carbon emissions (S)	Section 4.C.1	Corporate Property Officer	Facilities Manager	n/a
25	Take all appropriate physical measures to reduce carbon emissions and energy costs for retained administrative and depot buildings (A)	Section 4.C.1	Head of Economic Growth	Facilities Manager	31 March 2028
26	Identify opportunities to dispose of or let surplus accommodation, including co-location with partner organisations (S)	Section 4.C.1	Estates & Asset Management Lead	Facilities Manager	n/a
27	Review Lomeshaye Road compound to establish whether it is surplus to requirements and to consider feasibility of alternative uses. Area Review recommended into depot site and Open Space and Landscaped asset to the rear, plus any other nearby assets into the review. (A)	Section 4.C.1	Assistant Director Operational Services	Estates & Asset Management Lead	31 December 2025
Community Centres		Section 4.C.2			
28	Seek to invest in ongoing maintenance obligations until such time as the centres cease to be used for the current purpose (S)	Section 4.C.2	Head of Housing & Environmental Health	Facilities Manager	n/a
29	Review the future of the centres if the lease or management agreements are terminated (S)	Section 4.C.2	Estates & Asset Management Lead		n/a
Surplus & Assets Held for Sale		Section 4.C.3			
30	Maintain a pipeline of sites for disposal by implementing a continual and effective property review and disposal process and recommending assets that could be declared surplus to the Council's requirements. (see Appendix V) (S)	Section 4.C.3	Estates & Asset Management Lead		n/a
31	To dispose of all sites surplus and held for sale as quickly as markets and practicalities permit (S)	Section 4.C.3	Estates & Asset Management Lead		n/a
32	<ul style="list-style-type: none"> Progress and complete the following priority disposals: <ul style="list-style-type: none"> Nelson Cemetery Lodge Former Garden Centre and Land to South, Halifax Road, Nelson (A) 	Section 4.C.3	Estates & Asset Management Lead		31 March 2028
33	Undertake area reviews and explore opportunities with neighbouring landowners to add value to Council assets through site assembly (S)	Section 4.C.3	Estates & Asset Management Lead		n/a

No	Strategy (S) or Action (A) “The Council will.....”	Document Cross Reference	Lead	Support	Target Date
	Economic Growth	Section 4.C.4			
34	Appropriate existing assets for the purpose of supporting regeneration activity and targets (S)	Section 4.C.4	Head of Economic Growth	Estates & Asset Management Lead	n/a
35	Acquire additional assets, subject to available funding and appropriate business case, which will be used to support projects aiming for economic growth. (S)	Section 4.C.4	Head of Economic Growth	Estates & Asset Management Lead	n/a
36	Put in place, maintain and work to implement short- to long-term plans for each asset within this category. (A)	Section 4.C.4	Head of Economic Growth	Estates & Asset Management Lead	31 March 2028
37	Maintain assets in a way that safeguards public health and safety and, where possible, does not act to the negative detriment of the community (S)	Section 4.C.4	Head of Economic Growth	Facilities Manager	n/a
	Commercial (Lettable Shops/Offices/Markets)	Section 4.C.5			
38	Presume the retention of all assets, maximising the rental yield to the Council from each letting, but considering change of use/redevelopment when a property becomes difficult to let or costly to maintain (S)	Section 4.C.5	Estates & Asset Management Lead		n/a
39	Review its retail assets for performance and for potential changes of use (A)	Section 4.C.5	Estates & Asset Management Lead		31 March 2026
40	Fulfil contractual obligations as landlord (S)	Section 4.C.5	Estates & Asset Management Lead		n/a
41	Carry out appropriate improvements, repairs and maintenance, looking for opportunities to improve property quality and rental values (S)	Section 4.C.5	Estates & Asset Management Lead	Facilities Manager	n/a
42	Markets - Complete the refurbishment of the Colne Market Hall (A)	Section 4.C.5	Facilities Manager		30 September 2025
43	Keep up to date with lease renewals, rent reviews and other lease events (S)	Section 4.C.5	Estates & Asset Management Lead		n/a
44	ACE Centre - market the bistro space (A)	Section 4.C.5	Estates & Asset Management Lead		01 April 2025
	Industrial Units	Section 4.C.6			
45	Presume the retention of all assets, maximising the rental yield to the Council from each letting, but considering change of use/redevelopment when a property becomes difficult to let or costly to maintain (S)	Section 4.C.6	Estates & Asset Management Lead		n/a
No	Fulfil contractual obligations as landlord (S)	Section 4.C.6	Estates & Asset Management Lead		n/a

46	Strategy (S) or Action (A) “The Council will.....”	Document Cross Reference	Lead	Support	Target Date
47	Carry out appropriate improvements, repairs and maintenance (S)	Section 4.C.6	Estates & Asset Management Lead	Facilities Manager	n/a
48	Explore opportunities for further investment in new industrial units by acquisition or self-build. (S)	Section 4.C.6	Estates & Asset Management Lead	Head of Economic Growth	n/a
49	Keep up to date with lease renewals, rent reviews and other lease events (S)	Section 4.C.6	Estates & Asset Management Lead		n/a
	Garage Sites and Caravan Storage	Section 4.C.7			
50	Adopt an approach of a managed reduction in asset numbers by retaining the existing sites in their current use to maintain income, but undertaking rolling reviews on individual sites to assess demand or alternative uses (S)	Section 4.C.7	Estates & Asset Management Lead		n/a
51	Review and present alternative uses (if any) for each of the assets in parallel with the asset valuation inspection programme (A)	Section 4.C.7	Estates & Asset Management Lead		31 March 2028
52	Continue to implement the tri-annual increase in licence fees. Consider whether there is scope for a one-off above inflation licence fee increase to maximise income base. (A)	Section 4.C.7	Estates & Asset Management Lead		01 April 2025
53	Investigate the option of increasing licence fees annually by Retail Price Index or other applied percentage rate. (A)	Section 4.C.7	Estates & Asset Management Lead		01 April 2025
	Car Parks	Section 4.C.8			
54	Retain assets for the provision of car parking in town centres and localities where there remains adequate demand (S)	Section 4.C.8	Head of Economic Growth		n/a
55	Complete its car parking strategy and begin implementation (A)	Section 4.C.8	Head of Economic Growth		01 April 2025
56	In the event there is insufficient demand for individual car parks, consider alternative uses of the sites (S)	Section 4.C.8	Head of Economic Growth	Estates & Asset Management Lead	n/a
57	Consider opportunities for generating additional income with the aim of fully covering the costs of managing and maintaining the car parks (S)	Section 4.C.8	Head of Economic Growth		n/a
58	Support sustainable transport (S)	Section 4.C.8	Head of Economic Growth		n/a
59	Identify car park locations for the siting of electric vehicle charging points (EVCPs) (A)	Section 4.C.8	Head of Economic Growth		31 March 2026
	Cemeteries (Including Chapels & Lodges)	Section 4.C.9			
60	Maintain all assets in their current use, investing into maintenance, improvement and additional capacity where required (S)	Section 4.C.9	Assistant Director Operational Services		n/a
61	Complete the development of the Nelson cemetery extension at Halifax Road (A)	Section 4.C.9	Assistant Director Operational Services		31 March 2028

No	Strategy (S) or Action (A) “The Council will.....”	Document Cross Reference	Lead	Support	Target Date
62	Put in place and implement as appropriate plans for the expansion of all cemeteries (A)	Section 4.C.9	Assistant Director Operational Services		31 March 2028
63	Determine a strategy for the long-term sustainability of Nelson Cemetery Chapel (A)	Section 4.C.9	Assistant Director Operational Services		31 March 2026
64	Asset managers will work with the Council's climate change team to introduce biodiversity projects across the cemeteries (S)	Section 4.C.9	Assistant Director Operational Services		n/a
	Municipal Halls	Section 4.C.10			
65	Consolidate the long-term self-sustaining future of the asset to maximise the benefits of the recent investment (S)	Section 4.C.10	Pendle Leisure Trust		n/a
66	Work with Pendle Leisure Trust to review the asset's operating arrangements and work to a robust business plan (S)	Section 4.C.10	Head of Economic Growth		n/a
	Leisure Centres and Golf Courses	Section 4.C.11			
67	Work in partnership with and support Pendle Leisure Trust to safeguard continuity of service provision by identifying new funding and income streams and considering all options for financial self-sustainability and for operating arrangements, including partnerships (S)	Section 4.C.11	Head of Economic Growth		n/a
68	Complete the proposed extension to Wavelengths (A)	Section 4.C.11	Pendle Leisure Trust	Facilities Manager	30 June 2026
69	Invest to reduce carbon emissions and energy costs (S)	Section 4.C.11	Pendle Leisure Trust	Facilities Manager	n/a
	Playing Fields	Section 4.C.12			
70	Transfer assets to Town & Parish Councils where possible and maintain the remaining ones for use by sporting organisations whilst seeking opportunities to reduce the net operating costs of the assets (S)	Section 4.C.12	Assistant Director Operational Services		n/a
71	Consider biodiversity schemes such as tree- and hedgerow-planting or wildflower expansion on marginal areas (S)	Section 4.C.12	Assistant Director Operational Services		n/a
72	Maintain an effective health and safety audit of assets to ensure public safety (S)	Section 4.C.12	Assistant Director Operational Services		n/a
	Pavilions	Section 4.C.13			
73	Transfer assets to Town & Parish Councils where possible and maintain the remaining ones for use by sporting organisations whilst seeking opportunities to reduce the net operating costs of the assets (S)	Section 4.C.13	Assistant Director Operational Services		n/a

No	Strategy (S) or Action (A) “The Council will.....”	Document Cross Reference	Lead	Support	Target Date
	Play Areas/MUGAs	Section 4.C.14			
74	Transfer assets to Town & Parish Councils where possible and maintain the remaining ones for use by sporting organisations whilst seeking opportunities to reduce the net operating costs of the assets (S)	Section 4.C.14	Assistant Director Operational Services		n/a
75	Maintain an effective health and safety audit of assets to ensure public safety (S)	Section 4.C.14	Assistant Director Operational Services		n/a
	Open Space & Landscaped Areas, Highway Land and Nature Reserves	Section 4.C.15			
76	Continue to review the purpose and potential of each asset on a rolling five-year programme. Dispose of assets, following property review or external request to purchase, which serve a limited purpose, are identified as surplus to the Council's requirements and have no barriers to disposal (S)	Section 4.C.15	Estates & Asset Management Lead		n/a
77	Maintain each asset as appropriate to its function and to ensure public safety (S)	Section 4.C.15	Assistant Director Operational Services		n/a
78	Contribute to an attractive environment, encouraging public recreation and the natural world, including rewilding, biodiversity and naturalisation (S)	Section 4.C.15	Assistant Director Operational Services		n/a
79	Work with the climate change team on retained sites to expand management and maintenance practices which sustain formal landscaping where appropriate and encourage nature's biodiversity, eg naturalised/rewilded areas, tree planting, space for nature (S)	Section 4.C.15	Assistant Director Operational Services		n/a
80	Allow and facilitate public use, access, recreation and education (S)	Section 4.C.15	Assistant Director Operational Services		n/a
81	Create the new nature reserve at Gib Hill (A)	Section 4.C.15	Assistant Director Operational Services		31 March 2028
	Allotments	Section 4.C.16			
2	Transfer the ownership and management of the assets to the local town councils, retaining assets only where alternative options do not exist (S)	Section 4.C.16	Estates & Asset Management Lead		n/a
83	Complete the transfer of Colne allotments to Colne Town Council (A)	Section 4.C.16	Estates & Asset Management Lead		01 April 2025
84	Through the property review process, seek further assets for use as allotments or community gardens (S)	Section 4.C.16	Estates & Asset Management Lead		n/a

No	Strategy (S) or Action (A) “The Council will.....”	Document Cross Reference	Lead	Support	Target Date
85	Maintain, invest in and provide effective management for the retained sites in Laneshawbridge and Brierfield as appropriate to the contribution they can make to the natural world and public recreation (S)	Section 4.C.16	Estates & Asset Management Lead		n/a
	Housing Needs	Section 4.C.17			
86	Make housing sites available for development by disposal or partnership with other organisations (S)	Section 4.C.17	Head of Housing & Environmental Health	Estates & Asset Management Lead	n/a
87	Demolish and/or dispose of the existing portfolio for development. A)	Section 4.C.17	Head of Housing & Environmental Health		31 March 2028
88	Consider the acquisition and ongoing retention of and investment into further properties in accordance with the Housing needs objectives, notably empty homes, homelessness or unfit housing strategies (S)	Section 4.C.17	Head of Housing & Environmental Health		n/a
89	Work in partnership with registered housing providers to bring affordable homes into the marketplace (S)	Section 4.C.17	Head of Housing & Environmental Health		n/a
90	Undertake additional property acquisitions as opportunities, need and funding allow (S)	Section 4.C.17	Head of Housing & Environmental Health		n/a
	Public Parks & Gardens	Section 4.C.18			
91	Maintain the public parks and gardens as effectively as possible, providing a quality experience for visitors, whilst seeking to transfer them to Town & Parish Councils where possible (S)	Section 4.C.18	Assistant Director Operational Services		n/a
92	Work with town and parish councils and Friends Groups to implement plans to provide parks with a sustainable future (S)	Section 4.C.18	Assistant Director Operational Services		n/a
93	Proactively discuss options for future management with the town and parish councils (S)	Section 4.C.18	Assistant Director Operational Services		n/a
94	Seek continued funding for and investment in public parks and gardens, aiming to achieve annual quality awards (S)	Section 4.C.18	Assistant Director Operational Services		n/a
95	Work with the climate change team to expand management and maintenance practices which sustain formal landscaping where appropriate and encourage nature's biodiversity, eg naturalised/rewilded areas, tree planting, space for nature (S)	Section 4.C.18	Assistant Director Operational Services		n/a
96	Allow and facilitate public use, access, recreation and education (S)	Section 4.C.18	Assistant Director Operational Services		n/a

No	Strategy (S) or Action (A) “The Council will.....”	Document Cross Reference	Lead	Support	Target Date
	Leased Land and Freehold	Section 4.C.19			
97	Make assets available for the use of the voluntary and community sectors, creating new leases as a means of achieving successful asset transfers (S)	Section 4.C.19	Estates & Asset Management Lead		n/a
98	Review the approach to concessionary lettings that provides consistency and clarity, and which assists financial planning (A)	Section 4.C.19	Estates & Asset Management Lead		31 March 2026
99	Retain leased and licenced land and property, minimising voids, where it is desirable to maintain the rental income which supports Council Services (S)	Section 4.C.19	Estates & Asset Management Lead		n/a
100	Produce a plan for each leased asset which identifies actions, priorities and investment requirements for the remaining term of the lease (A)	Section 4.C.19	Estates & Asset Management Lead		30 September 2025
101	Dispose of wasting assets that bring in a zero income or an income declining in real terms (S)	Section 4.C.19	Estates & Asset Management Lead		n/a
102	Identify assets that are to be retained for eg strategic purposes, beneficial rental income, non-marketability etc and produce a disposal strategy for the remaining assets (A)	Section 4.C.19	Estates & Asset Management Lead		31 March 2026
103	Respond individually to requests to extend leases or purchase the freeholds (S)	Section 4.C.19	Estates & Asset Management Lead		n/a
104	Manage landlord's consents appropriately and in accordance with a set policy and appropriate fees (S)	Section 4.C.19	Estates & Asset Management Lead		n/a
105	For leased properties to effectively manage lease events and minimise potential future liabilities through effective maintenance and compliance with lease terms (S)	Section 4.C.19	Estates & Asset Management Lead		n/a
106	Use well-managed leasehold interests where necessary to provide accommodation and other operational assets (S)	Section 4.C.19	Corporate Property Officer	Estates & Asset Management Lead	n/a
	Miscellaneous	Section 4.C.20			
	All Miscellaneous Assets				
107	Manage these assets effectively, but will also seek to reduce costs, liabilities and management time and to increase income (S)	Section 4.C.20	Estates & Asset Management Lead Assistant Director Operational Services Head of Economic Growth		n/a

No	Strategy (S) or Action (A) “The Council will.....”	Document Cross Reference	Lead	Support	Target Date
108	Review each asset on a five-year rolling programme to determine whether alternative beneficial uses, including disposals, are feasible and outweigh the benefits of retention (S)	Section 4.C.20	Estates & Asset Management Lead		n/a
	Grazing Licences				
109	Continue to let suitable land for grazing purposes to attract an income and pass management responsibilities to third parties (S)	Section 4.C.20	Estates & Asset Management Lead		n/a
110	Work in partnership with its climate change team to undertake environmental projects and to support and encourage tenants and licensees to do the same (S)	Section 4.C.20	Estates & Asset Management Lead	Head of Economic Growth	n/a
111	Continue to implement annual licence fee increases (A)	Section 4.C.20	Estates & Asset Management Lead		Annually
	Garden Tenancies				
112	Continue to let suitable land for garden purposes to attract an income and pass management responsibilities to third parties (S)	Section 4.C.20	Estates & Asset Management Lead		n/a
113	Create additional assets from otherwise unused or encroached land (S)	Section 4.C.20	Estates & Asset Management Lead		n/a
	War Memorials				
114	To ensure that all assets are maintained in perpetuity by the statutory undertakers in a condition fit for their purpose (S)	Section 4.C.20	Assistant Director Operational Services		n/a
115	Keep inscriptions up to date (S)	Section 4.C.20	Assistant Director Operational Services		n/a
116	Consider opportunities to transfer to town and parish councils (S)	Section 4.C.20	Assistant Director Operational Services		n/a
	Sub-Station Sites				
117	Ensure that lessees manage the sites to a safe and tidy condition (S)	Section 4.C.20	Estates & Asset Management Lead		n/a
118	Fulfil its statutory and contractual obligations towards statutory undertakers (S)	Section 4.C.20	Estates & Asset Management Lead		n/a
	Bus Turnarounds and Shelters				
119	Work with the passenger transport authority to provide essential infrastructure for the bus network (S)	Section 4.C.20	Head of Economic Growth		n/a
120	Ensure assets are maintained in a safe and tidy condition (S)	Section 4.C.20	Head of Economic Growth		n/a

No	Strategy (S) or Action (A) “The Council will.....”	Document Cross Reference	Lead	Support	Target Date
	Public Conveniences				
121	Maintain the asset as appropriate and seek opportunity to dispose or to transfer ownership or management to an appropriate partner (S)	Section 4.C.20	Assistant Director Operational Services		n/a