

ASSET MANAGEMENT STRATEGY

2026 - 2028



NEWCASTLE
UNDER LYME
BOROUGH COUNCIL



Contents

1	Foreword
2	Background
3	Core Strategic Objectives
4	Approach
5	Governance
6	The Current Estate
7	Key Objectives and Priorities
8	Consultation and Engagement
9	Operational and Non-Operational Portfolio Strategy Vision
10	Arrears / Tenant Debt Policy
11	Acquisition and Disposal Policy
12	Planned Major Capital Works and Projects
13	Asset Disposals
14	Completed Significant Land Disposals
15	The Market
16	Community Ownership and Enterprise

Appendix – Asset Management Plan

1. Foreword

Newcastle-under-Lyme Borough Council's land, buildings and property are held on behalf of the people we serve. They have been paid for and maintained by generations of taxpayers, and this administration believes they must be managed responsibly, commercially and always with the interests of local people at the forefront.

Our new Council Plan, Building a Better Borough: People, Places, Prosperity and Performance, sets out a straightforward vision: local people come first, local places should be clean and safe, local businesses should be able to prosper, and Council services must deliver visible value for residents.

This Asset Management Strategy puts those principles into practice. Every Council asset should have a clear purpose. It should support the delivery of good local services, contribute to the quality and character of our communities, help unlock investment and economic growth, or deliver a proper financial return for taxpayers. Where an asset is underused, costly to maintain or no longer serving a clear purpose, we will challenge the assumption that the Council should simply continue to own it.

Equally, value cannot be measured by a sale price or rental return alone. Parks, sports facilities, heritage buildings, community facilities and other locally important assets can have genuine value to the people and places they serve. We will therefore make decisions based on the full picture: financial return, whole life cost, community value, regeneration potential and the long term interests of Newcastle-under-Lyme.

We will be commercially minded and practical. We will seek to increase sustainable income, attract private and external investment, reduce unnecessary property costs and borrowing, and ensure our assets help local businesses to start, grow and create jobs. Investment decisions will be driven by operational need, statutory responsibilities and demonstrable value for money, rather than costly targets for their own sake.

At the time of publication, the Government has paused implementation of the Local Government Reorganisation decisions announced in July while it conducts a review. This Council has consistently opposed the abolition of Newcastle-under-Lyme Borough Council. While that uncertainty remains, we will continue to manage our assets responsibly, avoid unnecessary or nugatory expenditure and protect the Borough's financial and community interests. Whatever happens next, Newcastle-under-Lyme should be in the strongest possible position.

Above all, our approach is simple: make our assets work harder for local people, local businesses and taxpayers, while protecting those assets which genuinely matter to the identity and quality of life of our communities.

Cllr Graham Shaw

Deputy Leader of the Council and Cabinet member for Finance.

1. Our Mission Statement

Our mission is to make every Council asset work for Newcastle-under-Lyme: reducing unnecessary costs, increasing sustainable income, supporting frontline services and economic growth, protecting valued community assets and ensuring every decision delivers clear value for taxpayers.

2. Background

- 2.1 The Borough of Newcastle-under-Lyme is part of the conurbation of North Staffordshire. It is the most populated district in Staffordshire with a population of around 125,000 and has an area of 81 square miles. The two main towns within the Borough are Newcastle-under-Lyme and Kidsgrove, and there is an extensive rural area to the west/south-west of the urban area.
- 2.2 The industrial base of the Borough has changed significantly in the last century, with the closure of local coal mines and the development of the distribution sector. Service industries are the largest employers in the area, with the number of people employed in water, energy and construction industries being higher than average. The presence of Keele University with the growing number of hi-tech, research and medical technology businesses in its Science and Innovation Park, along with the medical school demonstrates the potential for added value growth of the area.
- 2.3 Newcastle town centre is recognised as being one of two strategically important centres in the North Staffordshire conurbation, with further growth predicated upon its good connections to major transport routes.
- 2.4 There continues to be pressures on government finances, inflation and property costs, uncertainty over future funding and Local Government Reorganisation. Services remain under pressure to reduce costs and to keep fixed outgoings such as property related costs under review. The financial environment continues to require local authorities to maximise income, control expenditure and reduce the reliance on borrowing and tax payers.
- 2.5 At the same time, the Council's own resources available to finance capital projects are limited and income is key to further delivery of the capital programme. The Council continues to require receipts from land and property disposals to fund future capital programmes.
- 2.6 In 2020, Cushman and Wakefield Surveyors were commissioned to carry out an independent Investment Property Portfolio Review. This provides an important historic evidence base but the portfolio now needs to be considered against the

new Council Plan, current valuations, commercial opportunities and community requirements.

3. Core Strategic Objectives

3.1 The core strategic objectives for asset management are designed to support the Council's vision and priorities. They are:

- To ensure that the Council's asset portfolio supports the delivery of its services and objectives.
- To protect assets that have demonstrable community importance.
- To maximise income through the asset portfolio in line with the Commercial Strategy.
- To maximise the Council's assets to deliver corporate objectives such as major regeneration programmes.
- To ensure underused assets are repurposed, developed and disposed of where appropriate
- To support regeneration, local business and employment
- To ensure that all assets are demonstrably managed in the most economic, efficient, and effective manner.
- To grow sustainable commercial income and reduce pressure on local taxpayers.

3.2 In achieving these objectives the principles to be followed are that all operational assets must be:

- In the right location to allow customers to access the service and any other related services of partners, in suitable condition to enable staff to deliver services in a comfortable environment for both staff and customers without interruption.
- Suitable and sufficient for the purpose for which they are being used in terms of size, type, and layout of accommodation – including accessible to people with disabilities.
- Flexible to the extent that they can be adapted economically to adjust to changing services' needs, including sharing with partners in service delivery.

- Able to demonstrate 'Best Value' in terms of a balance between efficiency in operational running costs and long-term sustainability.
- Able to convey a positive image of the Council and the service being provided and able to contribute positively to the immediate environment, particularly where there is a need for physical regeneration of the locality.
- Maintained in such a way so as to minimise reactive maintenance by improving planned maintenance arrangements. Maintained and operated to minimise whole-life costs, improve efficiency where there is a demonstrable business case, ensure resilience and meet all statutory environmental responsibilities.

3.3 All non-operational assets must be:

- Able to make the maximum contribution to service revenue budgets in terms of rental income; or
- Able to make a positive contribution to the social wellbeing of the community either through its presence as a heritage asset or through use by others such as voluntary groups, charity organisations or small businesses; or
- Retained for reasons of strategic importance, such as to influence the physical economic regeneration of the Borough.
- Appropriate support for new and growing businesses, with any subsidy being transparent, targeted, proportionate, time-limited where appropriate and periodically reviewed to ensure there is a demonstrable economic benefit.

3.4 In order to deliver a sound, well planned asset management strategy, the Council must first analyse the current position against our vision, then set key priorities for the overall assets portfolio and for individual assets. Where there are key priorities for specific assets the Council needs to evaluate funding opportunities and timescales. When proceeding with asset purchases, sales or long term leases there needs to be clear policies, procedures and processes that will ensure the successful delivery of the overall Strategy.

3.5 The Council has ambitious plans to make a difference and this strategy seeks to support these. Whenever possible the Council will seek to maximise outcomes with external funding stream and working with the best partners. Timescales for individual asset management decisions will be made taking a whole range of issues into account.

4. Approach

4.1 As the wider landscape within the Council's asset portfolio is constantly changing and evolving and as many factors are outside of the Council's control, the general approach that has been adopted, is to:

- Establish the asset portfolio in two groups [operational and non-operational estates]
- Establish what funding streams and capital reserves are available / allocable
- Review already planned capital works and other projects
- Establish what can and should be done to the assets in each asset class (operational and non-operational) to find savings and improve efficiency.

4.2 It is important to note that the Asset Management Strategy will be ever evolving as new challenges and objectives are revealed and as new funding sources become available.

4.3 It is paramount that any strategic objectives are fulfilled and delivered within governance rules and guidelines set out by central government, the constitution, property law and are reflective of the various other strategies across the Council.

This Strategy along with the Council's Capital Strategy seeks to demonstrate alignment with, and delivery of, the Council's ambitions as set out in the Council Plan and is also aligned with:

- The Financial Strategy
- The Council's Constitution
- Local Plan including Open Space and Green Infrastructure Strategy
- Playing Pitch Strategy

5. Governance

5.1 Legal and Constitutional Context

- a. The Council has a duty, both fiduciary and operationally, to utilise its Assets for the benefit of the community.
- b. The Local Government Act 1972 (as amended) – Section 123 - the Council has a duty to achieve best consideration when disposing of its assets.

- c. The Local Government Act 1999- the duty of Best Value
- d. The Localism Act 2011- the power of general competence

5.2 The National Context – Government Policy

Many Government initiatives, policy statements and/or guidance influence the Authority's asset policies, including:

- The Prudential Code for the management of capital finance
- The Localism Act 2011- Community Right to Bid
- The National Planning Policy Framework
- Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015

Statutory Responsibilities

5.3 The Authority as an employer, a landowner, a landlord and a provider of services, has a wide range of responsibilities with an implication for accommodation including:

- The legislative framework in respect of buildings
- A range of health and safety legislation, EEC requirements. HSE best practice and guidance notes, Industry standards and Insurance requirements.
- Equality Act 2010. This does not simply encompass accessibility considerations and should be taken into account in virtually all development and maintenance work which is carried out to ensure that every possible aspect of disability has been considered when implementing work.
- Management of the risks associated with property assets including regular maintenance and servicing to address matters such as:
 - i) Legionella – A managed programme of water testing and preventative measures are carried out including weekly flushing regimes, monthly temperature tests, bi-annual bacteria testing and, as required, physical system cleansing. A robust legionella policy is in place for the council as required by law.
 - ii) Asbestos – An on-going programme of surveys and management together with the use of asbestos registers and regular monitoring to prevent the release of

dangerous fibres and warn of the presence of asbestos across the portfolio. A robust asbestos policy is in place for the council as required by law.

iii) Fire Safety – The Authority undertakes Fire Risk Assessments in respect of its properties and tests fire safety equipment e.g. alarms on an annual basis. Weekly, monthly and annual testing of fire monitoring and backup systems also take place as required by the legislation to ensure that fire systems are maintained.

iv) Gas Safety – Inspections and services are carried out on an annual basis to ensure that all gas appliances are safe to use. The correct pre-planned maintenance approach has also ensured that gas appliance failures are now very rare which has delivered a considerable saving in respect of reactive maintenance costs.

v) Electrical Safety - An ongoing program of periodic tests is carried out to fixed wiring as required by both legislation and our insurers together with Portable Appliance Testing and emergency lighting testing.

vi) Lifts, pressure vessels, safety line, chimney maintenance - checks are carried in accordance with best practice.

vii) Lightning Conductors – checked in accordance with best practice.

viii) Routine inspection and repair/maintenance of assets including tree stock, playground stock, railings and structures, footpaths and roads etc.

ix) Testing and maintenance of generators, air conditioning and mechanical services equipment.

x) Glass and glazing assessment.

NB: The above summary is not an exhaustive list of statutory inspections/maintenance arrangements.

6. The Current Estate

6.1 The Council owns a broad variety of buildings ranging from crematoria to sports centres to industrial premises. As previously indicated the Council's property assets are divided into two portfolios – the operational and non-operational portfolio

Operational assets

6.2 In broad terms this is property that is held, occupied, used, or contracted to be used on behalf of the authority in the direct delivery of services for which it has a

responsibility, whether statutory or discretionary or for the service of strategic objectives of the authority. This includes 'Community Assets' which are delivering wider benefits of the community and the wider Council objectives.

6.3 This category includes (not exhaustive list):

- Castle House
- Knutton Lane depot
- Jubilee 2 Health & Wellbeing Centre
- The Museum/Art Gallery
- Crematorium and Cemeteries
- Land associated with operational property
- Parks and Open Spaces
- Historic Buildings/Monuments
- Allotments
- Sports facilities and pitches
- Community Centres
- Off-street car parks (non-fee-paying)
- Structures bridges, watercourses etc.
- CCTV infrastructure

Non-Operational Assets

6.4 These property assets are those held by the Council but not directly occupied, used, or concerned in the delivery of services, although they are likely to align with the authority's strategic objectives. Examples in this category (list not exhaustive) mainly related to commercial land and property, leased/rented to other parties, and generating income which include:

- Town Centre Retail Premises
- Industrial Units
- Offices
- Ground Leases
- Market

- Town Centre Car Parks (fee paying)

7. Key Objectives and Priorities

a. Asset Management Priorities

- Lease Renewals / Rent Reviews. Continue to review leases and those holding over to ensure lease renewals are effectively handled.
- To review the options to update the building condition surveys and how this information may contribute to the medium term planning for asset management. Through local knowledge of our asset condition the Council is able to inform budget setting for regular maintenance and planned improvements.
- Greater emphasis will be placed on rationalisation, refurbishment and re-use of the portfolio to deliver financial efficiency savings. In reviewing assets the Council will consider if the building can be made more efficient and the whole-life costs of managing the property. This will include the costs to heat, light and operate, the current energy efficiency and how relatively modest investment could reduce operating costs, then if continuing to own and maintain an inefficient building represent good value for taxpayers.

b. Regular Performance Analysis and Management

- The Council should re-assess processes to maximise revenue opportunities, particularly in relation to asset management.
- Disposal of none or low income generating properties could deliver capital receipts for reinvestment in the Capital programme.
- Consideration must be given to under-utilised and unsuitable operational assets to determine opportunities for re-use, investment, regeneration or disposal.

c. Local Government Reorganisation Review

- The recent Government announcement to review the proposed Local Government Review is now paused and the Council will continue with normal prudent management of its assets. The Council will continue to review our assets taking into account the full range of issues; building condition, valuation, lease and rent reviews tenant arrears, maintenance liabilities, dilapidations, contaminated land or other restrictions, covenants, grant clawback, capital commitment

and requirement, income and liability. The Council wants to ensure our assets deliver the best value and protect locally important assets when owned by the Council or any future organisation. The Council's hope remains that the review results in LGR being abandoned, while nevertheless ensuring the Council remains prepared for whatever Government ultimately decides.

d. Shared services

- The principle of shared buildings with partner organisations has been utilised by the Council and co-location can bring a range of benefits of joint working and minimising costs. The Council wants to ensure it has the right properties and services to support our communities.

e. Wider benefits

- This strategy rightly recognises that value cannot be measured exclusively through rental income. Our communities value many assets for their local value whether it be a park, sports facilities, historic assets, open spaces or community facilities. These all contribute directly to civic pride and quality of life and therefore have genuine asset value even where they do not produce a commercial return.

8. Consultation & Engagement

8.1 The Council constantly consults residents and key stakeholders on a wide range of issues. The aim being to become more accountable to our customers and to make our decision-making processes more transparent. Communication on the challenges both in terms of policy and service delivery and finance is something that the Council is striving to deliver. We set out below the guidelines that we will follow for consultation.

8.2 Consultation Arrangements on Future Disposals

The primary purpose of the consultation on potential freehold land disposals is to identify any physical, technical or other constraints that might affect the scope/opportunity for alternative use or development being pursued. The consultation can also help to identify existing community use, local amenity and significance, access, parking and operational issues, community value and potentially better alternative uses. The outcome of such consultation exercises, taken together with desktop technical assessments, allows the Council as a landowner to consider the latter approach. Importantly it is considered that the Town and Country Planning processes (Local Plan and Planning Applications)

should consider the appropriateness of land or property being developed or used for alternative purposes rather than the Council as landowner making potentially subjective judgements.

- 8.3 The consultation process approach involves Ward councillors being notified prior to the start of the process; notices being placed on site and; the adjacent property owners being notified (when they are known) along with the Parish/Town Council, where existing. The consultation timetable is set out below. Where there are legislative requirements relating to consultation these will be followed and in cases where emergency action is necessary we may have to move more quickly and so may have to depart from these guidelines. This arrangement is considered to be generally proportionate and appropriate to the majority of sales of both land and property.

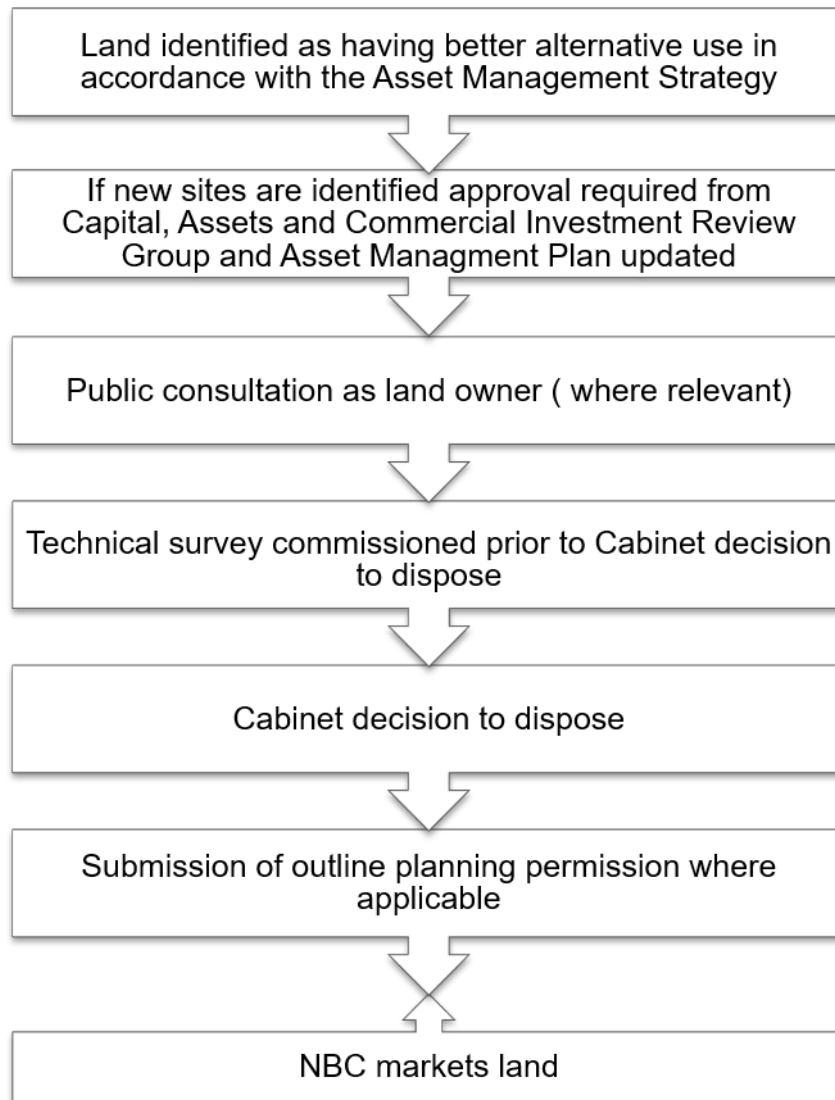
8.4 Property Description Consultation Approach

Property Description	Local members (prior to general public)	General public
Publicly accessible open space >0.5 ha.	3 weeks	6 weeks
Publicly accessible open space <0.5 ha.	3 weeks	3 weeks
Grazing / agricultural land >1 ha.	3 weeks	3 weeks
Grazing / agricultural land <1 ha.	2 weeks	2 weeks
Operational estate with active community use	2 weeks	4 weeks

Commercial, retail and industrial premises and land designated for a particular purpose i.e industrial	No consultation required	No consultation required
Incidental areas <0.1 ha of land adjacent to neighbouring property	No consultation required	No consultation required

8.5 There will however be some circumstances where a public consultation process will not be necessary or may be scaled to a more proportionate level, where for example the property is considered insignificant or where the future use is consistent with the present use (e.g. a shop premises in a shopping parade) where there is unlikely to be any public interest at stake. Consultation would not generally be undertaken on the transfer of minor assets to the Parish or Town Council where the existing use is maintained. The approach to consultation in each case will seek to ensure that any public/stakeholder consultation is proportionate to the particular disposal. The Cabinet also has the ability to seek additional consultation where it would be not normally be required if this is felt to be appropriate.

8.6 The process for disposal is outlined below:



NB. Attention is drawn to the council's proposed approach to consultation as both land owner and as local planning authority.

9. Operational and Non-Operational Portfolio Strategy Vision

- 9.1 Our vision is for Newcastle-under-Lyme to be a financially sustainable, commercially minded and resident-focused. A Council that maximises commercial opportunities in order to deliver long-term benefits for residents of the borough and support the Council's medium-term financial strategy reducing pressure on taxpayers and unnecessary borrowing.
- 9.2 This will be achieved through:
- Generation of service efficiencies [Operational Estate (O)]
 - Generation of new income streams [Non-Operational Estate (N/O)]
 - Maximising existing revenue streams [N/O]
 - Effective procurement and contract management [O&N/O]
 - Prudent investment in income generating assets [N/O]
 - Strategic asset development [O&N/O]
- 9.3 Generating income through commercial activity that can be re-invested in local priorities, services, and improvements for our residents.
- 9.4 Building strong working relationships with public, private and third sector partners to maximise collaboration and generate efficiencies.
- 9.5 Embedding a commercial culture within the council and ensure that our staff are equipped with the skills they need to operate in a more commercial environment.
- 9.6 Supporting the council in delivering the council plan and growth agenda as a key pillar of the medium-term financial strategy and our goal of financial self-sufficiency.
- 9.7 Optimising the council's use of technology and support our digital agenda to enable new, more efficient and flexible ways of working and interacting with customers and residents.

10. Arrears / Tenant Debt Policy

- 10.1 The cost-of-living crisis and heightened inflation have increased current tenant debt levels. The Council will support otherwise viable local businesses experiencing temporary financial difficulty and engage constructively on realistic repayment

arrangements, but unpaid rent is taxpayers' money and persistent arrears or refusal to engage will be pursued appropriately.

10.2 In July 2023, Cabinet approved a new Debt Recovery Policy.

11 Acquisition and Disposal Policy

11.1 The objectives to be achieved from any asset acquisition are that it should provide one or more of the following benefits and that the benefits are more valued than the cost of acquisition:

- a demonstrable contribution towards the delivery of the Council's priorities and the provision of its services;
- a strategic acquisition for redevelopment or tactical purposes;
- to facilitate economic development; or
- to generate revenue income.

11.2 Where surplus capacity in property or land is identified, its future use or disposal will be considered in accordance with the Council's priorities and within the planning framework. The opportunity to share with partner organisations will also be explored as part of the options appraisal process.

11.3 Where property is proposed for disposal, consideration will also be given to the consequences of the piece of land or property not being subject to the Council's control in terms of standard of care, maintenance etc., by the inclusion, where appropriate, of covenants in the contract to maintain the required standards of care.

11.4 Options appraisals for capital investment or disposal will include whole life costings. These are the systematic consideration of all relevant costs, revenues and performance associated with the acquisition and ownership of an asset over its physical, economic, functional, service or design life.

11.5 The strategic approach to asset management planning will assist in the development of a more comprehensive and co-ordinated medium to long term capital budget strategy and is an important aspect in the planning of the Council's resources in delivering its ambitions and priorities.

12. Planned Major Capital Works and Projects

The Asset Management Plan table which is appended to this strategy outlines disposals and progress with these. These form part of the Council's wider plans and feed into the major capital projects listed below.

The Council recognises that our assets not only support the delivery of our services and meet local communities needs but they form an important part of the economic growth and enterprise within the Borough. Where appropriate the Council can use our land to attract investment, create good local jobs, support new and growing business, regenerate brownfield land sites, revitalise our town centre and generate income which can be reinvested in services.

12.1 **Newcastle Town Centre**

The Council has been able to use our assets and funding from the Town Deal (plus previous funding from Future High Street Fund) and external grant funding from Homes England to deliver significant investment into the area.

The former Ryecroft site has been transformed with the multi-storey car park and Capital&Centric are delivering significant change to this area of town with the development of a range of homes, the first of which is due for completion in February 2027.

Following a successful strip out of the old York Place shopping centre, Capital&Centric have moved forward with the new fit out to create new commercial and residential units. Utilising Homes England funding Capital&Centric are well underway with their plans for new restaurant and bar tenants to operate from the new commercial units with the intention to have a vibrant offer in place shortly after the scheme is completed in early 2027.

Upon completion of the Castle car park on the Ryecroft site Capital&Centric were able to strip the building and build the new residential units in line with the agreements we have with them and utilisation Homes England grant funding.

The Council has also supported through the Town Deal the Digital Society conversion of a town centre building for use by Keele University for a learning / enterprise space. This is operating well as Keele in Town with an expansion of Piccoloco café.

The former Zanzibar nightclub (Aspire Housing owned) has been demolished, and agreements are in place for the redevelopment of an Aspire residential scheme. Alongside this there is a development of 5 small commercial/enterprise units on North Street which the Council will own and manage. Construction is progressing well on the commercial units which will be marketed to support local businesses to grow or attract new businesses into Newcastle.

Investment has been made in public Transport projects including a new bus entrance at Keele University (on land owned by the University), installation of real time passenger information at Newcastle Bus Station an improved bus service linking local neighbourhoods with the University. Further plans are being developed to enhance the main bus station to support the many residents that use these bus services.

Knutton

One of the major Newcastle Town Deal projects is the improvement to key sites in Knutton. Staffordshire County Council has been able to extend its enterprise centre, new housing is partially complete, a new changing facility has been delivered to support local football and further consideration is being made on the options for community facilities.

Kidsgrove town centre

The canal offer is an important aspect for residents and those travelling through Kidsgrove, early investment through the Town Deal included improvements by the Canal & River Trust to the towpath. They are now working to improve signage and heritage information at the Harecastle Tunnel. Refurbishment of Kidsgrove railway station, improvement to pedestrian routes, cycle parking and improved car parking facilities are all to be procured this year with delivery by the end of 2027.

Contractors are now working on a range of public realm improvements on King Street, in Kidsgrove town centre to improve traffic flow and car parking. The Council is consulting on the parking offer prior to progressing any Traffic Regulation Order.

Three small enterprise units are being constructed on Meadows Road. Due to be completed in January 2027, these units will form part of the Council's commercial property portfolio.

13. Asset Disposals

13.1 Town Centre Car Parks

Following the completion of Castle car park the Council reviewed the Newcastle town centre car parks that were considered suitable for alternative uses. The sites

were considered and subsequently incorporated within the New Local Plan. An update on the individual car parks is included in the appended plan.

13.2 **Former Keele Golf Course (Lyme Park)**

As per the previous Asset Management Strategy, the former Keele Golf Course site continues to be listed for possible disposal. This site is now in line with the new Local Plan and proposals that fit with the Countryside Park can be formulated.

14. **Completed Significant Land Disposals**

Address	Disposal Date
Freehold Sale High Street, Knutton	April 2024
Freehold Sale Watermills Road (Apedale), Chesterton	June 2024
Freehold Sale High Street, Knutton	January 2025
Freehold Sale Knutton Lane, Knutton	January 2025
Freehold sale – Ryecroft Site (Western edge)	July 2026

The total value of the above disposals is circa £1.5m

15. **The Market**

- 15.1 Supporting the ambition of creating a town centre that appeals to everyone requires a diverse and adaptable market offer. To achieve this, we currently host a wide range of markets and events, including weekly General and Antiques Markets, a monthly Artisan Market, up to three Vegan Festivals each year, six Vinyl Collectors Fairs, and a range of ad-hoc market events with partners such as Pre-Loved clothing markets.
- 15.2 The Council works with partners such as Newcastle-under-Lyme BID to deliver a varied programme of town centre events, including film showing and offering event space for town centre events. As the market holds a premises licence, it is also able to host a variety of licensable activities.
- 15.3 The market has adopted a cashless, self-help system for the collection of stall rents, improving efficiency and reducing administrative costs.
- 15.4 The market provides an accessible and supportive environment for start-up and emerging businesses to test products, build customer bases and refine their

business models. Many traders use the market as a stepping stone towards establishing permanent retail premises within Newcastle-under-Lyme town centre.

- 15.5 Footfall data and key performance indicators demonstrate the positive impact that our specialist events and trader-led markets have had on visitor numbers and town centre activity. Significant improvements have also been made to the market infrastructure, including the rationalisation and enhancement of the fixed stall provision and the introduction of additional temporary stalls to increase flexibility. These improvements, combined with wider public realm enhancements that have created a versatile events space, continue to modernise the market and ensure it remains an attractive, contemporary destination for traders and visitors alike.

16. Community Ownership and Enterprise

- 16.1 The Council wants to work with credible local community organisations which can support local delivery on a sustainable footing. Where there are options for better local ownership which protects the local facility and reduces unnecessary Council liabilities. There are a wide range of models for community asset transfers and these need to be considered in detail for any possible projects.
- 16.2 Where community ownership or transfer is being considered, there must be a credible and sustainable business plan, demonstrable community benefit, appropriate protection of community use where necessary, and clear value for taxpayers.
- 16.3 The 2023 Strategy identified that the Council would continue to explore options for the long-term sustainability and management of the Community Centres in partnership with the community and voluntary sector and to review the management arrangements linked to these options and implement the proposals. Through the Town Deal funding some of the community centres have now benefitted from the digital infrastructure project and should the community centres wish to they now have the opportunity to consider enhancing their offer and potentially income.
- 16.4 To date steps have already been taken to move community centres managed through committees towards the same financial model of those on a lease. All community centres are now working to cover the costs of statutory inspections and associated repairs through the hirer's income. The Council will work with the management committees to support them to cover the costs of all repairs. Equally

the Council will also work with management committees to look at leases and disposals where appropriate. Whilst this will enable them to have greater flexibilities and freedom to pursue external funding this will in due course be subject to the process coming into effect under the Local Government Review.

Further Information

For further information on the Asset Management Strategy, please contact:

Louise Beeby

Property Manager

T: 01782 742374

E: Louise.Beeby@newcastle-staffs.gov.uk

APPENDIX A ASSET PLAN

ASSET PLAN		
SITE LOCATION	SITE AREA (Acres)	CURRENT POSITION
SITES PREVIOUSLY APPROVED TO EXPLORE OPTIONS FOR REUSE/DISPOSAL		
Land Adjacent to Keele Cemetery	35.98	Original Proposal to install a solar array on this land, however this scheme was cancelled due to off-taker withdrawing, bearing in mind the land usage restrictions the field has now been let on annual licence for mowing. Listed here so that FAPS Committee Members are aware that this is to be deleted in new plan subject to Cabinet approval
Lowlands Road, Ravensdale	7.70	Land sold to JCB in October 2023 Listed here so that FAPS Committee Members are aware that this is to be deleted in new plan subject to Cabinet approval
Plot E Apedale Road, Chesterton	4.42	Industrial development land approved in the last Asset Management Strategy for approval. SCC are looking to acquire for waste transfer station subject to obtaining planning permission.
Site of former Recreation Centre, Knutton	5.31	Land sold to Staffordshire County Council to extend Enterprise Centre and to Aspire for residential development Remaining land earmarked for a new community facility development
Site of former community centre and clinic, Knutton Lane, Knutton	1.7	Sale to Aspire for residential development in January 2025 Listed here so that FAPS Committee Members are aware that this is to be deleted in new plan subject to Cabinet approval
Former Keele Golf Course/ Lyme Park	61.8	Site has been removed from the Green Belt as part of the new Local Plan – proposal for homes. Options for disposal are being considered
Ryecroft (Rye Park)	N/A	Castle Car Park completed and operational Work has started on the construction of the residential development
York Place Shopping Centre (now Astley Place)	N/A	Work has started on the construction of the residential and retail/leisure development
Midway Car Park (KarParc)	N/A	Work has started on the construction of the residential development
Blackfriar's Car Park	0.54	Terms agreed for disposal
Part of King Street car park	0.86	Marketing commenced for disposal

Cherry Orchard car park	0.21	Consultation commenced in respect of disposal of site
Part of Goose Street car park	0.41	Terms agreed to lease out part of the car park following consultation in respect of disposal of site will commence
Part of Hassell Street car park and adjacent vacant industrial site	0.13	Consultation commenced in respect of disposal of site
Garden Street/ Bankside /Well Street car park	0.08	Terms agreed for disposal
Parkhouse Road West/ Crackley Bank, Chesterton	2.20	Marketing commenced for disposal
Land at Glenwood Close, Silverdale	0.69	Given this land adjacent to former Keele Golf Course not to be taken forward for development Listed here so that FAPS Committee Members are aware that this is to be deleted in new plan subject to Cabinet approval
Land site of former mortuary, Newcastle Cemetery	1.0928	Marketing to commence for disposal
Former Public Conveniences, Merrial Street, Newcastle	N/A	Terms agreed for disposal
Cotswold Avenue, Knutton	0.44	This site is designated as low quality and low value in the latest Open Space and Green Infrastructure Strategy. Marketing to commence for disposal
Kinnersley Street, Kidsgrove	1.61	This was not reviewed in the latest Open Space and Green Infrastructure Strategy therefore their existing open-space/community value, constraints and alternative-use potential will be assessed before any final decision is made. Grass and tree covered area on very steep slope. Possible development potential as the bottom of the site on the corner of Market Street
Rear of Kidsgrove Town Hall, Liverpool Road. Kidsgrove	0.36	Consultation commenced for disposal
Silverdale Road, Newcastle	1.38	Brownfield site, former plant nursery which is located on the flood plain Listed here so that FAPS Committee Members are aware that this is to be deleted in new plan subject to Cabinet approval

Brick Kiln Lane, Chesterton	11.76	2022 Open Spaces Strategy designated this site as high quality and high value therefore is required for open space needs Listed here so that FAPS Committee Members are aware that this is to be deleted in new plan subject to Cabinet approval
Pepper Street Public Conveniences, Newcastle	N/A	Terms agreed for disposal
Heathcote Street Car Park (part) Kidsgrove	0.67	Consultation commenced for disposal
Site of Former Browns Service Garage	0.25	Cabinet approved exploration of options in respect of developing and disposing of site once Town Deal works completed
SITES REQUIRING APPROVAL TO EXPLORE OPTIONS FOR REUSE/DISPOSAL		
Riley's Way, Bignall End	0.38	This was not reviewed in the latest Open Space and Green Infrastructure Strategy therefore their existing open-space/community value, constraints and alternative-use potential will be assessed before any final decision is made Grassed area within the village envelope
Gresley Way, Bignall End	0.35	This was not reviewed in the latest Open Space and Green Infrastructure Strategy therefore their existing open-space/community value, constraints and alternative-use potential will be assessed before any final decision is made. Grassed area within the village envelope
Milford Road, Seabridge	0.37	This was not reviewed in the latest Open Space and Green Infrastructure Strategy therefore their existing open-space/community value, constraints and alternative-use potential will be assessed before any final decision is made Grassed area within the urban area
St Edmunds Ave, Porthill	0.59	This site is designated as high quality and low value in the latest Open Space and Green Infrastructure Strategy but it predominately unused hard-standing. Recently used by a developer as a compound. Given it has little value as open space alternative uses should be considered.
Sheldon Grove, Chesterton	6.23	This site is designated as low quality and low value in the latest Open Space and Green Infrastructure Strategy therefore given it has little value as open space alternative uses should be considered. Grassed area within the urban area
Slaney Street / Occupation Street, Newcastle	0.08	This was not reviewed in the latest Open Space and Green Infrastructure Strategy therefore their existing open-space/community value, constraints and alternative-use potential will be assessed before any

		final decision is made Partially used as informal parking and partial grassed area within the urban area
Cross Street, Longbridge Hayes	0.25	This was not reviewed in the latest Open Space and Green Infrastructure Strategy therefore their existing open-space/community value, constraints and alternative-use potential will be assessed before any final decision is made Grassed area within the urban area
Arnold Grove, Bradwell	16.58	This site is designated as high quality and low value in the latest Open Space and Green Infrastructure Strategy. A grassed area within the urban area It is located adjacent to the Crematorium which needs to expand to facilitate future burials. It is proposed that this site be in part used to extend the Crematorium, partly developed and the remainder to continue to be used as improved open space with a play area