



Asset Management Plan

2025 - 2030



A photograph of the Ballymoney Library building. The building has a modern design with a white and blue facade. The entrance features large glass doors and a blue and white geometric pattern above them. The words "BALLYMONEY LIBRARY" are visible on the facade. The building is surrounded by a paved area with some small trees and a cloudy sky in the background.

Version 3.0

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1. Introduction

1.1 Libraries NI operates within a framework of corporate objectives focused on the delivery and continuous improvement of public library services within Northern Ireland. A sustainable, suitable and sufficient network of fixed and mobile assets underpins the achievement of our objectives, and this Asset Management Plan seeks to put in place the foundation framework that will support the effective management and development of our physical assets into the future.

Our aspirations are to:

- energise and shape our public assets to create relevant, accessible, welcoming places, which building on and sustain public library services, for the benefit of the wider community in NI and all visitors
- safeguard and preserve the investment already made in our infrastructure and built heritage improving access to resources and collections.
- unlock the full potential of our resources providing opportunities to improve educational attainment, employability and productivity, supporting and contributing to the NI economic and prosperity agendas.

1.2 While this plan is intended to operate over a five-year timescale aligned with the Libraries NI Corporate Planning cycle and focuses primarily on the needs of future asset management it also draws on the lessons learned from past development projects and aims to build on previous achievements as part of a continuous cycle of investment, development and enhancement of our assets to best serve the needs of the service and the people who use our facilities.

1.3 However, we recognise that there may be significant challenges for Libraries NI in securing sufficient capital investment to be able to realise our aspirations and that outcomes may be influenced by;

- The wider public sector funding environment and the competition for scarce resources at government/departmental level and within the Department for Communities itself and its Arm's Length Bodies.
- The impacts and constraints arising from single year funding allocations on the delivery of large-scale capital investment projects spanning multiple years.
- The bureaucratic burden and extended timescales for the development of project business cases and for securing approvals.

- Future changes to government policy or priorities.
- Changes in community demographics and potentially limited scope for appropriate and timely responses.

Consequently, the investment framework set out in this plan may be subject to further revision to accommodate the changing economic and operating environment.

2. Economic Context

2.1 HM Treasury refers to capital spending as '*money that is spent on investment and things that will create growth in the future*' and when we think of capital investment in the context of the public library service it is often the significant library building projects that first come to mind. However, capital investment encompasses a much wider range of expenditure including refreshing our vehicle fleet, acquiring or upgrading our assets and equipment (library shelving is considered capital expenditure), maintaining buildings, technology and those elements of our infrastructure that we require to sustain long-term growth and generate benefits for the service such as energy conservation and carbon reduction measures.

The ambitions set out in this plan and subsequent requirements for the capital investment necessary to deliver on these ambitions reflects the significant asset base which underpins the delivery of public library services across Northern Ireland and the impacts of a legacy of underinvestment in public library infrastructure. With much of our estate having transferred to Libraries NI from the former Education Boards already suffering the effects of historic underinvestment and with a constant pressure to refresh, modernise and update our assets to meet the developing needs of our customers a sufficient and sustainable capital funding stream is fundamental to enabling delivery of the ambitions set out in this plan.

The levels of investment and funding needed to support delivery of specific projects and activities are discussed in detail in the main body of this strategy document however to provide context for readers the following table summarises the quantum of resources which will be critical to the successful delivery of this strategy.

Annual Capital Investment Requirement	Year 1 2025/26 £,000	Year 2 2026/27 £,000	Year 3 2027/28 £,000	Year 4 2028/29 £,000	Year 5 2029/30 £,000
Capital Development Programme	£1,053	£5,180	£3,045	£10,495	£4,570
Minor Works Health and Safety Etc.	£250	£700	£700	£700	£700
Vehicle Fleet Replacement	£0	£1,510	£1,590	£600	£475
Total Capital	£1,303	£5,880	£3,745	£11,195	£5,020
Annual Resource Maintenance Requirement	£2,000	£2,000	£2,000	£2,000	£2,000

Recognising that there are significant challenges for Libraries NI in securing sufficient and sustainable capital investment in the current economic climate and that our main funding source, the Department for Communities itself must deal with competition for scarce resources and conflicting priorities the investment framework set out in this plan may be subject to further revision to accommodate the changing economic environment.

Notwithstanding the challenges faced Libraries NI will continue to make the case for funding to support delivery of this very important Asset Management Plan.

3. Purpose and Scope

3.1 This plan sets a broad direction for Libraries NI's asset management over the medium term enabling its property portfolio to be optimised to meet identified needs. It is intended to facilitate rational decision-making based on identified corporate priorities and to act as a practical tool which will form the foundation of how Libraries NI: -

- makes its investment decisions
- maintains and improves its assets
- increases the cost effectiveness and value of its portfolio
- promotes innovation and development in asset management
- listens and responds to customers and property users.

3.2 The scope of this document is restricted to land, buildings and vehicles and sets the context for future programmes of action for the organisation's property portfolio and vehicle fleet and is intended for a wide audience including:

- Department for Communities - to inform investment decisions in the wider public sector context
- Board Members/Senior Managers - to support decisions on investment priorities in the portfolio
- Service Managers - to identify changes in the portfolio to meet their needs
- Property Users - to promote understanding of planned changes to the portfolio
- Customers/Public – as a statement of Libraries NI's asset management practices and priorities.

3.3 The document is arranged into four sections with appendices containing supporting material.

- Section 4 explains the context in which this plan is set and provides an overview of the direction Libraries NI wishes to take in relation to property management
- Section 5 provides information on the size and nature of the portfolio, and is intended to raise awareness of the scope of our holdings

- Section 6 provides a review of portfolio performance, identifying key achievements over the past years
- Section 7 provides a plan of future priorities and actions required to support and implement the development of the estate and our physical assets.

4. The Planning Context and Strategic Direction

- 4.1 As stated in the introduction to this document the Asset Management Plan (AMP) does not exist in isolation but is set within the context provided by other corporate and service plans which are themselves a response to wider external drivers impacting on Libraries NI and shaping our corporate strategies and direction.
- 4.2 This Asset Management Plan is based on the strategic direction set out in the Libraries NI Corporate Plan 2025-2030 which puts forward a vision for the organisation of being:

A relevant, accessible and inclusive library service making a difference to the lives of people and communities.

The Corporate Plan sets out a range of key values and principles which underpin the activities of the organisation including its approach to asset management. The core values of the organisation and key principles which direct our operations are as follows:

Values:

Caring – we care about our customers, the communities we serve, the colleagues we work with and the services we provide. We will provide a safe, friendly and welcoming environment, we will promote a culture of openness and transparency, respect diversity and treat our customers, staff and partners fairly.

Accountable we are accountable, we will act with honesty and integrity and maintain high standards of governance, responsible leadership and efficient operations.

Progressive we are a progressive, forward-looking, learning organisation, responsive to our customers, open to new ideas and better ways to serve people and communities. We have a focus on quality, are creative and flexible and will continue to explore innovative ways of working to ensure that services are vibrant, effective and relevant to the changing needs of our customers.

- 4.3 Our Vision and Values have been further developed into three overarching priorities which reflect the Programme for Government missions and priorities and serve to underpin the activities of the organisation including this Asset Management Plan.

Promote reading, inspire, support and connect people through all stages of life.

Contribute to inclusive cohesive communities and societal wellbeing.

Deliver a high performing library service, valued by society

4.4 Libraries NI recognises the role that its physical assets play in supporting the achievement of the corporate outcomes and strategic goals and has developed this plan to underpin our assets-related activities and aims to:

- provide and maintain fixed physical assets and vehicles that are capable of supporting the goals of the organisation in the delivery of public library services
- develop and maintain fixed physical assets and vehicles which are accessible to all sections of the community
- create physical environments which are safe, inviting and stimulating for both users and staff.

5. The Current Asset Portfolio

5.1 The property portfolio held by Libraries NI covers a wide spectrum of property types ranging from 19th Century listed buildings to recently constructed facilities and encompasses a variety of building types. Properties are located throughout Northern Ireland in both urban and rural areas serving a diverse customer base.

5.2 The current land/property holdings of the organisation consist of some 102 separate titles the vast majority of which relate to and enable the direct delivery of front-line library services to the public. The following table details the elements which make up the current estate:

Table 1: Current Libraries NI Land/Property Holdings

Type	Number of Holdings
Public Library Facilities (land/building)	98 ¹
Administrative Centres ² (land/building)	3
Surplus Property (land/building)	1
Land Only ³	2

5.3 The estate comprises some 69,715 m² of internal floor area largely given over to the provision of, or support for, public library services. The following table shows the ratio of property functions across the estate:

Table 2: Current Size of Libraries NI Estate

Type	Size m ²	% of Estate
Public Library Facilities (land/building)	63,611	91.24
Administrative Centres (land/building)	6,000	8.6
Surplus Property (land/building)	104	0.16

5.4 As with the land and property holdings the Libraries NI vehicle fleet presents a diverse range of vehicle types and functions. In September 2025 the fleet consists of some 41 vehicles in total providing a range of frontline and support services.

Table 3: Libraries NI Fleet by Vehicle Type

Function	In Service	Fleet support ⁴
Delivery/ Stock Rotation/Facilities Management	12 ⁵	6
Homecall Library Service (mobile)	7	2
Public Library Service (mobile)	14	0

¹ Including the Mellon Centre for migration studies and heritage Library Armagh.

² Includes Omagh Regional Admin Centre which is physically part of the Omagh Library property.

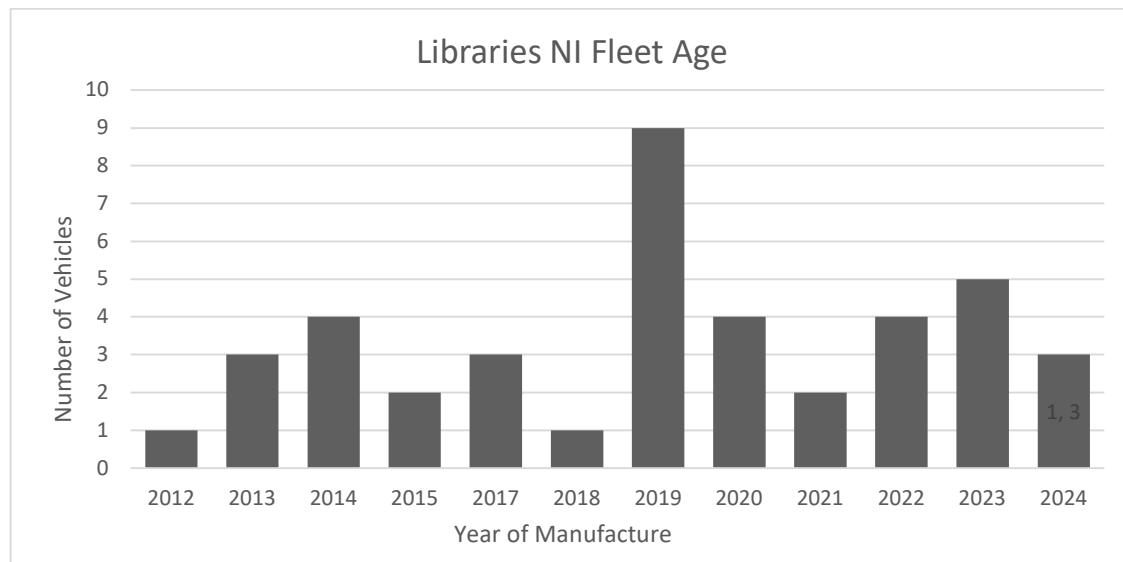
³ Refers to Land under separate title from Buildings at Omagh and Moira libraries.

⁴ Vehicle(s) retained to allow for servicing, repair etc. of in-service vehicles e.g. by substitution and without disruption to services.

⁵ Not all vehicles are in operation at a given time. Vehicle rotation is undertaken to balance mileage, wear and tear etc. across the entire van fleet and extend the life span of vehicles.

5.5 A programme of vehicle replacement has been on-going for a number of years, and this is reflected in the general age profile of the Libraries NI fleet vehicles as represented in the following chart:

Table 4: Libraries NI Fleet Age



6. Review of Performance 2020 - 2024

6.1 The nature and age of the Libraries NI estate coupled with the changing demands of a modern public library service inevitably create demands which often outstrip the available resources. While it is acknowledged that there is much remaining to be done by way of improvement or the replacement of facilities it is also recognised that significant improvements have already taken place and that many deficiencies have been addressed during the life span of the previous Asset Management Plan, 2020-2024.

6.2 **Significant Projects**

In line with development proposals initiated under the 2020-2024 Asset Management Strategy a significant project to replace Fivemiletown Library was completed in October 2024 at a total capital cost of £2.6 million.

The other significant project progressed over the period of the last Asset Management Strategy was the planned replacement of Enniskillen Library, the current status of the project is that it is ready to commence the procurement stage for a building contractor.

These two projects have been anticipated for some time but unfortunately their timely delivery has been severely hampered by the lack of funding over the period of the last Asset Management Strategy.

6.3 **Out of Hours Libraries**

The Out of Hours Service was originally implemented in 2018 at six locations at Dungiven, Irvinestown, Lisnaskea, Maghera, Saintfield and Whitehead libraries. The Out of Hours service provides extended access to library facilities in a number of rural areas and to a limited but significant range of services including broadband and ICT access, it utilises technology to allow registered customers to access the building using a unique PIN code, enabling access to the public computer network, WI-FI, books, study facilities and, where available make use of meeting room facilities.

During the life cycle of the 2020-2024 Asset Management Plan, works were completed at two libraries to enable delivery of the Out of Hours Service as listed in the table below.

Table 5: Out of Hours Libraries

Location	LNI Investment
Banbridge Library	£79,195
Omagh Library	£142,000

The Out of Hours services created to date have been supported in the main by target funding from the Department of Agriculture, Environment and Rural Affairs (DAERA) aimed at addressing specific issues in rural area. These projects and their subsequent operation have provided us with significant learning which we would look to build on in the delivery of the aspirations set out in this plan. While the approach to extending access to services is not appropriate for all projects or facilities where we believe there are benefits to be gained, we will seek to incorporate the Out of Hours functionality and systems into our project designs and to expand the enhanced service offer across our network.

6.4 Other Property Developments

During the life cycle of the 2020-2024 Asset Management Plan a range of other development projects were undertaken to enhance existing assets and improve the facilities available to the public. This included securing separate funding for and delivering three exemplar retrofit projects designed to the EnerPHit standard at Ballymoney, Bessbrook and Killyleagh. These were groundbreaking energy efficiency micro-refurbishment projects with the Ballymoney project receiving national recognition in this regard.

6.5 Significant upgrading and/or refurbishment took place at the facilities listed in the table below:

Table 6: Existing Asset Development 2020-2024

Location	Project	LNI Investment
Ballyhackamore Library	Upgrade of heating system	£85,000
Ballymena Central Library	Upgrade heating and cooling system	£433,000
Ballymoney Library	Refurbishment and carbon retrofit (Funded by DfE Energy Invest to Save scheme)	£820,000
Ballynahinch Library	Heating upgrade	£41,000
Ballynahinch Library	Roof upgrade	£164,000
Belfast Central Library	Upgrade external fire escape	£245,000
Belfast Central Library	Wall tie replacement and precast concrete upgrade	£196,000
Belfast Central Library	Upgrade extract ventilation and fire safety works	£148,000
Bessbrook Library	Refurbishment and carbon retrofit (Funded by DfE Energy Invest to Save scheme)	£640,000
Creggan Library	Roof upgrade together with internal refurbishment	£430,000
Comber Library	Roof upgrade	£93,000
Coleraine Library	Changing Place facility	£30,000
Downpatrick Library	Provision of dedicated heating and air handling system upgrade	£211,000
Dundonald Library	Upgrade of external areas and lighting	£50,000

Falls Road Library	Provision of fitted book shelving, redecoration, floor finishes and LED lighting	£49,000
Greenisland Library	Refurbishment	£319,000
Killyleagh Library	Refurbishment and carbon retrofit (Funded by DfE Energy Invest to Save scheme)	£960,000
Limavady Library	Provision of dedicated heating, LED lighting and fire safety works	£262,000
Lurgan Library	Refurbishment	£251,000
Newcastle Library	Roof and window upgrade together with redecoration internally and externally	£199,000
Newry Library	Upgrade toilet provision	£60,000
Portaferry Library	Roof upgrade	£90,000
Portstewart Library	Relocation and fit out of library	£85,000
Strabane Library	Changing Place facility	£63,000
Tullycarnet Library	Upgrade toilet provision	£100,000
Warrenpoint Library	Upgrade toilet provision	£59,000
Waterside Library	Upgrade of heating system redecoration and upgrade of internal floor finishes	£126,000

6.6 Property Acquisitions

During the life cycle of the 2020-2024 Asset Management Plan a site at the corner of Scarva Road and Downshire Place in Banbridge was acquired at a cost of £115,000 as a potential development site for a future replacement library for Banbridge (subject to an approved business case and funding allocation).

6.7 Surplus Property Disposals

During the life cycle of the 2020-2024 Asset Management Plan the following surplus property disposal was completed.

Table 7: Surplus Property Disposals 2020-2024

Location	Disposal Year	LNI Investment
Former Laneway at Crossgar Road, Ballynahinch	2024	Sold to private developer

DfC approved that the £10,000 proceeds for the sale of the laneway at Ballynahinch could be retained by Libraries NI.

6.8 Vehicle Fleet Acquisitions and Disposals

A programme of vehicle replacement between 2020 and 2024 saw an investment being made in order to address issues arising from an out of life fleet. Over the four-year period the replacement vehicle programme has represented a total investment of some £587,000 in the fleet infrastructure. Some 14 new vehicles have been procured replacing vehicles in the mobile library service, Homecall service and stock delivery network. Table 8 below provides details of the annual vehicle refresh over the past four years:

Table 8: Vehicle Refresh 2020-2024

Year	Number of Vehicles Procured		
	Mobile Library	Homecall Service	Stock Delivery
2020-21	2	0	0
2021-22	0	0	4
2022-23	0	1	0
2023-24	0	1	5
Total Investment	£259k	£51k	£277k

As replacement vehicles have become available for use older vehicle have been retired from service and as a consequence during the same period 17 vehicles were declared surplus and disposed of via public auction.

6.9 While it is evident that substantial activity has taken place to address issues and meet the demands placed on the organisation's asset base it is at the same time recognised that the management and development of our assets is an on-going process. The following section provides a detailed view of the asset development priorities for the period from April 2025 to March 2030.

7. Future Priorities and Actions

Actions to Address Climate Change

7.1 The Northern Ireland Climate Change Act passed by the Assembly in 2022 sets challenging goals for all Northern Ireland Government Departments and their Arm's Length Bodies to reduce greenhouse gas emissions. Libraries NI recognise its responsibilities to contribute to the achievement of reducing greenhouse gas emissions and carbon outputs and is represented on the DfC Climate Change Working Group and is a member of the Energy Management Forum.

Libraries NI is committed to taking the following steps to reduce the organisations carbon footprint: -

- Implementing a strategy to reduce the net energy consumption in the built estate by 30% as per the recommendations proposed in the Energy Management Strategy and Action Plan to 2030 for Northern Ireland Central Government
- Implementing a strategy to plan for the replacement of the fleet with vehicles that emit zero carbon.
- Priority will be given to upgrading existing libraries when development is required in order to avoid releasing embodied carbon
- When replacement buildings are the only practical option these will be designed to have a target of low embodied carbon over their full lifecycle together with low carbon energy consumption in use

7.2 Within the scope of the previous Asset Management Plan and supported by funding from the Department for the Economy Libraries NI delivered three nationally recognised exemplar energy/carbon reduction projects at Ballymoney, Bessbrook and Killyleagh libraries. These projects provided a leading example of public sector retrofit done to the highest environmental and technical standards. Ballymoney Library being the UK's first public building retrofitted to the EnerPHit⁶ standard and serving as a replicable model for environmentally responsible public sector transformation. While the funding source which supported delivery of these projects is no longer available, we have already begun work to develop projects to upgrade Dundonald and Garvagh libraries to the EnerPHit standard and to incorporate the learning gained from our experience into other infrastructure projects. Subject to delivery funding being available we aspire to delivering these

⁶ The EnerPHit standards have been developed by the Passivhaus Institute specifically to address the challenges of adapting and retrofitting existing buildings to achieve a high energy efficiency rating.

further projects within the lifespan of the 2025/30 Asset Management Plan and as part of our overarching contribution to addressing climate change issues.

- 7.2 While we are clear on the actions needed to continue to reduce the organisations environmental impacts significant obstacles remain to be overcome if we are to achieve our goals. Securing sufficient capital investment funding to enable delivery of our carbon reduction strategy continues to present a significant challenge and while we continue to be agile in our approach ultimately the level of investment provided by government will influence outcomes in this area.

Maintaining our Estate

7.3 The diverse public library estate requires significant ongoing maintenance activity to maintain a safe and operable environment, safeguard the investments previously made and to meet statutory and legal duties. Annually our Assets Management Team undertake programmes of:

- Planned Preventative Maintenance which by way of regular planned inspection and servicing intervals aims to prevent the occurrence of major breakdowns in critical systems
- Response Maintenance, meeting the needs generated by the day-to-day operation of the estate and including repairs to building fabric and systems necessary to ensure continued operation of facilities, prevent further damage or expenditure and remedy immediate health and safety risks
- Statutory Compliance – As the owners, managers or occupiers of various facilities Libraries NI is subject to the requirements of a number of statutory instruments which require us to inspect, monitor or manage certain aspects of our physical estate. These include the control of Legionella, radon and asbestos monitoring, energy usage certification and fire safety
- Planned Upgrading and Enhancement, including the provision of larger scale maintenance projects or item replacements based on needs identified through condition surveys such as redecoration, replacement of floor coverings, repairs/replacement of heating systems etc.

7.4 Best practice would suggest that an effective and efficient assets maintenance regime is needs driven, with supporting funding reflecting the actual business and service demands being experienced. However, for a considerable period of time funding provided by central government has not been allocated on a needs basis with annual allocations being made on a single year basis largely based on historic levels of funding and this has meant that a long-term, strategic planning approach has not been possible. In real terms this has led to a reduction in the level of resources available for assets maintenance and an inexorable deterioration in our properties with increasing maintenance backlogs and buildings that increasingly represent unappealing environments for customers.

7.5 Annual resource funding allocation for the organisation as a whole fluctuated significantly both year to year and within individual financial years and for the previous planning period the general profile has been one of insufficient initial allocations followed by additional funding being made available through in year monitoring rounds. As a result, the assets maintenance has had to compete

internally for resources while operating in an environment of uncertainty with a lack of clear planning parameters.

7.6 Work is ongoing with the Department for Communities to establish a sustainable level of funding for the organisation however in the meantime annual budget allocation to assets maintenance have fluctuated between £600,000 and £800,000 while actual demand indicates that ongoing investment in the region of £2,000,000 is required annually to maintain the estate, meet statutory requirements and provide facilities which meet customer expectations through planned maintenance projects.

7.7 Taking account of previous development projects and the suitability, sufficiency and condition of the remaining property portfolio a plan has been developed identifying the actions and priorities required to maintain, improve or replace the organisation's assets. For ease of reference properties have been grouped into five categories:

- surplus assets
- previous development/enhancement projects
- current development projects
- assets with restricted development potential
- assets for future development.

Surplus Assets

7.8 These assets have been identified through a review process as being surplus to business needs either as a result of unsustainable demand or restructuring of the business model. As a result, these assets will be subject to a disposal process in line with current Land and Property Service (LPS) Guidance on the disposal of surplus public sector property. The following table identifies assets currently surplus to requirements. The Libraries NI Assets Manager will be responsible for progressing these disposals in a timely fashion in order to realise the capital value of the properties, reduce the liabilities of the organisation and maximise the use of available resources.

Table 9: Surplus Assets as at 1 September 2025

Surplus Asset (former public library)	Location Town	Status	Anticipated Disposal Date ⁷
Dunmurry Library	Belfast	Joint user property Health Estates have agreed to joint disposal process	March 2027

⁷ Subject to market forces and conditions.

Previous Development/Enhancement Projects

7.9 Including the facilities referred to previously (section 5.1) and other property enhancements a number of property assets have been the subject of development programmes in recent times. As a consequence, a sizable proportion⁸ of the estate falls within the category of facilities refreshed or redeveloped in the past fourteen years. Although it is not envisaged these facilities will require substantial capital investment during the lifespan of this strategy, they will require ongoing maintenance and periodic refreshes to be undertaken creating an ongoing demand for resource funding to support this.

Table 10: Previous Development/Enhancement Projects

Ballycastle Library	Refurbished 2025	Maintain & Periodic Refresh
Ballyhackamore Library	Refurbished-2014	Maintain & Periodic Refresh
Ballymena Library	Heating upgraded 2021	Maintain & Periodic Refresh
Ballymoney Library	Refurbished 2024	Maintain & Periodic Refresh
Ballynahinch Library	Refurbished 2024	Maintain & Periodic Refresh
Bessbrook Library	Refurbished 2024	Maintain & Periodic Refresh
Brownlow Library	Refurbished-2011	Maintain & Periodic Refresh
Broughshane Library	Refurbished 2019	Maintain & Periodic Refresh
Carnlough Library	Refurbished-2015	Maintain & Periodic Refresh
Coleraine Library	Extended and refurbished 2018	Maintain & Periodic Refresh
Comber Library	Refurbished 2021	Maintain & Periodic Refresh
Creggan Library	Refurbished 2024	Maintain & Periodic Refresh
Crossmaglen Library	Refurbished-2014	Maintain & Periodic Refresh
Cushendall Library	Refurbished in 2023	Maintain & Periodic Refresh
Draperstown Library	Relocated-2013	Maintain & Periodic Refresh
Dromore Library	Refurbished-2011	Maintain & Periodic Refresh
Dungannon Library	Refurbished-2012	Maintain & Periodic Refresh
Fivemiletown Library	New build 2024	Maintain & Periodic Refresh
Greenisland Library	Refurbished - 2023	Maintain & Periodic Refresh
Grove Library	Refurbished 2019-	Maintain & Periodic Refresh
Irvinestown Library	Refurbished -2018	Maintain & Periodic Refresh
Kilkeel Library	New Build -2014	Maintain & Periodic Refresh
Killyleagh Library	Refurbished 2024	Maintain & Periodic Refresh
Limavady Library	Refurbished 2023	Maintain & Periodic Refresh
Lisburn City Library ⁹	New Build -2005	Managed PFI Contract
Lisburn Road Library	Extended and refurbished 2017	Maintain & Periodic Refresh

⁸ 40% of the public library estate (excluding holding of land only)

⁹ While the Lisburn City Library is managed under a PFI contract, work will need to take place during the period of this plan to prepare for that contract coming to an end and new arrangements being established.

Lisnaskea Library	New Build -2015	Maintain & Periodic Refresh
Lurgan Library	Refurbished 2021	Maintain & Periodic Refresh
Moira Library	New Build -2015	Maintain & Periodic Refresh
Newcastle Library	Refurbished 2022	Maintain & Periodic Refresh
Newry Library	Refurbished-2011	Maintain & Periodic Refresh
Rathfriland Library	Refurbished-2014	Maintain & Periodic Refresh
Richhill library	Refurbished-2018	Maintain & Periodic Refresh
Shantallow Library	Refurbished-2019	Maintain & Periodic Refresh
Strathfoyle Library	Refurbished-2018	Maintain & Periodic Refresh
Suffolk Library	Refurbished-2014	Maintain & Periodic Refresh
Tandragee Library	Extended and refurbished 2017	Maintain & Periodic Refresh
Tullycarnet Library	Refurbished 2018	Maintain & Periodic Refresh
Waterside Library	Refurbished 2024	Maintain & Periodic Refresh
Whitehead Library	Refurbished-2011	Maintain & Periodic Refresh
Woodstock Library	Refurbished-2014	Maintain & Periodic Refresh

Current Development Projects

7.10 The property management aspect of Libraries NI's service delivery requires a rolling programme of capital investment and maintenance activities planned to make optimum use of available resources. As such, while this plan looks forward to 2025-30 and beyond, it also takes cognisance of those projects already in development or planning. The following properties are currently subject to on-going development proposals which require further development, implementation or specific capital financing. Indicative dates for delivery are given based on the information available at the time of drafting but may be subject to change in line with available finance and/or 3rd party involvement.

Table 11: Projects In Development on 1 September 2025

Asset	Status	Action Required	Target Year for Delivery	Estimated Cost
Ardoyne Library	Replacement facility, Business Case submitted to DfC	Secure funding	2030	£4,300,000
Banbridge Library	Development site acquired in 2022/23	Business case to be developed	2030	£4,600,000

Bangor Carnegie Library	Proposed new building entrance, design team progressing the design	Planning application to be submitted business case to be drafted	2027	£350,000
Belfast Central Library	Proposed replacement facility, Strategic Outline Case approved by DfC October 2022	Develop outline business case	2031	£45,100,300
Derry Central Library	Replacement facility	A feasibility study has been completed. Business case to be developed	2030	£6,800,000
Dundonald Library	Refurbishment/ low carbon retrofit, design team appointed, planning approval received	Business case to be developed	2027	£1,450,000
Enniskillen Library	The design for the replacement library has been developed to pre-tender stage	procurement of main building contractor	2027	£5,630,000
Garvagh Library	Low carbon extend and refurbishment project. Feasibility study completed. Design team appointed	Business case to be developed	2027	£800,000

7.11 Included under this category is the Belfast Central Library which is a unique one-off library project and in terms of scale, importance and impact is unlike any other library project that will be taken forward by Libraries NI. Consequently, moving this project forward will require significant engagement with and support from the Department for Communities.

7.12 Potential Projects Being Developed in Conjunction with Other Organisations

In addition to the stand-alone live development projects discussed at 6.4 of this report there are development proposals linked to potential partnership arrangements with other public bodies. While the outcome of these project remains a priority for Libraries NI i.e. substantial improvement in specific public library facilities, the priorities and needs of the other contributing organisations must be

taken into account. Consequently, the success and exact timing of delivery of these development proposals is less certain. Table 12 below describes the projects:

Table 12: Projects in Development with Other Partners as at September 2025

Project	Description	Status
Newtownards Library – replacement facility	Proposed development of replacement library facility in conjunction with Ards and North Down Council's at the Queen's Hall site, Newtownards	A business case has been submitted to DFC, estimated project delivery cost is £5,400K
Armagh City Library Provision	Development of a library facility to consolidate library services currently delivered across a number of sites.	Work to be taken forward to identify a suitable location including further exploratory discussions with the local Council and Armagh Observatory and Planetarium.

7.13 Financial Requirements to Deliver the Capital Development Programme

Capital project funding has over the previous five years been available largely on a project-by-project basis and as with resource funding has been subject to significant fluctuations across and within financial years. This lack of longer-term strategic planning on behalf of government has created an exceptionally difficult environment in which to develop and deliver a meaningful investment and improvement programme for our assets.

Excluding the Belfast Central Library redevelopment project which is of a scale to be considered as a 'flagship' project within the wider investment strategy for Northern Ireland the Libraries NI capital development programme 2025/2030 will require a total investment of some £24 million across the next five years to successfully deliver the projects referred to in tables 11 and 12.

7.14 Although this strategy focuses on significant estates and infrastructure projects the ongoing operation of our estate and delivery of public services creates a secondary but no less essential requirement for capital expenditure. Maintaining and periodically refreshing our facilities, addressing failures of equipment, replacing furniture and managing health and safety matters can, either because of the nature of the activity, scale of expenditure or accounting policies call for capital funding. For example, the replacement of boiler plant, library display shelving, items of furniture, the upgrading of passenger lifts or improving the access to facilities all generate a consistent annual pressure for capital funding. In addition to the funding required to deliver the capital development programme some £700,000 per annum would be required to address these ongoing needs.

Table 13: Investment Required to Deliver the Capital Development Programme

	Year 1 £,000	Year 2 £,000	Year 3 £,000	Year 4 £,000	Year 5 £,000
Capital Development Programme	£1,053	£5,180	£3,045	£10,495	£4,570
Minor Works/Health & Safety	£250	£700	£700	£700	£700
	£1,303	£5,880	£3,745	£11,195	£5,020

While work continues with the Department for Communities to establish a sustainable long term capital funding programme a significant degree of uncertainty remains, and it is likely that the capital programme set out in this document will be subject to review and revision throughout the lifespan of this plan.

Assets with Limited Development Potential

7.15 Libraries NI provide services from a number of facilities which are held under short term rental agreements or leases. These properties are restricted in terms of the investment of capital finance which can be made in their infrastructure. The buildings in general are part of larger multi-use facilities and are physically constrained in relation to development potential. While these facilities have been shown to be sustainable it is not envisaged that substantial investment will be required or indeed possible within the life span of this strategy.

Table 14: Assets with Limited Development Potential

Asset	Title	Action Required
Ballyclare Library	Leasehold (rental)	Facility part of a multi-use property, physically constrained – routine maintenance only
Kells & Connor Library	Rental	Facility part of a multi-use property, physically constrained – routine maintenance only
Kilrea Library	Leasehold	As above
Magherafelt Library	Lease (Rental)	As above
Portrush Library	Rental	As above
Portstewart Library	Rental	As above

Assets for Future Development

7.16 The previous sections have concentrated on developments or improvements to the estate which have already happened or are in various stages of development; however, there remains a significant tranche of facilities which will require investment in the longer term if we are to continue to meet the demands of our service delivery. It is anticipated these projects will be addressed as and when resources become available or when promoted as part of the normal review process of this plan i.e. as live projects reach completion new ones will be brought forward for delivery.

The following table describes in summary the long-term strategy for the remainder of the estate and assigns notional priorities in terms of strategic fit. Timescales are not allocated at this point as further development of these projects will be dependent on the availability of resources within and beyond the planning period (2025/2030) of this document.

Future development priority is categorised in 3 bands:

- A. projects for development in the short term (1- 4 years¹⁰)
- B. projects for development in the medium term (5-10 years)
- C. long term maintenance and retention Projects (10-15 years)

7.17 **Projects Identified for Development in the Short Term (Band A, 1- 4 years)**
Properties within this band are arranged in simple alphabetical order; delivery priority will be dependent on the scale of available resources.

Table 15: Band A: Projects Identified for Development in the Short Term (1-5 years)

Priority Band	Asset	Comments
A	Carryduff Library	The external building fabric requires a full upgrade
A	Castlewellan Library	The external building fabric requires a full upgrade
A	Chichester Library	Replacement Library proposed once land title has been rectified
A	Coalisland Library	Undersized, unwelcoming accommodation situated within a community facility. Relocation to alternative premises to be considered.
A	Crumlin Library	The building would benefit from an internal and external cosmetic upgrade/refurbishment
A	Falls Road Library	This listed building requires completion of the restoration of stonework to the façade

¹⁰ Year 1 referred to means 2025/2026 financial year.

Priority Band	Asset	Comments
A	Holywood library	External stonework and roof restoration to listed building
A	Larne Library	Recurring issues with poor drainage from underground sewers would benefit from remedial works together with internal and external refurbishment
A	Omagh Library	Complete roof upgrade to the remainder of the building together with full internal and external refurbishment
A	Ormeau Road Library	Library requires internal and external upgrade together with grounds upgrade
A	Portadown Library	Remodel and refurbish business support accommodation on the second floor
A	Portaferry Library	The external building fabric requires a full upgrade
A	Rathcoole Library	External and internal refurbishment required
A	Shankill Road library	Library requires internal and external upgrade
A	Warrenpoint Library	Potential to relocate or redevelop in conjunction with Newry, Mourne and Down Council and/or local Health facilities as part of proposed development of community hub facilities.
A	Whiterock Library	Roof and roof light upgrade

7.18 Projects Requiring Improvement or Development in the Medium Term (Band B 5 -10 years)

Table 16: Band B. Projects Identified for Improvement or Development in the Medium Term (5 – 10 years)

Priority Band	Asset	Comments
B	Carrickfergus Library	Maintain in short term, consider cosmetic upgrading in medium term
B	Castlederg Library	"
B	Colin Glen Library	"
B	Dungiven Library	"
B	Finaghy Library	"
B	Fintona Library	"
B	Greystone Library	"
B	Keady Library	"
B	Maghera Library	"
B	Newtownbreda Library	"
B	Portglenone Library	"
B	Randalstown Library	"
B	Saintfield Library	"
B	Strabane Library	"

7.19 Long Term Maintenance and Retention only (Band C10-15 years)

The following list of library locations relates to properties which at present do not present any pressing needs in terms of physical development and should be considered in conjunction with section 6.3, recent development projects which also fall within the same classification. These facilities will be subject to routine maintenance activities only.

Table 17: Band C. Properties requiring Long Term Maintenance and Retention only (10-15 years)

Priority Band	Asset	Comments
C	Antrim Library	Subject to routine maintenance activities only
C	Cloughfern Library	"
C	Cookstown Library	"
C	Cregagh Library	"
C	Donaghadee Library	"
C	Downpatrick Library	"
C	Glengormley Library	"
C	Holywood Arches Library	"
C	Newtownstewart Library	"

7.20 Regional Administrative Centres

In addition to the public library facilities discussed in the previous sections Libraries NI also operates three area administrative centres which provide accommodation for stock services, vehicle garaging, local managers, records management and administrative staff. With the exception of the Armagh Regional Administration Centre where the heritage library is located in part of the building, these centres do not provide services directly to the public they play an important role in supporting the delivery of front-line services. It is recognised that the effectiveness of these centres and the facilities required in each is directly impacted by developments in how and where front-line services are delivered, and it is consequently proposed that within the life span of this plan (2025/30) a separate review will be undertaken of these centres and a plan developed to maximise the use and value of these assets. Current Administrative Centres are shown below.

Table 18: Regional Administrative Centres

Location		Post Code
Armagh Regional Admin	1 Markethill Road, Armagh	BT60 1NR
Ballymena Regional Admin	25-31 Demesne Avenue, Ballymena	BT43 7BG
Omagh Regional Admin ¹¹	1 Spillars Place, Omagh	BT78 1HL

¹¹ Shared site with Omagh Library

7.21 Other Development Opportunities

Over the period of this plan other development opportunities may arise and the plan will be flexed and revised as appropriate. This could include, for example, separate funding secured to improve energy efficiency, environmental sustainability or retrofit. There may also be opportunities, through transformation funding, to improve efficiency of operations and streamline aspects of the estate, particularly in relation to Regional Administrative Centres and support premises.

8. Vehicle Replacement Programme

8.1 The Libraries NI vehicle fleet requirements are based on the need to deliver and support public library services and are defined by a number of parameters:

- meeting the demands of delivering services directly to customers e.g. Mobile library and Homecall services
- providing effective and efficient support services to static and mobile library services e.g. inter-site stock movement
- vehicle age and reliability.

For the purposes of this plan the vehicle replacement programme has been based on the optimum replacement cycle for the type of vehicle, average annual mileage and maintenance demands as follows:

Delivery/ Stock management vans – optimum replacement after 5 years' service
Homecall vans - optimum replacement after 6 years' service
Mobile Library - optimum replacement after 7 years' service.

8.2 Despite sporadic investment in new vehicles over the four intervening years from the last Asset Management Plan 2020-24 some 54% of the total vehicles in service have reached or exceeded their useful life and are due / overdue for replacement. Table 19 below shows the vehicles which are priorities for replacement.

Table 19: Vehicles Overdue for Replacement

Purchase Year	Registration	Service	Year replacement due
2012	ERZ 5761	Mobile Library	2019
2012	ERZ 5762	Mobile Library	2019
2013	FRZ 8779	Mobile Library	2020
2013	FRZ 8780	Mobile Library	2020
2013	FRZ 8776	Mobile Library	2020
2014	HRZ 6386	Mobile Library	2021
2014	HRZ 6387	Mobile Library	2021
2014	HRZ 6389	Mobile Library	2021
2014	HRZ 6393	Mobile Library	2021
2017	MRZ 5257	Mobile Library	2024
2017	VHZ 2496	Mobile Library	2024
2015	WFZ 3961	Operational	2022
2015	WFZ 3962	Operational	2022
2017	EGZ 4976	Homecall	2024

Purchase Year	Registration	Service	Year replacement due
2018	IGZ 5261	Stock	2023
2018	IGZ 5970	Stock	2023
2019	LGZ 9549	Stock	2024
2019	LGZ 9550	Stock	2024
2019	LGZ 9551	Stock	2024
2019	LGZ 9552	Stock	2024
2019	LGZ 9554	Stock	2024

8.3 Financial Requirements to Deliver the Vehicle Replacement Programme

As stated previously Capital project funding has over the previous five years been available largely on a project-by-project basis and as with resource funding has been subject to significant fluctuations across and within financial years. It is a particular concern that we have been unable to procure any replacement mobile library vehicles since 2020/21 and that 71% of the existing fleet of mobile libraries is now overdue for replacement. There is an increasingly urgent need to begin to address this situation in order to avoid serious detrimental impacts on library services delivered through the mobile library fleet.

8.4 While work continues with the Department for Communities to establish a sustainable long term capital funding programme a significant degree of uncertainty remains; however, it is clear significant ongoing investment in the public library vehicle fleet is required.

The Libraries NI capital vehicle fleet programme 2025/30 will require a total investment of some £4.175 million across the next five years if it is to be delivered successfully

Table 20: Libraries Fleet Investment Required

	Year 1 £,000	Year 2 £,000	Year 3 £,000	Year 4 £,000	Year 5 £,000
Investment Required	0	£1,510	£1,590	£600	£475

8.5 In summary, some twenty-two vehicles are either overdue or due for replacement in 2025/26 and the remainder at intervals thereafter.

Table 21: Vehicle Replacement Schedule Including Backlog

Purchase Year	Registration	Service	Year Replacement Due
2012	ERZ 5762	Mobile Library	2019
2013	FRZ 8779	Mobile Library	2020
2013	FRZ 8780	Mobile Library	2020
2013	FRZ 8776	Mobile Library	2020

2014	HRZ 6386	Mobile Library	2021
2014	HRZ 6387	Mobile Library	2021
2014	HRZ 6389	Mobile Library	2021
2014	HRZ 6393	Mobile Library	2021
2015	WFZ 3961	Operational	2022
2015	WFZ 3962	Operational	2022
2017	MRZ 5257	Mobile Library	2024
2017	VHZ 2496	Mobile Library	2024
2017	EGZ 4976	Homecall	2024
2018	IGZ 8342	Operational	2025
2018	IGZ 5261	Stock	2023
2019	LGZ 9549	Stock	2024
2019	LGZ 9550	Stock	2024
2019	NXZ 3928	Mobile Library	2026
2019	NXZ 3929	Mobile Library	2026
2019	MGZ 7960	Homecall	2026
2019	LGZ 9548	Homecall	2026
2019	MGZ 8386	Homecall	2026
2019	LGZ 9546	Operational	2026
2020	PGZ 3064	Homecall	2027
2020	OXZ 3009	Homecall	2027
2020	PGZ 7560	Homecall	2027
2020	PGZ 7435	Homecall	2027
2021	PXZ 2116	Mobile Library	2028
2021	PXZ 2117	Mobile Library	2028
2022	YHZ 6891	Stock	2027
2022	YHZ 6889	Stock	2027
2022	FSZ 8817	Stock	2027
2022	RXZ 2757	Stock	2027
2023	URZ 4406	Homecall	2030
2023	CMZ 2279	Homecall	2030
2023	AMZ 7378	Stock	2028
2024	DMZ 3664	Stock	2029
2023	AMZ 7372	Stock	2028
2023	BMZ 3163	Stock	2028
2024	DMZ 2336	Stock	2029
2024	DMZ 1410	Operational	2031

Note: the implementation of the vehicle replacement programme described in this plan is dependent on the availability of finance and may be subject to further revision as budget settlements are arrived at.

APPENDIX A

CURRENT PORTFOLIO LAND/PROPERTY

PUBLIC LIBRARY FACILITIES (1.9.2025)

Location	Street	Town	Post Code
Antrim Library	7 High Street	Antrim	BT41 4AH
Ardoyne Library	446-450 Crumlin Road	Belfast	BT14 7GH
Armagh Library	Market Square	Armagh	BT61 7BU
Ballycastle Library	5 Leyland Road	Ballycastle	BT54 6DT
Ballyclare Library	The Market House	Ballyclare	BT39 9BE
Ballyhackamore Library	1-3 Eastleigh Drive	Belfast	BT4 3DX
Ballymena Central Library	5 Pat's Brae	Ballymena	BT43 5AX
Ballymoney Library	Rodden Foot	Ballymoney	BT53 6JB
Ballynahinch Library	Main Street	Ballynahinch	BT24 8DN
Banbridge Library	Scarva Road	Banbridge	BT32 3AD
Bangor Carnegie Library	80, Hamilton Road	Bangor	BT20 4LH
Belfast Central Library	Royal Avenue	Belfast	BT1 1EA
Bessbrook Library	22 Church Road	Bessbrook	BT35 7AQ
Broughshane Library	Main Street	Broughshane	BT42 4JW
Brownlow Library	Brownlow Road	Craigavon	BT65 5DP
Carnlough Library	Town Hall	Carnlough	BT44 0EU
Carrickfergus Library	2 Joymount Court	Carrickfergus	BT38 7DQ
Carryduff Library	Church Road	Belfast	BT8 3DT
Castlederg Library	Main Street	Castlederg	BT81 7AY
Castlewellan Library	Main Street	Castlewellan	BT31 9DA
Chichester Library	Salisbury Avenue	Belfast	BT15 5EB
Cloughfern Library	2a Kings Crescent	Newtownabbey	BT37 0DH
Coalisland Library	The Cornmill	Coalisland	BT71 4LT
Coleraine Library	Queen Street	Coleraine	BT52 1BE
Colin Glen Library	Colin Centre	Dunmurry	BT17 0AW
Comber Library	Newtownards Road	Comber	BT23 5AU
Cookstown Library	Burn Road	Cookstown	BT80 8DJ
Cregagh Library	409-413 Cregagh Road	Belfast	BT6 O1F
Creggan Library	59 Central Drive	Derry	BT48 9QH
Crossmaglen Library	The Square	Crossmaglen	BT35 9AA
Crumlin Library	Orchard Road	Crumlin	BT29 4SD
Cultural heritage Service library	1 Markethill Road	Armagh	BT60 1NR
Cushendall Library	Mill Street	Cushendall	BT44 0RR
Derry Central Library	35 Foyle Street	Derry	BT48 6AL
Donaghadee Library	5 Killaughey Road	Donaghadee	BT21 0BL
Downpatrick Library	Market St	Downpatrick	BT30 6LZ
Draperstown Library	50 High Street	Draperstown	BT45 7AD
Dromore Library	Town Hall	Dromore	BT25 1AW

Dundonald Library	16 Church Road	Dundonald	BT16 2LN
Dungannon Library	Market Square	Dungannon	BT70 1JD
Dungiven Library	74 Main Street	Dungiven	BT47 4LD
Enniskillen Library	Halls Lane	Enniskillen	BT74 7DR
Falls Road Library	49 Falls Road	Belfast	BT12 4PD
Finaghy Library	Finaghy Road South	Belfast	BT10 0BW
Fintona Library	112-114 Main Street	Fintona	BT78 2AE
Fivemiletown Library	Main Street	Fivemiletown	BT75 0PG
Garvagh Library	Bridge Street	Garvagh	BT51 5AF
Glengormley Library	40 Carnmoney Road	Newtownabbey	BT36 6HP
Greenisland Library	17 Glassillan Grove	Greenisland	BT38 8PE
Greystone Library	Greystone Road	Antrim	BT41 1JW
Grove Library	Grove Wellbeing Centre	Belfast	BT15 3HF
Holywood Arches Library	4-12 Holywood Road	Belfast	BT4 1NT
Holywood Library	Sullivan Building	Holywood	BT18 9AE
Irvinestown Library	Main Street	Irvinestown	BT94 1GT
Keady Library	Market Street	Keady	BT60 3RP
Kells & Connor Library	5 Main Street	Kells	BT42 3JH
Kilkeel Library	Greencastle Street	Kilkeel	BT34 4BH
Killyleagh Library	High Street	Killyleagh	BT30 9QF
Kilrea Library	Town Hall	Kilrea	BT51 5QN
Larne Library	36 Pound Street	Larne	BT51 5QN
Limavady Library	5 Connell Street	Limavady	BT49 OEA
Lisburn City Library	23 Linenhall Street	Lisburn	BT28 1FJ
Lisburn Road Library	440 Lisburn Road	Belfast	BT9 6GR
Lisnaskea Library	157 – 159 Main Street	Lisnaskea	BT92 0JE
Lurgan Library	Carnegie Street	Lurgan	BT66 6AS
Maghera Library	1 Main Street	Maghera	BT46 5EA
Magherafelt Library	The Bridewell	Magherafelt	BT45 6AN
Mellon Centre for Migration Studies	2 Mellon Road	Omagh	BT78 5QU
Moira Library	21A Backwood Road	Moira	BT67 0LJ
Newcastle Library	141/143 Main Street	Newcastle	BT33 0AE
Newry Library	79 Hill Street	Newry	BT34 1DG
Newtownards Library	Queen's Hall	Newtownards	BT23 4AB
Newtownbreda Library	Saintfield Road	Belfast	BT8 7HL
Newtownstewart Library	Main Street	Newtownstewart	BT78 9AA
Omagh Library	1 Spillars Place	Omagh	BT78 1HL
Ormeau Road Library	Ormeau Road Embankment	Belfast	BT7 3GG
Portadown Library	24-26 Church Street	Portadown	BT62 3LQ
Portaferry Library	47 High Street	Portaferry	BT22 1QU
Portglenone Library	19 Townhill Road	Portglenone	BT44 8AD
Portrush Library	12 Causeway Street	Portrush	BT56 8AB

Portstewart Library	162a Station Road	Portstewart	BT55 7PU
Randalstown Library	34 New Street	Randalstown	BT41 3AF
Rathcoole Library	2 Rosslea Way	Newtownabbey	BT37 9BJ
Rathfriland Library	John Street	Rathfriland	BT34 5QH
Richhill Library	Maynooth Road	Richhill	BT61 9PE
Saintfield Library	Ballynahinch Road	Saintfield	BT24 7AD
Shankill Road Library	298-300 Shankill Road	Belfast	BT13 2BN
Shantallow Library	92 Racecourse Road	Derry	BT48 8DA
Strabane Library	1 Railway Road	Strabane	BT82 8AN
Strathfoyle Library	22 Temple Road	Derry	BT47 6TG
Suffolk Library	Stewartstown Road	Belfast	BT11 9JP
Tandragee Library	Market Street	Tandragee	BT62 2BW
Tullycarnet Library	Kincross Avenue	Belfast	BT5 7GF
Warrenpoint Library	Summerhill	Warrenpoint	BT34 3JB
Waterside Library	23 Glendermot Road	Derry	BT47 6BG
Whitehead Library	17B Edward Road	Whitehead	BT38 9QB
Whiterock Library	10 Whiterock Road	Belfast	BT12 7FW
Woodstock Library	358 Woodstock Road	Belfast	BT6 9DQ

ADMINISTRATIVE CENTRES (1.9.2025)

Location	Street	Town	Post Code
Armagh Regional Admin	1 Markethill Road	Armagh	BT60 1NR
Ballymena Regional Admin	25-31 Demesne Avenue	Ballymena	BT43 7BG
Omagh Regional Admin	1 Spillars Place	Omagh	BT78 1HL

SURPLUS PROPERTY (1.9.2025)

Location	Street	Town	Post Code
Dunmurry Library (former)	Upper Dunmurry Lane	Belfast	BT17 2HS

APPENDIX B

