

Place & Resources Scrutiny Committee

29th September 2020

Property Strategy & Asset Management Methodology Report

For Recommendation to Cabinet

Portfolio Holder: Cllr T Ferrari, Economic Growth, Assets & Property

Local Councillor(s): Cllr

Executive Director: J Sellgren, Executive Director of Place

Report Author: Dave Thompson
Title: Corporate Director of Property & Assets
Tel: 01305 221339
Email: dave.thompson@dorsetcouncil.gov.uk

Report Status: Public

Recommendation: That the Scrutiny Committee:-

1. Support the approach and methodology to be used as the basis for the review of assets and the basis for determining the future shape and size of the estate

Reason for Recommendation:

Like a number of Local Authorities throughout the Country the Council faces significant financial challenges coupled with pressures on its services, particularly, as the population ages and the demand for housing (particularly affordable housing) increases.

The property portfolio is extremely diverse and multi-faceted comprising a wide variety of assets split between those that fall within the following:-

- Operational Assets (including any heritage and community assets) which are used for the provision of services
- Commercial Assets from which the Council earns an income from third parties

The use of property not only impacts on every aspect of the Council's activities and as such is an inherent part of the Council's plan and a key component in

ensuring the Council achieves its goals. As such it is essential that the Council takes a holistic view of its asset base and 'adopts a one council' co-ordinated approach to its management to ensure that it is effectively, efficiently and safety managed, it is fit for purpose and able to meet the needs of its service users whilst at the same time ensuring that the value/potential value of the estate is fully realised.

The effective use of the asset base will help enable the Council to meet its social and financial challenges through asset disposals, generation of capital receipts, savings in costs through the reduction, rationalisation and improved efficiency of the estate and more importantly the generation of value through income generation and the repurposing, redirecting and reuse of land and buildings for housing, schools and other essential service needs

The Property Strategy & Asset Management Plan is a key component of the Council's transformation strategy in order to help services meet their changing service needs and assisting the Council in meeting its statutory obligations, its social and economic aspirations whilst at the same time making a significant contribution to overcoming the financial challenges that it faces.

In order to determine the future shape of its operational estate and provide 'value for money' it is essential that a clear approach and methodology is applied to determine best use of the assets both in the short, medium and longer term coupled with a defined governance process.

This report sets out the principles and mechanisms by which the future use of individual and classes of assets within the operational portfolio will be considered.

1. Executive Summary

The Council has a wide and diverse variety of property interests geographically spread throughout and across the County.

The Council Plan identifies that the effective utilisation of the Council's property assets forms one of the six transformational programmes that the Council is undertaking.

The Council's primary aims are to:-

- Rationalise the property estate, reduce costs and identify assets that are suitable for disposal or redevelopment
- To improve the condition of the Estate, ensure the Estate is compliant with statutory and regulatory codes and reduce its environmental impact
- Adapt the Council's office accommodation in order to alter its estate and modernise its workspace to meet the needs of future agile working and the aims of the Dorset Workplace

- To seek to maximise the value of the estate by creating income generation opportunities, disposing of or repurposing poor performing assets in order to create greater social, commercial and economic value

In addition, the Council aims to build on the principles of 'One Public Estate' programme and work in collaboration with other public sector partners to utilise assets to:-

- Create economic growth (new homes and jobs)
- Deliver more integrated customer focused services through joint provision
- Generate efficiencies through capital receipts and reduced running costs

As one of the largest land and property owners within the County it is recognised that the Council is in a unique position to work with partners to lead and deliver strategic regeneration and the potential that exists within its property base can be used to help meet the County's housing targets and the financial challenges and pressures the Council faces, in particular, from an ageing population.

However, in order both to achieve its wider goals and in the face of continual financial pressures the Council needs to review the size and efficiency of occupation of its estate and have a clear mechanism, rationale and process for determining property need, the best use of property and ensuring best value from it either through disposal or re-development.

There are a number of sites that have been identified as surplus to requirement, sold subject to planning and are in the process of disposal and a number of others that are currently vacant awaiting a decision to be made as to usage and the most appropriate way to realise value. It is anticipated that the review of the property portfolio will identify further sites that will be considered surplus.

2. Financial Implications

Through the rationalisation of the property estate and the re-provisioning of existing assets the Council will be able to generate not only efficiency savings and capital receipts but also generate income and value through the repurposing and the redirection of the Estate to meet the Council's social, economic and financial needs and aims.

3. Climate implications

The Council has declared a climate and ecological emergency and is committed to taking direct action to reduce the negative environmental impact of our services.

Included within the Council's Draft Climate & Ecological Emergency Strategy is a Buildings & Built Assets Detailed Technical Paper which has established a series of objectives for the estate namely:-

- Ensure Dorset Council's estate becomes zero carbon by no earlier than 2035
- Ensure all new Council developments are zero carbon
- Decarbonise heating in housing and community, public and commercial buildings
- Improve energy efficiency of current housing stock
- Improve energy efficiency of the organisation's buildings
- Increase building's resilience to climate change

The Property Strategy and Asset Management Plan recognises the above objectives and will develop a programme of how these will be met.

4 Other Implications

The implementation of the Dorset Workplace together with any possible office closures, depot relocations or other changes together with the implementation of new or different ways of working may require employee and Trade Union consultation.

In addition certain changes particular those that may affect or impact on service or other public provision may also require public consultation.

5 Risk Assessment

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: Low

Residual Risk: Low

6. Equalities Impact Assessment

It is envisaged that there will be a series of individual projects that will emanate from the review of assets. As individual projects are developed and brought forward for approval a separate EQIA will be prepared for each.

7. Appendices

Appendix 1 Dorset Council Estate Categories

8. Background Papers

- The Dorset Council Plan 2020-2024
- Blueprint for Change
- Draft Climate & Ecological Emergency Strategy
- Draft Economic Growth Strategy
- Building Better Lives
- Local Waste Plan

9. Background

- 9.1 In 2019 Avison Young were commissioned following Local Government Reorganisation (LGR) to undertake a review of the Estate.

9.2 They identified that the Authority owned or leased 1,409 property assets distributed across 22 locations throughout the County. These are identified at Appendix 1.

9.3 The Council owns a total of 608 sites which has buildings on them for which it is responsible (excluding schools).

9.4 The Council's gross property costs as reported in its 2019/20 accounts are £19.6m and net after allowing for income etc is £3.6m. These figures do not include for those residential property costs incurred by Adults or Children's Services for permanent and temporary accommodation as part of commissioned services

9.5 The Council's estimated backlog maintenance costs for its estate in total are in the region of £37m of which c65% is schools related.

9.6 The property portfolio can be broken down into two main elements namely Commercial Assets of which there are 355 from which it earns income from third parties and Operational Assets (including any heritage and community assets) for the provision of services which consists of 1,054 assets.

9.7 Avison Young broke these two groups down further into the following four sub portfolio's or groups:-

- Assets supporting locality based direct service delivery or access to services. The Council has c217 assets that fall into this category namely administrative offices, leisure buildings, libraries, community centres, youth centres, adult learning centres, family centres, day centres, residential homes and public conveniences.
- Assets supporting specialist council services namely housing, depots, cemeteries and crematoria, archives, outdoor education centres of which there are c200 assets
- Assets serving market and or coastal towns and the economy. The council has in excess of 400 land based assets that play an important role in supporting the economic health of Dorset's market and coastal towns serving shoppers, visitors and tourists and directly supporting employment with a particular focus on agriculture. These include 133 car parks, harbours, recreational facilities, 48 County farms, 118 industrial Units, 61 Hotels and 34 retail and Commercial Units.
- Other Assets including 116 land parcels, 4 Gypsy and Traveller sites, 25 Infrastructure assets, 32 Garages, 5 Access Rights and 13 miscellaneous assets.

- 9.8 Currently there are seven buildings that have been declared surplus, vacant and not allocated to schemes together with two schools sites.
- 9.9 As part of the work to develop the Property Strategy and Asset Management Plan, further and more detailed work has and is being undertaken looking at the individual categories within the above portfolios and considering future use in accordance with the framework below:-

10 Approach to Developing the Strategy & Plan

Information Collection

- 10.1 A significant amount of work was undertaken at the time of LGR consolidating assets and pulling these together into a single Asset Register. This data was reviewed as part of the work undertaken by Avison Young and is being subsequently cleansed and re-profiled/re-categorised as part of the property review that forms the basis of the plan.
- 10.2 The former County Council had been using property and asset management software from Technology Forge who have been a supplier of software systems to Central and Local Government as well as other public sector bodies for over 20 years helping manage over £50 billion of property assets. Following LGR it was decided to upgrade the Technology Forge system and to consolidate all the management information from the former Districts into it. Some work is still ongoing in terms of validating and cleansing of data.
- 10.3 Access to accurate and effective management information is an essential component in ensuring that the property portfolio is proactively managed and also to highlight repair and maintenance issues including the requirement for 'non-discretionary' (eg health and safety and statutory requirements) and 'discretionary' (eg refurbishment) capital expenditure which will improve asset value, prolong asset life, generate increase income or identify excessive and significant long term problems/issues with the asset.
- 10.4 As a result of being able to capture the performance and cost information a series of benchmarks will be able to be established such as gross property running costs (£ per sq ft), net property running costs (£per sq ft excluding business rates), maintenance backlog, energy rating, premises utilisation, future costs which will help establish both internal and external benchmarks and long term viability of the assets. These benchmarks are not necessarily applicable for all asset classes and need to be reviewed accordingly.

Strategies, Service Plans & Service Requirements

- 10.5 The Property Strategy & Asset Management Plan has sought to align

itself to the Council's Draft Economic Growth Strategy, Draft Climate and Ecological Emergency Strategy together with the draft Local Plan, Waste Local Plan, Housing Strategy and key service strategies namely Children's 'Blueprint for Change' and Adult Services 'Building Better Lives'.

- 10.6 Individual Service Plans and strategies will set out the needs and requirements for each function and the model of delivery which will then help determine the asset base required in order to ensure successful delivery.
- 10.7 Blueprint for Change together with the Adult Services strategy has a desire to operate its services and have the properties from which it operates these services closer to the communities to which they serve is an important element and the creation of a regional office network is seen as an important aspect of their strategy.
- 10.8 The sharing of premises with other public sector bodies is also desirable and in line with the principles of the 'one public estate' although it should be noted there are number of locations where the Council's Adult Care Services and the NHS co-locate currently.
- 10.9 Any such properties need to be an effective use of resource (capital and revenue), available for public sector service delivery for a significant element of the week and be well utilised. The buildings must be accessible to the public both in terms of physical design and location and endeavour to provide a range of public sector functions.
- 10.10 A key determining factor, therefore, in determining the size and shape of the estate is ensuring that there is sufficient assets of the right type available to meet service needs subject to ensuring that the assets are well used, cost effective and whether greater value can be created through re-purposing or disposal.

Office Occupancy, Cost to Serve and Cost of Alternatives

- 10.11 The Council employs around 4,500 people (excluding schools based staff) of which c3,000 work from office environments either for all or part of their time. The majority of these staff are located in Dorchester and this is where the bulk of the desk capacity is currently located.
- 10.12 The Asset Register and the Avison Young study shows that the Council owns and leases 64 offices and administration buildings. A further analysis reveals, however, that of these assets 7 have been identified as surplus to requirements, 16 are leased entirely to third parties, 17 are leased/licensed from other NHS bodies at no cost as space is

reciprocated within Council buildings, 9 occupied by a single service within the Council, 14 are multi-functional offices occupied by the Council and there is 1 office on a long lease. The Council's primary focus is to rationalise and consolidate and reduce further the 25 offices which it currently occupies.

- 10.13. It should be noted that within these numbers County Hall is made up of three sites (County Hall, South annexe and East Annex), the History Centre is also counted as an office location given it has a limited amount of office accommodation and that the 3 Harbour Authority offices have been included (Weymouth, Lyme Regis and West Bay).
- 10.14. Prior to Covid the focus predominately within offices has been on occupancy rates and the cost of occupancy with the desk per employee ratio being of paramount importance. The concepts of 'agile working' and 'hot desking' have been introduced into a number of organisations in recent years. Within Dorset Council the office estate was functioning on an average of a 7 to 10 desk ratio (7 desks for every 10 staff).
- 10.15 Changes to technology and access to information has allowed for work to be done differently and more flexibly. More recently the necessary response of employers to the Covid 19 pandemic have accelerated and accentuated this and has presented the need to work remotely and in different ways. This has brought about change at a rate that previously could not have been imagined, both in working practices and to attitudes staff and managers had about working remotely.
- 10.16 Recent staff feedback from surveys and various forums has shown that many staff can and would like to continue working from home for part of their working week which will impact on the amount of office space required. Senior Managers have also confirmed that this fits with the future requirements of their service.
- 10.17 Post Covid Senior Managers estimate the proportion of their teams requiring to work from an office at any one time varies from 20% to 50%. The variation is reflective of the different types of service delivery required across the organisation but demonstrates that a desk ratio of 5 to 10 or 4 to 10 is achievable. As a result it is envisaged that the number of offices will decrease as changes to working practices are introduced.
- 10.18 Changes in location will impact upon the numbers of individuals located in a particular office but will not require an increase in the number of offices. At this moment in time there is a possible lack of office space within the Bridport area.
- 10.19 Prior to Covid following LGR work had already commenced on a review

of the office estate and the leases at Allenvie in Wimborne and Princes House in Dorchester will be terminated in 2021 in accordance with the lease break provisions. In addition a review of South Walks House is currently being undertaken with exploratory discussions being undertaken with Dorset Police amongst others. Given that there is a surplus number of offices within the area staff and services would be relocated to another location wholly owned by the Council.

- 10.20 A number of individual cross functional working groups have also been established consisting of representatives from relevant Service Areas to look at and review a number of categories within the portfolio including Administrative offices.
- 10.21 Where appropriate these groups have been supported by independent external consultants to provide additional capacity, market knowledge professional expertise and increased rigour. In this respect consultants from Knight Frank's Capital Markets and development Division supported by colleagues in their planning, residential and commercial teams have been commissioned to review the options with regard to County Hall on a similar basis to a recent study commissioned on behalf of the Royal Borough of Kensington & Chelsea (which included for the cost of re-provisioning)
- 10.22 Property formed one of the workstreams within the Dorset Workplace and the review and work undertaken by the Administrative Offices team informed a major element of the paper being presented to Cabinet in October on the Dorset Workplace.

Operational Capacity

- 10.23 It is recognised that changes in population, the number of households and the demographics of Dorset will increase the demand for services in the future.
- 10.24 There are currently 65 operational facilities situated throughout the Borough consisting of depots, workshops and a variety of waste collection, waste processing, recycling facilities and highways facilities.
- 10.25 A number of the sites are small land parcels providing a storage Capacity for asphalt and chippings.
- 10.26 A working group has been established consisting of officers from Property and the various operational functions throughout the Place Directorate including predominantly Highways and Waste with representation from other Services to review the operational assets.

10.27 The Council has also commissioned Eunomia a leading waste and logistics consultancy to support this activity. As part of this review consideration is being given to the Local Waste Plan and to other studies that have been commissioned,

Other Studies & Reviews

10.28 In order to inform the review of the property estate a number of other working groups and studies have been established and commissioned looking at Leisure, Land parcels and garages together with aspects of the commercial estate such as hotels. In addition reference and consideration of studies and reviews undertaken by individual Services.

Spatial Planning & Other Information

10.29 In order to understand the background and context to the plan work previously undertaken with regard to master planning exercises in Weymouth, Dorchester and Ferndown have been considered. In addition data collated as part of Strategic Housing Market Assessment exercises across the County has helped identify housing needs and provide a flavour for the priorities and pressures the Council faces.

10.30 A spatial approach will be taken to identifying those assets within potential redevelopment areas. Where assets fall within such areas assets will need to be assessed to determine how best they might be utilised to deliver any priority outcomes taking into account regeneration and housing opportunities and how they might be delivered together with the model of delivery. In such instances consideration will be given to whether the Council is a majority or minority landowner, level of risk etc.

Health & Safety

10.31 The Council has a substantial corporate property portfolio and a responsibility under law for ensuring that it's Health and Safety responsibilities are properly managed and complied with for which the Directors are responsible.

10.32 The Health & Safety at Work Act 1974 (also referred to as HSWA. HSW Act, the 1974 Act or HASAWA) is the primary piece of legislation covering occupational health and safety in Great Britain. Failure to comply with these requirements can have serious consequences for both organisations and delivery. Under the Corporate Manslaughter and Corporate Homicide Act 2007 an offence will be committed where failings by an organisation's senior management can constitute a gross breach of the duty of care leading to unlimited fines and prosecution.

10.33 Post Grenfell, Health & Safety concerns and the need for improved diligence and management have been further highlighted.

10.34 The assessment of the Health & Safety status of any building/asset and the associated costs for rectification, remediation or replacement forms a key component in any review of the Estate.

Maintenance & Building Cost Data

10.35 The Council has a team of surveyors responsible for management of Buildings and reviewing the condition of buildings and other assets supported by external specialists/consultants providing advice with regard to fire safety, asbestos, legionella etc that it calls on as necessary.

10.36 As part of this process it is essential to understand the current and projected costs associated with individual and classes of buildings taking into account their age, projected life expectancy, use and current and projected condition over a 5 to 10 year period.

10.37 As mentioned previously the Council's total backlog maintenance costs are estimated to be in the region of £37m of which c£19m are within categories C&D with a priority rating of 1 and 2 as explained below. Of this amount approximately £12m relates to schools and £3m for offices (of which £1.2m is estimated for window replacement at County Hall) with the remainder spread across the rest of the estate.

10.38 The estimated backlog maintenance costs are currently subject to review given their historical nature (dating back to pre LGR) and the condition surveys being undertaken as part of the Property Strategy and Asset

Management Plan. As such priority is being given to works within schools and essential HSE works for which the majority of the £13.5m capital budget for 2020/21 and 2021/22 is being targeted. As mentioned, above a fresh set of condition surveys are being undertaken for Council owned buildings with the aim that these will be complete between April and June 2021.

10.39 Currently buildings are evaluated based on a condition rating of A-D as follows:-

- Grade A-Good, performing as intended and operating efficiently
- Grade B-Satisfactory, performing as intended, minor deterioration
- Grade C-Poor exhibiting major defects or not operating as intended
- Grade D-Bad, Life expired and/or serious risk of imminent failure

10.40 Once an assessment of condition is made buildings are then given a priority grading in the context of a five year planning period as follows:-

- Priority 1-urgent work required that will prevent immediate closure of premises and/or address an immediate risk to health and safety of occupation and or remedy a serious breach of legislation
- Priority 2-essential work required within 2 years that will prevent serious deterioration of the fabric or services and or address a medium risk to the health and safety of occupants and/or remedy a less serious breach of regulation
- Priority 3-desirable work required within 3-5 years that will prevent deterioration of the fabric or services and or address a low risk to the health and safety of occupants and/or remedy a small breach of legislation
- Priority 4-long term worked required outside the 5 year planning period that will prevent deterioration of the fabric and services.

10.41 Cost estimates are then prepared for each of the buildings to determine the level of liabilities and budget requirements going forward. These costs are then considered as part of the strategic evaluation and planning of and for the estate.

10.42 Where either a building is considered fundamentally unsafe or financially unsustainable alternative provision and the costs of alternative provision will be calculated as part of the modelling process.

Other Costs

10.43 In order to assess a site fully all other costs will be included in the review including council tax or business rates, utilities and support services.

Third Party Leases

10.44 The Council has inherited as part of LGR a number of leases that had been entered into by predecessor Councils for buildings for which a rent is being paid some of which are not insignificant.

10.45 As a matter of principle and wherever possible and at the earliest opportunity the Council will seek to terminate such leases on the provision that dependent on need has other suitable properties available within its portfolio.

11 4 Box Model

11.1 Following a review of an estate, assets can usually be categorised and fall within one of four boxes:-

- Retain & Maintain

- Retain & Develop
- Acquire
- Dispose

11.2 It is envisaged that the number of corporate/operational facilities that the Council retains and maintains will decrease overtime as the office base and other sites are rationalised going forward and either sold or repurposed

11.3 It is also recognised that the Council may always have a need to acquire other assets particularly where there is nothing in the portfolio that can meet a particular need although it is envisaged that these will be 'few and far between'.

Feasibility, Viability, Valuation & Disposal

Valuation & Disposal Methodology

12.1 All operational assets should be valued based on a 'red book valuation' if not already done so. A 'red book' valuation are those that meet the criteria as set out by the Royal Institution of Chartered Surveyors (RICS). The 'Red Book' is the name given to the RICS's Valuation Professional Standards which is published every 2-3 years and sets out the mandatory rules and guidelines for RICS Registered Valuers to follow when they are undertaking valuations. Red Book valuations are the recognised industry standard and specified by institutional lenders such as Banks and mortgage providers and as such are IFRS and CIPFA. The CIPFA Code of Practice on Local Authority Accounting requires that valuations of operational assets are on the special assumption of Existing Use Value.

12.2 When land or buildings become surplus there are a number of options arise including redevelopment or disposal. Dependent on use if land or buildings are disposed of this could be either at market levels or at less than market value. In such instance depending on the value and type of land (eg school sites) Secretary of State approval may need to be obtained.

12.3 Where it is proposed to repurpose the building or site and change its use an options appraisal, feasibility and viability study should be undertaken in order to gauge the value of any development and the potential revised land value in order to provide a 'benchmark should a disposal be pursued.'

Methods of Disposal

12.4 In the event that the Council seeks to dispose of its assets there are a number of options open to it from freehold sale, leasehold sale to short term tenancy arrangements all of which might be suitable

depending on the asset, market conditions etc.

- 12.5 There are also a number of different ways that it can dispose of its assets from auction to tenders, being a public sector body, however, any process must be open and transparent with a clear audit trail.
- 12.6 A wide variety of bidding methods exist from an unconditional sale, subject to planning, outline planning or with full planning consent all of which will attract different values with the process taking varying amounts of time.
- 12.7 The Council have traditionally adopted a process of agreeing a sale on a subject to planning basis. An analysis has shown that the process tends to take longer and the full value is not necessarily achieved as a result of planning issues. Going forward it is proposed that in the event of the Council wishing to dispose of its assets it will take greater control over the process and seek either outline or full planning consent prior to disposal. Any costs incurred will be recovered from the additional proceeds received.

Holding Costs & Procedures

- 12.8 Over the period between a building becoming empty and it being redeveloped or sold the assets remain the responsibility of the Council and during this period the Council incurs holding costs associated with security, council tax/business rates etc.
- 12.9 At the point of time of the building or land becoming vacant the Council should seek to secure the buildings and access to them and the site. In addition where necessary consideration should be given to any additional security arrangements required such as permanent guarding or roving security. In some instances the use of 'Property Guardians' may be considered.
- 12.10 Depending on the building condition and the projected period of time when the building will be vacant demolition may be considered although this has a cost and planning permission is required.

Market Conditions & Grant Funding

- 12.11 The current economic climate has meant that companies are more prudent with regard to investment and development and in certain sectors such as Leisure guarded when considering investing in and designing, building and operating/managing projects.
- 12.12 Market conditions will vary by asset type and the timing of the economic cycle and as such any proposed disposals cognisant of

this fact.

- 12.13 There are a number of potential grant funding opportunities available. The level and availability of grant funding cannot necessarily be guaranteed and is subject to a bid application and approval process. In view of this a number of Local Authorities are looking for re-development projects to be self-funding wherever possible with the award of any grants seen as a bonus.

Comparisons & Reviews

- 12.14 In reviewing the various approaches to Property and Asset Management consideration has been given to the different approaches taken by other Local Authorities particularly with regard to the 'Corporate Landlord' model and the approach to housing development.
- 12.15 A number of Local Authorities have adopted 'Corporate Landlord' models in accordance with CIPFA recommendations and guidance. In particular the approach adopted by Enfield recently was reviewed in detail.
- 12.16 Such reviews help crystallise the thinking and approach with regard to the approach and use of property assets

13 Governance Proposals

- 13.1 A review of the Property Estate following the above methodology will identify those sites to be retained, redeveloped or disposed of in accordance with the 4 Box Model.
- 13.2 Once a site is determined as being surplus it will be valued, an options appraisal undertaken and a site feasibility and viability appraisal completed to determine its redevelopment potential and value and provide a baseline in terms of 'value for money'
- 13.3 At this point a decision can then be made as to whether the site is to be redeveloped or disposed of and the approach for doing so.

14 Summary & Conclusion

- 14.1 The Council Plan identifies that effective utilisation of the Council's property assets form one of the six transformational programmes that the Council is undertaking.
- 14.2 A review of the property portfolio and any asset within it will need to consider its current purpose, how well that purpose is being served, future need, the current and future condition of the building or asset, the costs of providing the building, alternative

use provision and the potential social and commercial value that can be achieved.

14.3 The use of such criteria and approach informs the Property Strategy & Asset Management Plan which will set out how the Council can utilise its assets to unlock opportunities for housing, provide opportunities for economic growth and regeneration, support community initiatives, generate savings and income to protect services and deliver greater financial and social return.

14.4 The needs of the Council and conditions within Property markets are continuously changing and evolving and as such any such plans should be seen as dynamic and subject to constant review.

Footnote:

Issues relating to financial, legal, environmental, economic and equalities implications have been considered and any information relevant to the decision is included within the report.

Appendix 1.

Dorset Council Estate

1409 Dorset Council assets

