



Dorset
Council



Property Strategy and Asset Management Plan

Update autumn 2022

Peter Hopkins

Corporate Director for Assets &
Regeneration

Changes.....

- Property Strategy & Asset Management Plan adopted by cabinet in November 2020
- Restructure of Assets & Property 2021
- New Corporate Director, January 2022
- Integration of Growth & Economic Regeneration
- Backdrop of external factors – Brexit, Covid, Ukraine crisis, cost of living crisis (and associated inflationary pressures)

Role of Assets & Regeneration

- Key role in supporting Dorset Council achieve its strategic priorities:
 - To underpin a financially and environmentally sustainable council
 - To become a high performing team and culture with an underpinning operating model
 - With an effective corporate landlord model and successful capital programme

Assets & Property Purpose and Strategic Priorities



Purpose: To provide and sustain operational and investment property portfolios, that are safe, flexible and value for money; enabling the Council to deliver its policies and services to our clients, partners, and stakeholders to benefit the residents of Dorset.

Our Strategic Priorities:

Embed revenue savings and income generation targets, and improve our net financial position and enhance our value for money offer to the Council

Portfolio consolidation, seek to deliver economies of scale and reduce overhead costs across the property portfolio optimising the use and opportunities of the estate

Seek to maximise A&P's contribution to Net Zero by enhancing the environmental performance of the operational estate by 2030

Enhance the user experience by implementing major capital and service improvement programmes to benefit our clients, stakeholders, and residents.

We achieve our purpose and deliver our priorities by:

Establishing our operating model – ensuring clear lines of accountability and transparency for service delivery, underpinned by effective governance and risk management.

Being client driven – improving our understanding of council services and stakeholder needs, and consequently to better forecast and deliver to your requirements.

Working with the supplier market – to promote the Dorset pound and harness the capabilities of the supply chain that enables A&P to become responsive to change and transfers those risks better managed by external expertise.

Engaging effectively with our stakeholders and partners – working collaboratively within and across DC and with other public authorities and voluntary, community and faith-based organisations to identify and deliver asset-based opportunities.

Managing performance – developing and reporting on our key performance metrics that demonstrate delivery against the key principles in the Property Strategy and Asset Management plan 2020 and any other strategic priorities for the council and our stakeholders.

Embracing Dorset's unique environment - supporting the Climate strategy and protecting the local environment by identifying, developing, and embedding sustainability at the heart of decision making to support the Climate and Ecological Emergency Strategy 2021 and our commitment to become a carbon neutral County by 2050.

New Strategic Asset Management Plan

- South West Audit Partnership – audit of existing PSAMP and plans for new SAMP
 - *“The current Property Strategy and Asset Management Plan (PSAMP) does not support services to achieve the Council’s ambitions within the Dorset Council’s Plan 2020/24.”*
 - *“There are satisfactory building blocks in place for the development of the new SAMP to ensure that it supports services to achieve the ambitions within the Dorset Council’s Plan”*
- Development of new SAMP by May 2023, extensive engagement planned with senior managers and leaders.

Action 1

Operational Asset Reviews

- Asset review process and timetable in place. On track to complete by 2024
- Asset reviews commenced in relation to operational asset categories, extensive engagement with services
- Programme of rapid asset reviews to report in spring 2023

Action 2

Service Property Strategies

- Series of engagement sessions with Corporate Directors to understand service strategies in autumn 2021
- Ongoing engagement, but dependent on services sharing forward operational plans, operating models and property requirements.

Action 3

Agile Working

- Dorset Workplace ways of working implemented.
- Council Plan 2023-24 - A&R lead hybrid ways of working.
- Further occupancy/utilisation studies planned.

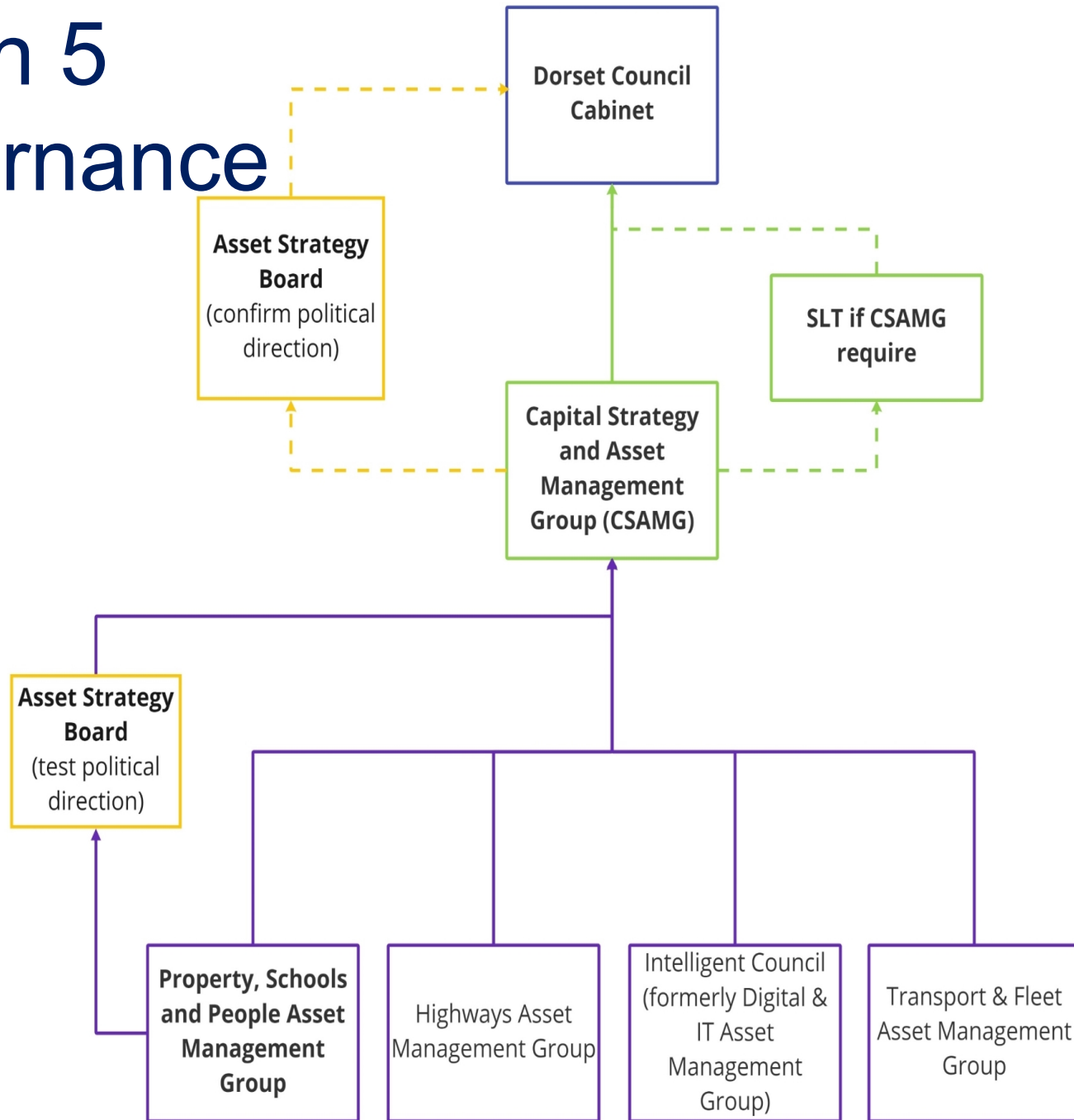


Action 4

Corporate Landlord

- Corporate landlord model adoption ongoing.
- Asset Strategy Board – Established.
- Data Management System – defining scope.

Action 5 Governance



Action 6

Resourcing

- New Corporate Director instigated review of A&P.
- Outcome – identified additional resources required.
- Recruitment plan initiated.

Action 7

Project Delivery

- Full list of property projects in place
- Priority Assessment Tool in place.
- Options Analysis Tool being defined
- Finance Business Tool being defined

Actions 8 & 9

Review of Commercial Portfolio & Other Assets

- Asset Review process and timetable in place.
- On track to complete by 2024
- Programme of rapid asset reviews to report in spring 2023
- Appointment of external consultants to drive programme

Action 10

One Public Estate

- Operating as part of our delivery strategy
 - South Walks House – Dorset County Hospital NHS Trust lease
 - Battlelab – MOD
 - Shared office spaces – examples include Dorset Healthcare, Natural England
 - Co-located service delivery spaces – e.g. Libraries with co-located partners (Skills & Learning, Citizens Advice)

Action 11

Joint Ventures

- Options appraisal work commenced, expected to generate draft options by May 2023
- Public Insights Consultants appointed to advise.