



Dorset
Council

Strategic Asset Management Plan 2024 to 2030





Foreword, CEO and Leader

This strategy marks a new chapter in how we manage the Council estate and asset portfolio. Just as we see our own home as something more than just a roof over our heads, the Dorset Council estate is one of the cornerstones of everything we do - from the public services we provide, to the policies which inform and guide our work, to the future Dorset we wish to create.

In this strategy, the leadership team and members are making a commitment between now and 2030 to provide a Council estate that works for everyone; not only to deliver value for money, but also to contribute to a fairer, more sustainable local economy, with the interests of the public at the heart of the decisions we make about our assets.

What does this all mean?

This new strategic asset management plan will transform how we use our land and property - moving the Council away from being traditional property owners in seeking opportunistic savings and one-off sales, to a more proactive approach as 'place-makers' that considers property as a platform for the delivery of the Council's wider corporate priorities.

We are working against a backdrop of unprecedented change - digital technologies are revolutionising how we work and are increasing people's expectations of speed and convenience of public services. Critically, the need to create a safety-net around the most vulnerable in our communities is vital to ensure that people aren't left behind and are able to respond to new opportunities. This strategy will ensure our Assets service acts as an enabler for more effective and efficient delivery of council services, and our policies deliver an estate that adapts and responds to this change - one that is leaner and more agile and innovative in the way it supports the delivery of services. Collaboration is key to achieving the best use of our estate.

Our aspiration is to wherever possible use our assets to build sustainable and creative communities which support local people with a range of good quality employment opportunities and to live in

the accommodation they deserve. Building on both our international reputation as an outstanding visitor destination and on our distinctive market towns, we will strive to create original places that capitalise on our local individuality and provide unique leisure and entertainment destinations for visitor and resident alike.

The creation of the Assets and Regeneration team as part of the Place Directorate means that we are equipped to build on these ambitions with a more professional and commercial approach than ever before, providing much-needed base data and financial tools and importantly a more proactive approach to development, risk and opportunity. In turn, commercially it will mean reducing our operating costs, increasing disposals and through repurposing and redeveloping our assets, driving greater value across Council departments. In this way, we can look beyond the bricks and mortar of our buildings and deliver an estate that helps us achieve our wider social and economic goals.

If the Council get this right, the strategic asset management plan can and will facilitate genuine transformational change for our organisation and Dorset communities and help deliver a sustainable Council estate that truly works for everyone.

Section 1 - Executive summary



1.1 Our vision

Dorset Council is committed to the strategic and innovative use of its assets to support a journey of change and improvement, setting the council on a sustainable path into the future. Through effective, strategic management of our estate, our property portfolio will support further improvement in service delivery, renewal of places and be the starting point for commercial ventures. Public sector hubs will provide environments for strengthening of relationships, for creative and collaborative working on joint initiatives to strengthen communities, build resilience and drive prosperity and inclusivity.

Our property assets are a key enabler, supporting the council to deliver its ambitions and aspirations, including those within the Our Future Council transformation programme which is improving the customer experience by making our services more accessible,

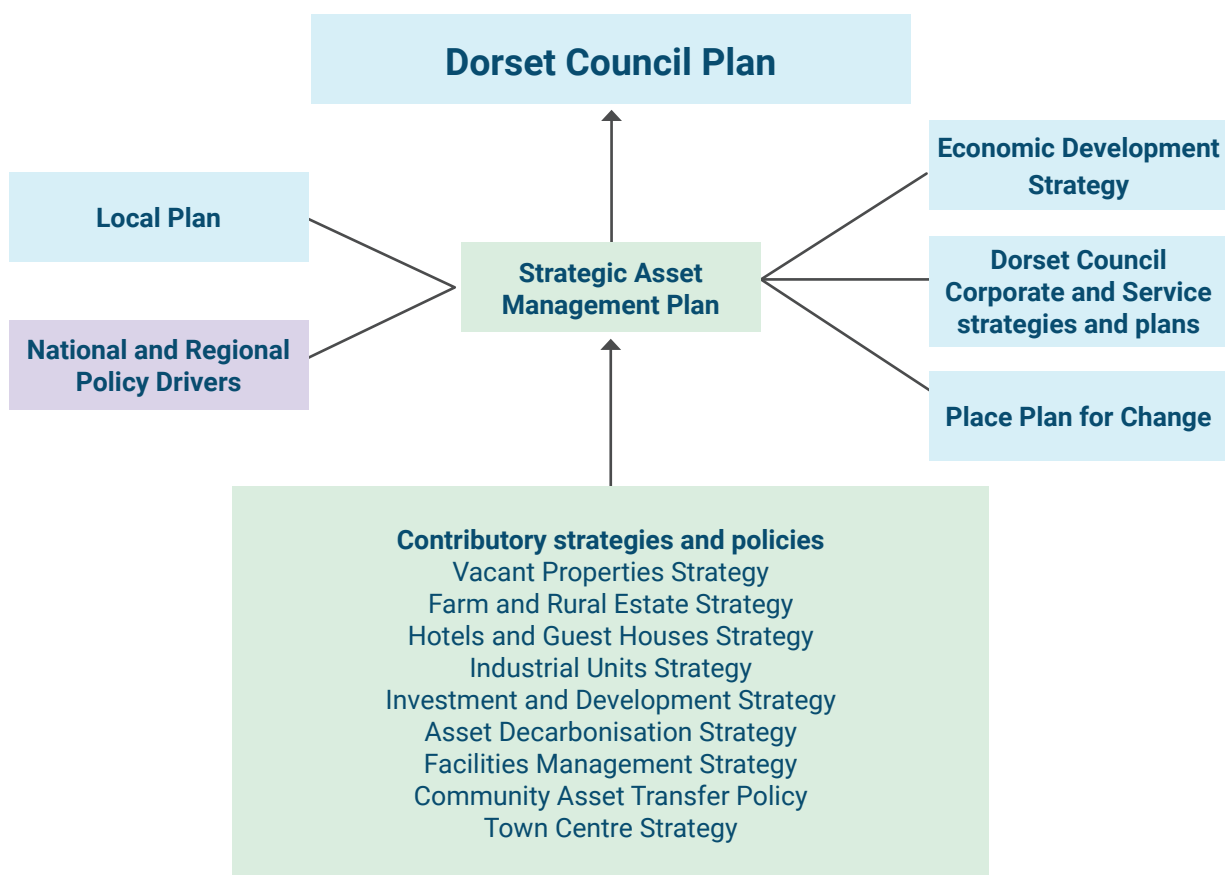
simplifying our systems, joining up common processes as well as aligning the right technology, digital platforms and customer channels.

This Strategic Asset Management Plan sets out how Dorset will use its asset base to support service delivery, and drive change and innovation. It defines the principles, criteria and process through which decisions are made regarding the future uses of the council's assets to support the ongoing Dorset story. It describes how we will take a holistic approach to asset management in localities, thereby supporting place-making and lead to improvements in the quality of public spaces and communities

The plan is supported by a suite of policies and strategies which contribute to its delivery and is aligned with key council strategies and policies. This plan supports our work to help shape communities via asset management, regeneration and

place-making, aligning our work with the local plan. It is an essential enabler for other council plans, as well as directorate plans and strategies. It is a key pillar of our Place Prospectus for Change, which sets out how the Place directorate, and its component parts will move forward collectively towards 2030.

With local elections in May 2024, and the subsequent development of the next Dorset Council Plan (the current one being for 2020-2024), this Strategic Asset Management Plan focuses supporting directorates and the council to deliver its priorities and contribute to making Dorset a great place to live, work and visit.





1.2 Dorset's priorities

To effectively and strategically manage the estate, a prioritisation framework is required, to ensure the best use of assets. Without prioritisation, there is a risk council resources are spread too thinly, the capital programme becomes oversubscribed and asset decision making is stymied.

Dorset Council's priorities for its assets and property include:

- Driving economic growth and opportunity
- Providing land to enable delivery of affordable, suitable housing
- Responding to the council's climate and ecology targets by maximising decarbonisation and ecological performance of the estate

- Supporting delivery of Special Educational Needs, early intervention provision and care and support services, through provision of suitable assets
- Creating great places to work and enhancing the unique qualities of Dorset
- Providing land, buildings and facilities to enable delivery of the council's care responsibilities
- A commercial approach to driving greater income and yields to support service delivery

Schemes or projects that do not align with the council's priorities will not be progressed in the short term, so as to ensure resources are assigned to projects associated with delivery of council priorities.



Section 2 – A new strategy



2.1 Driving growth and opportunity

The aim of this strategy is to provide a framework for asset decision-making with regards what we will use our asset for in the future, enabling delivery to the organisation’s way of working.

The strategy commits the council to managing its asset strategically, thereby avoiding costly and embarrassing mistakes, and providing:

- clarity and prioritisation to guide asset decision making
- corporate certainty and governance
- alignment of asset management and capital delivery with financial planning
- clarity on timing and phasing, including aligning to strategic service delivery requirements

- support the Local Plan and the council’s development strategy





2.2 Supporting and enabling council services

To deliver on the council's corporate outcomes, it is essential we take a **joined-up** approach to asset management. Collaborating with internal service delivery departments across the different directorates, as well as other support services is key to successfully and strategically managing our estate. Alongside this, we will also collaborate with key external partners recognising their strategies and including exploring the possibility of devolution of assets. This will also require us to consider assets within their localities, and consider strategic place-making impact of how we manage individual assets.

As an enabler service, **customers** will be at the heart of how we manage the estate going forward. Through a 'one-front-door' approach we will seek to resolve enquiries at the first point of contact.

We'll look to the future and embrace **digital and new technologies** to manage our buildings and the wider estate as efficiently as possible.

2.3 Place making

When considering the future use of our assets it is important not to view assets in isolation, but to consider the possibilities of repurposing, developing, disposing or acquiring alongside the opportunities presented by other Dorset Council assets in the vicinity.

There will be many co-dependencies between our asset class strategies and locality-based strategies, meaning it is essential there are aligned.

Taking a holistic approach to asset management in a locale can support place-making and lead to improvements in the quality of public spaces and communities. Whilst also maintaining a focus on increasing yields.

As such, this strategic asset management plan provides an asset management framework which supports and enables regeneration in market towns, working with local partners to develop bespoke regeneration solutions embedded in local need and opportunity, and building on key themes associated with each market town (for example local food markets etc.).

This collaborative approach will link with neighbourhood plans and the local plan, including the opportunities and potential of local devolution deals. We will work with town and parish councils and local partners to consider devolution and locally managed assets through asset transfers where appropriate.

In the case of market centres, the local plans set out town centre boundaries, (subject to review as part of the creation of the Dorset Council Local Plan), and these will be used as the boundaries for area-based asset reviews with regards future use of assets (included at appendix 6). These area-based reviews will seek to include other public sector partners and private sector landowners and partners where appropriate.



2.4 Delivering value

Assets and Regeneration purpose is to support and enable effective service provision across the council. It serves three purposes:

- To deliver the corporate Council's objectives by management and stewardship of the Council's property.
- To deliver effective property services to support the work of front-line service departments
- Through economic development and regeneration to enhance Dorset as a place in line with the Council's priorities.

As an enabling service, Assets and Regeneration will be customer focused, with a single front door for all property and asset management enquiries. A business partner approach will ensure a detailed understanding of forthcoming service requirements in relation to property; and a 'thin client' model will allow us to buy in specialist and expert support when required.

Our Effective Property Services approach is grounded in a collaborative approach,

in which Assets teams provide property and technical support to service delivery functions. The approach sets common standards for property management and a customer expectation for property services. Robust, transparent data will be key to managing the estate effectively and measuring the outcomes of our work, as well as informing decision making.

Assets and Property services are focused on establishing an optimum asset base which will enable us to:

- deliver best-in-class services, contributing to the delivery of the council's key priorities
- deliver greater financial efficiency
- deliver at pace (and respond to urgent requirements)
- see continuous improvement of our assets and investment in our assets
- contribute to the Council's transformation programme
- create a firm foundation for innovation.

Section 3 – Principles of delivery / Our guiding principles / Our key tasks

3.1 Our principles

Our Assets and Property services are enabler services, which exist to meet corporate needs based on the council's priorities and service delivery requirements.

The following principles set out the council's approach to asset management, and guide future asset decision making. They reflect the role of Assets and Property as an enabler and demonstrate our ambitions to collaborate, rationalise, commercialise, decarbonise and innovate to contribute to the council's priorities and support delivery of council services.

Principle 1 - Embed the Effective Property Services model (and set common standards of property management) to support service delivery that meets customer and end user needs in line the council's corporate priorities.

Principle 2 - Regularly review the asset base, optimising the use and opportunities of the estate to maximise asset productivity, financial and social return, assessing potential to retain, repurpose, develop or dispose.

Principle 3 - Robust asset management of the estate, with a strong focus on transparent data and use of digital/technology, to ensure assets are in good condition, fit for purpose, accessible, affordable, efficient, compliant and future proofed

Principle 4 – Work collaboratively with services and partners to create multifunctional and accessible spaces and mixed-use developments, making the best use of the retained estate, and support better ways of working.

Principle 5 – Support place making across Dorset, ensuring asset decisions contribute to driving economic prosperity and improving the quality of places and opportunities.

Principle 6 – Harness commercial opportunities to increase revenue income, strengthen asset productivity, provide investment opportunities or deliver capital receipts.

Principle 7 - Maximise contributions to carbon net zero by enhancing the environmental and ecological performance of the estate, whilst also making adaptations for the impacts of climate change.

3.2 Directorate Priorities

The council's directorates have varied property requirements to support service delivery, many of which are viewed by those services/directorates as priority.

In order to strategically manage the council's estate and meet these requirements, there is an expectation that directorates through their forward planning, will know and share their strategic property requirements with Assets and Regeneration.

Below the main strategic asset requirements in each directorate are listed:

3.2.1 Place

Infrastructure

The Infrastructure function covers Planning, Highways and Dorset Travel. The function is keen to collaborate and has a requirement for strategic and technical property guidance and advice. Aligning this strategic asset management plan with the Local Plan to achieve the council's ambitions and key priorities is seen as essential.

The function's key strategic property requirement for the coming years is the depot review, with a focus on consolidation, co-location and best use of depot assets. Modern, flexible and sustainable spaces for front line teams are essential for service delivery.

Additional strategic property requirements are as follows:

- Collaborative working with Assets and Regeneration with regards EV charging roll out
- Embracing new technology
- Cross council approach to grid capacity

Place Services

The Place Services function covers a number of service delivery areas including Waste, Community and Public Protection, and Environment and Wellbeing. The function relies on Assets and Property to support its service delivery through an effective client model, and a value for money and timely repairs and maintenance service.

Place Services has forthcoming strategic property requirements in relation to

- the developing Waste Strategy, including a likely requirement for new Household Recycling Centres in Weymouth, Dorchester and the east of the county.
- the developing Leisure Strategy
- opportunities for income regeneration to support service delivery (particularly in relation to waste and registration services).

Regeneration

The Regeneration function includes economic development and digital place teams, as well as a focus on regeneration. Asset development/repurposing has a key role to play in supporting place-making and regeneration in a town centre setting, building sustainable and creative communities which support local people with a range of good quality employment opportunities.

The Regeneration function has strategic property requirements as follows:

- Dorset Innovation Park as a strategic asset
- repurposing of town centre assets to support economic development, resulting in economically viable, vibrant town centres
- mixed-use town centre sites to support both service delivery and economic development



- sufficient industrial allocations to support economic growth in Dorset
- use of county farms estate to support rural business diversification
- Improving the local tourism offer by striving to create original places that capitalise on our local individuality and provide unique leisure and entertainment destinations for visitor and resident alike
- Making suitable assets available for digital infrastructure in line with the Digital Infrastructure and Inclusion Strategy 2023-2030.

3.2.2 People – Children’s

Education and Learning, Care and Protection and Commissioning

Services making up the People-Children’s directorate need a modern, client focused, responsive, value for money service from Assets and Property teams, delivered at pace and to agreed deadlines. The ability to flex and adapt to meet changing needs is also important.

Buildings provided for delivery of Children’s Services must be compliant, fit for purpose and maintained appropriately. Open and honest dialogue between Assets and Property and Children’s Services teams is vital, including early warnings when something goes wrong. Alongside a recognition that properties used for delivery of Children’s Services are often high-profile sites.

The functions’ key strategic property requirements are as follows:

- Delivery of the SEND capital strategy, reducing the current risk levels associated with high needs block spend.
- A comprehensive mapping of the school estate, including consideration of falling birth rates and school rolls, and identification of
- Delivery of property elements of the Sufficiency strategy, including care leaver accommodation, and adaptations for foster carer’s homes.
- Delivery of Family Hub spaces, including co-location opportunities with Libraries and Day Opportunities provision

3.2.3 People – Adults and Housing

Adults Social Care and Adults Commissioning

The Adult Social Care and Adult Commissioning functions' key strategic property requirements are very much aligned with their place-based locality approach to delivering adult services where they are needed, with a significant emphasis on prevention and early intervention. Flexibility and adaptability of space is essential. The functions require a collaborative approach with Assets and Regeneration to support investment.

The functions' key strategic property requirements are as follows:

- Co-located place-based office accommodation, sharing space with public sector and community and voluntary sector partners
- Multi-purpose spaces for residents to access help and support (with the potential to align with other services such as Family Hubs and Libraries)

Housing

Services with the Housing have a requirement for collaborative working with Assets and Property teams to deliver Effective Property Services, including timeliness, value for money service, and strategic and technical asset management advice.

The Housing Strategy (2024 to 2029) includes 4 key objectives:

1. **Housing Need** - Enabling residents to live safe, healthy, independent lives in homes that meet their needs.

2. **Housing Supply** - Driving the delivery of homes people need and can afford to live in.

3. **Housing Standards** - Improving the quality, standard, and safety of homes.

4. **Prevention of Homelessness** - Support, at the right time, to people in crisis to prevent homelessness.

To support delivery of the above objectives, Housing services have strategic property requirements of sufficient provision of:

- Sustainable and suitable housing
- Affordable homes
- Temporary accommodation to reduce B&B costs
- Extra care / supported living

3.2.4 Corporate and Chief Executive's

Corporate Development and the Chief Executive directorates are mainly comprised of support services, with no strategic property requirements other than office space.

The exception being the Libraries, Customer Services and Archives function. This function, like Children's Services (Family Hubs) and Adult Social Care (day opportunities) has a strategic property requirement for multi-purpose spaces for residents to access help and support in line with the Library Strategy 2023-2030.

Section 4 - Making it happen



We regularly review our asset base, via a rolling programme. This enables us to consider current and alternative uses for all assets, ensuring we are making best use of our estate and seizing opportunities to maximise financial and social return.

Our rolling programme ensure all assets are reviewed every 3 years. We review asset classes, but also run a 'rapid asset review' process alongside, so as not to miss opportunities created via changing circumstances leading to assets becoming available for review (e.g. changes in service delivery operating models/requirements, lease breaks, Community Asset Transfers, and so on).

The process identifies options for future use of assets assessing the potential to retain, repurpose, develop or dispose (including asset transfers where appropriate), in line with the council's priorities and the SAMP guiding principles.

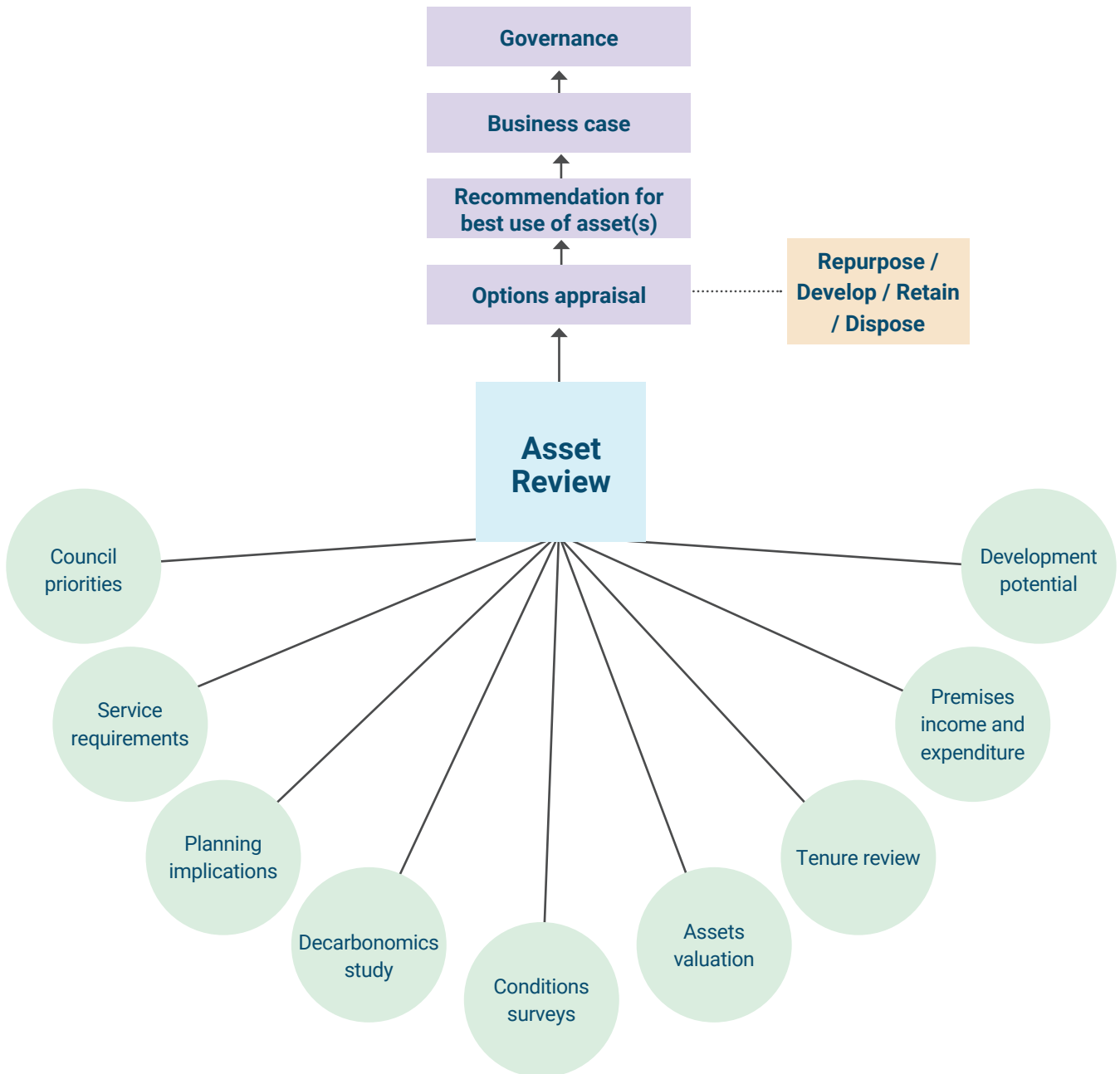
The outputs of the asset class reviews will be aligned with the project pipeline (detailed on the next page) and capital programme bidding.

4.1 Asset assessment

The initial part of the asset review process examines the cost and condition of the asset, with a key focus on carbon neutrality, energy efficiency and ecological impact.

A wide range of property data is collated and analysed, including premises costs, tenure review, valuation, condition, energy efficiency and carbon data, and development potential. For example, is this asset in poor condition and requires significant investment to ensure it is fit for purpose? If so, it may not be sensible to retain.

This collated property data also forms a baseline for performance monitoring of each asset going forward.



This property data is assessed alongside service delivery requirements. For example:

- is there an identified need for temporary accommodation the provision of which would result in cost avoidance related to bed and breakfast expenditure?
- are there multiple service delivery requirements which could be met via a co-located multi-functional hub, therefore enabling asset consolidation and reductions in property running costs?

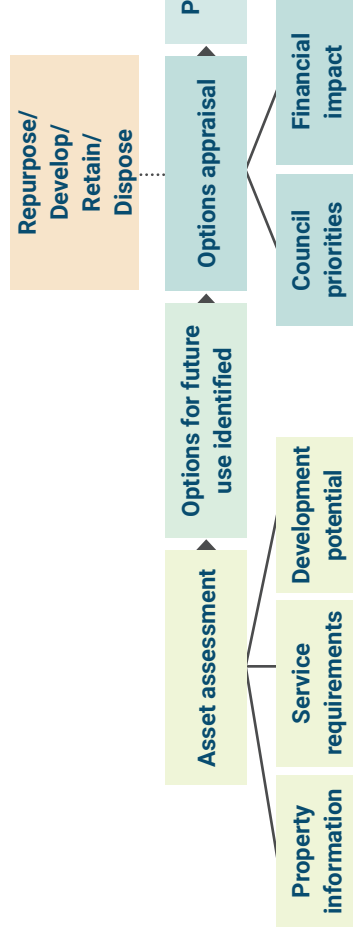
This assessment of property data and service requirements identifies options for future use along the lines of 'repurpose, develop, retain, dispose'. The assessment is collaborative, with input from service delivery teams as well as support services (such as Assets, Finance, Planning and Sustainability), and includes an emphasis on multiuse sites, and flexible building design wherever possible. Data transparency is key, with sharing of both property and service data strengthening the quality and depth of each asset class review.

4.2 Options appraisal

The options identified in the initial asset assessment are appraised against financial criteria, the council's priorities, and risks associated with each option.

Financial impact is considered over a 40 year asset life, including assessment of the capital investment required, borrowing costs, ongoing revenue cost, savings/cost avoidance, and income. Non-financial impact is assessed against the council's corporate priorities.

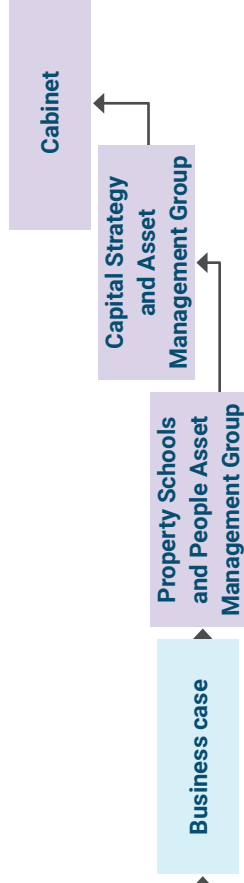
The options appraisal process produces a preferred option.



4.3 Business case and decision making

A treasury 5 case business case is then developed for the preferred option with a clear plan for investment and management of the asset (including building compliance and other legislative requirements, as well as being fit for purpose for proposed future use).

This is submitted for consideration via the corporate property governance – Property, Schools and People Asset Management Group; Capital Strategy and Asset Management Group and ultimately Dorset Council cabinet.





4.4 Bringing it all together – A Project Pipeline

The regular review of assets results in a pipeline of projects contributing to the forward planning of the council's capital programme.

The future pipeline of deliverable schemes will have clear benefits both in terms of capital/revenue income generation/savings, and in terms of council priorities.

With many competing priorities for the future use of assets, further prioritisation would assist in building a coherent pipeline, aligned with the capital programme.

To reduce the capital requirements, and thus the burden on revenue to service the borrowing the Council will aim to achieve an iterative funding strategy by which returns or capital receipts from one scheme will be employed to deliver another. This will be subject to corporate prioritisation of the use of returns and receipts, but this approach can have significant financial benefits.

The review process will also determine the best delivery method for the project dependent on the nature of the proposal:

For example, a scheme to produce market housing might be done by:

- direct delivery
- joint venture arrangement

A disposal may be done:

- by auction
- by advertisement as a property transaction
- By procurement as a public contract
- By community asset transfer

Council developments and projects managed on behalf of the community will be managed in the most cost effective and appropriate way depending on the available skills. Skills and resources carried by the Council will be those that it is right for the Council to employ taking into account its objectives, priorities and needs.

Section 5 – Measuring our progress



This strategic asset management plan will be cornerstone of all our Assets and Property work, and will form basis of our internal performance management for the life of the strategy.

In addition to our internal performance management we will report annually with regards to progress against a number of key

performance indicators related specifically to the priorities identified in this strategy. These indicators will be developed alongside the emerging performance measures within the Council Plan 2024 to 2029, to ensure alignment with the council’s priorities and corporate performance management approach.

Dorset Priority	Key Performance Indicator
Driving economic growth and opportunity	TBC
Providing land to enable delivery of affordable, suitable housing	TBC
Supporting delivery of Special Educational Needs, early intervention provision and care and support services, through provision of suitable assets	TBC
Creating great places to work and enhancing the unique qualities of Dorset	TBC
Responding to the council’s climate and nature targets by maximising decarbonisation and ecological performance of the estate	TBC
Providing land, buildings and facilities to enable delivery of the council’s care responsibilities	TBC
A commercial approach to driving greater income and yields to support service delivery	TBC

Appendices

Appendix 1 – Dorset Council asset base

Dorset Council's property estate includes a broad range of assets across 1539 sites.

As we rationalise and consolidate our estate, many of our assets are becoming multiuse sites. For example, a Library building may also be a Registration Office, a Family Hub location and provide drop in office facilities.

As we transition to a new property database system, we are changing the way we categorise buildings and sites to reflect the move to more multiuse sites, and to ensure consistency and therefore improved accuracy of our property data.

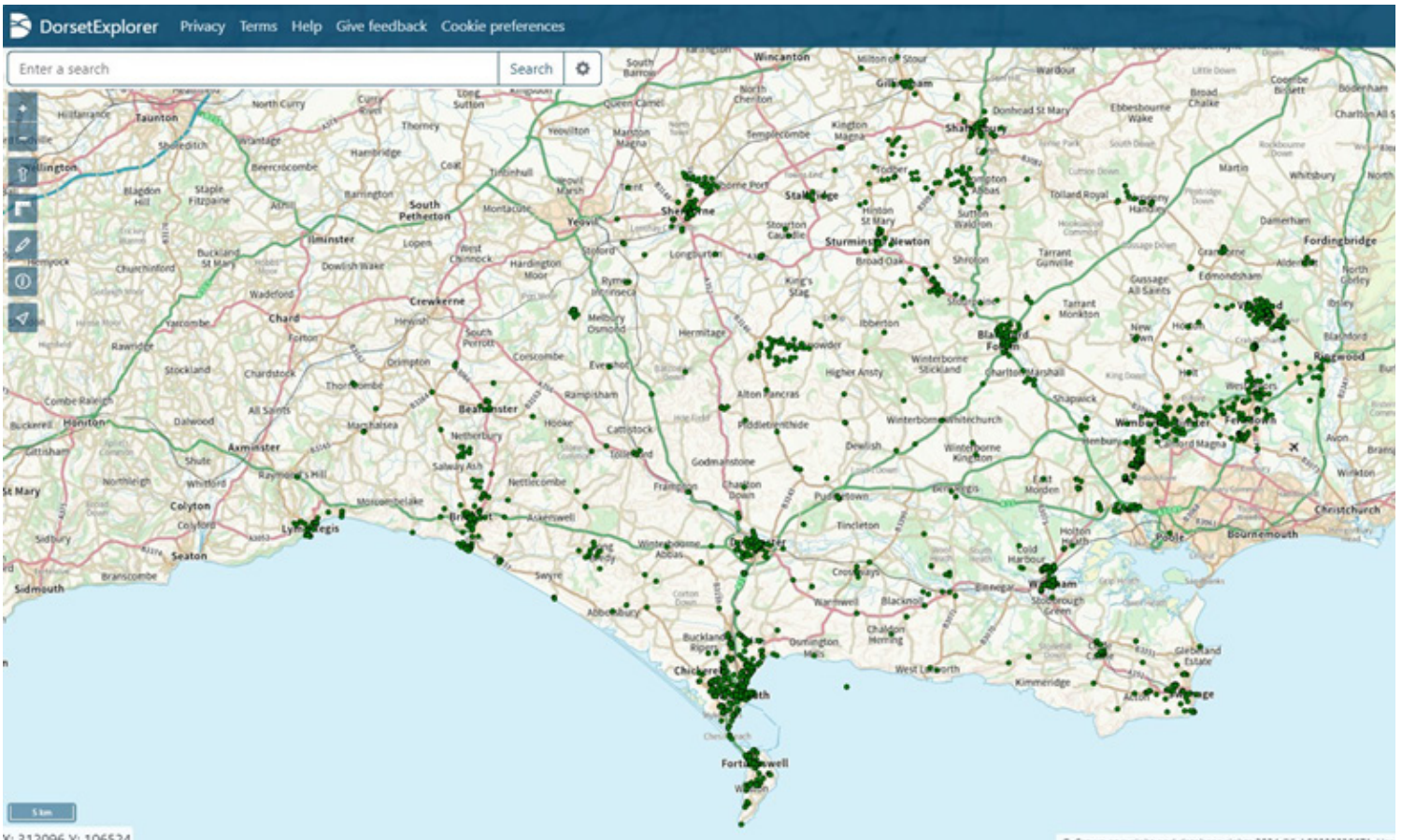
The estate is made up of:

- **operational assets** - numbering circa **682 sites**
- **infrastructure assets** - numbering circa **105 sites**
- **commercial assets** - numbering circa **333 sites**
- **non-operational assets** - numbering circa **369 sites**

Dorset Council's accounts indicate the value of the estate is **£440,559,339**.

The estate costs circa **£13.5m** to run and maintain each year and generates an annual income of **£4.1m**.

	Site Type	No. of sites
Operational	Academy Schools	115
Operational	Council Depots, Waste and Storage	65
Operational	Gypsy and Traveller sites	4
Operational	Housing	175
Operational	Multiuse Hubs (including customer delivery locations such as Libraries, Day Centres, Family Hubs and Dorset Council office locations)	83
Operational	Parking and Public Conveniences	154
Operational	Residential Care	18
Operational	Schools and Educational Establishments	65
Infrastructure	Drainage Easements and Flood Alleviation	32
Infrastructure	Harbour assets and Coastal Defences	14
Infrastructure	Infrastructure assets	59
Infrastructure	Access Roads and Footpaths	46
Commercial	Commercial Economic Development	47*
Commercial	Commercial Retail and Leisure	71
Commercial	Community and Town/Parish Council	82
Commercial	Farms and Grazing Land	68
Commercial	Hotels and Guest Houses	65
Non-operational	Cemeteries and Crematoria	28
Non-operational	Land	241
Non-operational	Recreational Sites	101



Currently, a major compliance project is underway assessing the condition of the council's property estate and quantifying the cost of addressing all identified compliance and repairs and maintenance issues. This scope and discovery phase of the ongoing compliance project derived from concerns about the absence of condition data and life cycle costs following local government reorganisation.

The project has made significant progress to date, placing priority on assessing high risk asset sectors (eg residential care, depots, etc). Work to date has indicated ten-year collective planned preventative maintenance costs in the region of £16.5m, with more asset categories being assessed currently. To further clarify, this metric shouldn't be used as an indicative forecast, as sector requirements vary greatly.

Appendix 2 – Policy context

National Policy Context

Government Property Strategy 2022-2030 - GOV.UK (www.gov.uk)

Strategic Public Sector Property Asset Management, 3rd edition (rics.org)

RICS Public Sector Asset Management Guidelines.pdf

Local Policy Context

Key policies

Dorset Council Local Plan

Dorset Council Climate and Ecology Strategy 2023-2025 Natural Environment, Climate and Ecology Strategy 2023 to 25 Refresh - Dorset Council

Dorset Council Digital Infrastructure and Inclusion Strategy 2023-2030

Dorset Council Economic Growth Strategy Children and Young People's Plan 2023-2033

Housing Strategy 2024 - 2029

Our Future Council (*in development)

Commercial Strategy

Harbours Strategy 2022-2032

Joint Municipal Waste Strategy 2008-2033

Library Strategy 2023-2033

Bournemouth and Poole and Dorset Local Transport Plan 2011 to 2026

Homelessness and rough sleeper strategy 2022 to 2026

A Better Life - Dorset Council Adults commissioning plan and strategy 2023 to 2028

Accessibility Strategy 2022 - 2025

Social Value Toolkit

Integrated Care Strategy – Thriving Communities

Other directorate policies

Adults and Housing Directorate policies

Children's Directorate policies

Place Directorate policies

Appendix 3 – Strategy Action Plan

We will monitor the below annually by percentage completion rates.

	Actions
Effective property services	Work collaboratively with services across the council to implement Effective Property Services approach with each service / directorate
	Work with directorates to develop property requirements for future service operation for next 5 years
	Planned Preventative Maintenance schedule in place for all assets
	Rolling programme of lease and licence reviews
	Compliance project
Asset reviews	Deliver 3 year rolling programme of asset reviews, reviewing all 1400 DC assets (as per programme included at appendix 5)
	Via asset review process encourage multiuse assets and identify assets
	Via asset review process, identify assets for disposal
	Condition surveys in place for all assets
Sub strategy production	Vacant properties strategy
	Farm and rural estate strategy
	Hotels and Guest Houses Strategy
	Industrial Units Strategy
	Investment and Development Strategy
	Asset Decarbonisation Strategy
	Facilities Management Strategy
	Town Centres Strategy

Appendix 4 - Underpinning Asset Strategies and Policies

Asset Strategies and Policies to include:

Vacant properties strategy

Farm and rural estate strategy

Hotels and Guest Houses Strategy

Industrial Units Strategy

Investment and Development Strategy

Asset Decarbonisation Strategy

Facilities Management Strategy

Community Asset Transfer Policy

Town Centres Strategy

Appendix 5 – asset class review rolling programme

The rolling asset category review programme ensures all Dorset Council assets are reviewed at least once every 3 years.

These reviews are undertaken in categories as per the table below, to ensure opportunities for consolidation, co-location and rationalisation are fully considered. For example, the depot review includes all Highways, Waste, Dorset

Travel and Coast and Countryside depots and storage sites. Each asset category review process is undertaken by a project team, including colleagues from the impacted services, alongside colleagues from Assets and Regeneration, Finance, Procurement, Planning, Sustainability, HR, Communications and any other relevant teams.