

## **Appendix 1 Corporate Property Asset Management Strategy 2024-29 – Opportunities and Risks**

<b>Ref</b>	<b>Theme</b>	<b>Proposed 24-29 Objectives</b>	<b>Opportunities and Risks</b>
1	Efficiency	Ensure all operational properties allocated to the relevant department or Institutions are fit for purpose to deliver the related service objectives and maintained in a safe, statutory and contractually compliant condition.	<ul style="list-style-type: none"> <li>• Improve operational effectiveness.</li> <li>• Target/prioritise investment in operational assets.</li> <li>• Relevant service input/accountability of what is necessary to deliver service objectives from operational asset</li> <li>• <i>Potential increase in cost if 'fit for purpose' requires additional funding bids from departments to be approved where no current budget exists.</i></li> </ul>
2	Efficiency	Ensure all operational properties are managed to best practice in consultation with the City Surveyor and Executive Director Property as Head of Profession, continuing to develop asset management on the operational estate through improvements to property processes, sharing of data and consistency of approach. Further operation and optimisation of operational properties to be undertaken with appropriate oversight and input from all relevant Heads of Profession, integrating best practice wherever practical.	<ul style="list-style-type: none"> <li>• Maximising use of professional knowledge to support operational property.</li> <li>• Sharing and benefitting from best practice across the operational estate</li> <li>• <i>Potentially cost neutral or reduction in cost through efficiencies</i></li> </ul>
4	Efficiency	Ensure all acquisitions of new operational property (leasehold or freehold) only proceed where subject to a compelling and robust business case, having previously exhausted all alternative means of service delivery and/or existing underutilised operational property.	<ul style="list-style-type: none"> <li>• Target/prioritise investment in operational assets.</li> <li>• Maximising utilisation of existing operational estate</li> <li>• <i>Onus on operational team to compile robust business case</i></li> <li>• <i>Potentially additional cost in compiling business case/utilisation assessment balanced by reduction in cost through efficiencies</i></li> </ul>
5	Efficiency	Ensure wherever possible there is appropriate connectivity (financial, operational and business planning) between major renewal/development/placemaking sites across the City.	<ul style="list-style-type: none"> <li>• Maximising benefit of investment by the City across the square mile.</li> </ul>

			<ul style="list-style-type: none"> <li>• Benefitting from organisation wide efficiency through aligning individual projects with wider Corporate Plan objectives</li> <li>• <i>Potentially neutral or reduction in cost through efficiencies</i></li> </ul>
6	Efficiency	Support the Destination City and SME strategies, attracting visitors, workers and businesses alike to a safe, supportive and dynamic location; wherever possible seeking to utilise appropriate vacant or underutilised operational property for the use of occupiers that support Destination City and SMEs including meanwhile use.	<ul style="list-style-type: none"> <li>• Benefitting from organisation wide efficiency through aligning Destination City and SME strategy objectives with optimum utilisation of the operational estate</li> <li>• <i>Potential restraint in maximising income if Market Value or higher rent can be secured from non-SME or non-Destination City related occupier; potentially balanced by wider objectives including increasing demand.</i></li> </ul>
7	Efficiency	Adherence to the objectives within the Corporate Property Asset Management Strategy to be monitored by the relevant service committee (to whom operational property is allocated) with portfolio oversight of performance by RA subcommittee.	<ul style="list-style-type: none"> <li>• Improved measurement of the performance of operational assets</li> <li>• Benefit from coordinated central and decentralised investment and decision making on the operational estate</li> <li>• <i>Onus on operational team to ensure adherence to CPAMS</i></li> <li>• <i>Potentially neutral or reduction in cost through efficiencies</i></li> </ul>
8	Efficiency	Support delivery of Major Capital Projects across the operational property portfolio, through effective and coordinated multi-disciplinary support, aligning development, handover and future maintenance/operation of new operational assets.	<ul style="list-style-type: none"> <li>• Maximising multi-disciplinary officer skill sets and resources to support major capital projects and the wider Corporate Plan objectives</li> <li>• Ensuring complete handover to maximise operational effectiveness</li> <li>• <i>Potentially neutral or reduction in cost through efficiencies</i></li> </ul>
9	Efficiency	Ensure where Heritage assets are not in the sole ownership of the City to drive the collective responsibility to maintain and prevent their inclusion on the Heritage at Risk Register (HARR) subject to staff resources	<ul style="list-style-type: none"> <li>• Maximising awareness and sharing heritage related skill sets with third parties to support Corporate Plan objectives</li> <li>• <i>Staff resource cost on assets owned in whole or part by a third party</i></li> </ul>

10	Efficiency	Maintain Heritage property through investment and prevent their inclusion on the HARR wherever possible (subject to available budget)	<ul style="list-style-type: none"> <li>• Maintain the City's reputation for preserving Heritage property and support Corporate Plan objectives</li> <li>• <i>Potential increase in cost if additional investment over existing budget required</i></li> </ul>
11	Efficiency	Ensure all statutory protected property (including landscapes) have up-to-date Conservation Management Plans in place	<ul style="list-style-type: none"> <li>• Maintain the City's reputation for preserving Heritage property and support Corporate Plan objectives</li> <li>• <i>Potential increase in cost if Conservation Management plans are not currently budgeted for all statutory protected property (including landscapes)</i></li> </ul>
12	Efficiency	Ensure operational assets benefit from leading digital connectivity including Wi-Fi coverage for the benefit of officers and/or our third-party occupiers.	<ul style="list-style-type: none"> <li>• Maximising the effectiveness of resources employed across the operational estate</li> <li>• <i>Potentially additional cost balanced by reduction in cost through efficiencies</i></li> </ul>
13	Financially Sustainable	Seek to improve the performance and use of the operational estate, through use of (a) annual utilisation assessments and (b) periodic asset challenge on all property allocated to departments in accordance with Standing Order 56 and to support the ongoing Operational Property Review to address any underutilisation and assets surplus to business plan and service requirements.	<ul style="list-style-type: none"> <li>• Maximise the utilisation of the operational estate.</li> <li>• Benefit from coordinated central and decentralised investment and decision making on the operational estate</li> <li>• <i>Potential additional staff resource cost balanced by reduction in cost through efficiencies</i></li> </ul>
14	Financially Sustainable	Seek to ensure all planned capital and revenue investment into the operational estate is fully incorporated into (a) the business planning process and (b) the Asset Management Plan process and (c) supports the Capital Strategy 23/24 to 28/29.	<ul style="list-style-type: none"> <li>• Maximising efficiency of investment by the City across the operational estate.</li> <li>• Benefitting from organisation wide efficiency through aligning individual projects with wider Corporate Plan objective</li> <li>• Maximising the effectiveness of resources employed across the operational estate</li> <li>• <i>Potential additional staff resource cost balanced by reduction in cost through efficiencies</i></li> </ul>
15	Financially Sustainable	Ensure all capital and revenue projects directly support the Corporate Plan and are affordable, sustainable, prudent and directed to corporate priorities.	<ul style="list-style-type: none"> <li>• Maximising the efficiency of resources employed across the operational estate to support the Corporate Plan.</li> </ul>

			<ul style="list-style-type: none"> <li>• Maximising the effectiveness of resources employed across the operational estate</li> <li>• <i>Potentially neutral or reduction in cost through efficiencies</i></li> </ul>
16	Financially Sustainable	Develop core property data to drive action, improve reporting to relevant committees on the costs of the operational estate and support decision making that contributes to objective of a financially sustainable operational portfolio.	<ul style="list-style-type: none"> <li>• Benefit from a demonstrable, financially sustainable operational portfolio.</li> <li>• Improve portfolio wide decision making</li> <li>• <i>Potential increase in cost in short term to establish dataset for a financially sustainable operational portfolio then balanced by efficiencies to follow through more informed decision making</i></li> </ul>
17	Financially Sustainable	Maximise third party income from leased out operational property and seek to secure maximum receipts or income from underutilised or surplus property, ensuring organisational consistency and implementing best practice and in accordance with the charity objectives if applicable.	<ul style="list-style-type: none"> <li>• Maximise income to support a financially sustainable operational portfolio.</li> <li>• Maximising the effectiveness of resources employed across the operational estate</li> <li>• <i>Potentially neutral or reduction in cost through efficiencies</i></li> </ul>
18	Environmentally Sustainable	Deliver the Climate Action Strategy targets of net zero in operational emissions by March 2027 and building climate resilience into our buildings and spaces. This includes (a) ensuring any projects (including new developments) meet the requirements of the Net Zero Design Standard and (b) engaging and supporting the City's Climate Action Strategy Resilience Plan.	<ul style="list-style-type: none"> <li>• Delivery of the Climate Action Strategy</li> <li>• <i>Neutral through existing CAS staff and resource funding approval</i></li> </ul>
19	Environmentally Sustainable	Meet departmental energy and carbon targets, through (a) supporting delivery of relevant energy-saving works through collaborative engagement with the City Surveyor's Energy and Sustainability Team and the Minor Works Team, (b) providing access to any relevant metering information, to accurately track performance, and (c) engaging in energy and carbon saving behaviours	<ul style="list-style-type: none"> <li>• Delivery of the Climate Action Strategy</li> <li>• <i>Neutral through existing CAS staff and resource funding approval</i></li> </ul>
20	Environmentally Sustainable	To obtain at least EPC C ratings for leased out properties across the operational portfolio by 2027 and to prepare for at least EPC B by 2030	<ul style="list-style-type: none"> <li>• Maintain a compliant operational portfolio.</li> <li>• Maximise income to support a financially sustainable operational portfolio.</li> <li>• <i>Potentially additional costs to comply with legislation which may not increase Market Value</i></li> </ul>