



Hull
City Council

KINGSTON UPON HULL CITY COUNCIL

**CORPORATE
PROPERTY
STRATEGY**

2023-2030

AUTUMN 2023





CONTENTS

.....

Foreword	3
Executive summary.....	4-5
Context.....	6-7
Who will use this Strategy?.....	8
Our portfolio	9
Focus on tenant investment portfolio.....	10
Focus on corporate operational portfolio.....	11
Our four guiding principles.....	12
Suitability	
- Our Workspaces	13
- Building Condition and Maintenance.....	14
Sustainability	
- How we Generate Income.....	15
- Climate Change.....	15-16
Community	
- Local Shops.....	17
- Supporting Small Businesses	17
- Voluntary and Community	17-18
- Green Spaces	18
Professional Excellence	
- Development and Regeneration.....	19
- Managing the Portfolio.....	19-20
- Digital Transformation.....	20
Our future management approach.....	21
Corporate property partnership.....	22
Measuring delivery and achievement	23
Glossary	24

FOREWORD

Land and property is one of the council's most significant assets – arguably second only to our human resource. It plays a vital role at a strategic level in helping deliver the organisation's corporate objectives. The council's portfolio is valued at £750m and generates £6.7m in revenue each year. This supports the council to provide essential services within our communities and plan for the future.

We have listened to people's priorities and have been bold in meeting the challenges that define the future estate. We have identified new ways to engage efficiently, flexibly and with smart technology. We will strengthen the health, wellbeing and resilience within our local communities and reach out into those communities to understand them at a granular level.

We are giving ourselves the economic stability we need to aim high, deliver and exceed national targets in readiness for a net zero carbon future.

We are going to deliver services locally, where needed, to the people of Hull; create opportunity for businesses and economic growth; embrace the social value of, and reengage with, our parks and open spaces; and build on our reputation as a leader in renewable energy to become a leader in environmental sustainability.

Within this Strategy, I am excited by the importance placed on the need to develop more industrial and office space for small and start up businesses. At a local level, our district shopping parades sit at the heart of communities, so I am supporting plans for transformation that engages and delivers local community needs. I am acutely aware of the City's flood risk and the pressure that rising global temperatures place upon the region. To this end the Strategy sets in motion the review of our green space, its quality and communities' ability to access this space.

Councillor Mike Ross –
Leader of the Council



EXECUTIVE SUMMARY

Kingston upon Hull City Council is amongst the largest Local Authority owners of land and property in England. Having been targeted heavily during both World Wars, the Council acquired bomb damaged land and buildings in order to rebuild the City. The legacy of this is a substantial housing, corporate and commercial portfolio that the Council manages today on behalf of the people of Hull.

This Corporate Property Strategy focuses upon the corporate operational land and buildings, commercial investment assets and land held for development. It excludes the Council's housing and highway assets which are the responsibility of other service departments in the organisation. The Strategy has a seven year vision taking it through to 2030 and builds on the current programmes of work and investment that has guided the priorities and management of the portfolio through recent years.

The purpose of a property strategy is to guide the effective and efficient management of a portfolio of assets to achieve our key objectives. The Strategy and its associated delivery plans provide the Council with a structured approach to respond to service needs and priorities. The development of a strategy and its ongoing review of delivery plans is an important mechanism to enable the Council and its stakeholders to talk about land and property assets and challenge convention and historic practices. The Strategy also forms the basis on which the Council's team of property professionals will manage and operate the portfolio with support from key services in legal, procurement and finance.



The Reshaping the Portfolio programme, our current working strategic vision is still relevant. It is designed to reduce the number of assets and increase efficiencies. The Corporate Property Strategy takes a wider view of the property portfolio to respond to the challenges of reduced central government funding, the rising costs of energy, the climate emergency, the changing trends of working and service delivery accelerated due to the COVID-19 pandemic, the developments in prop-tech and more local needs tailored to our communities as identified in our Corporate Plan.

To operate a portfolio that is fit for purpose, whilst being flexible and resilient to the adaptations of the future, the Strategy is necessary to ensure that this portfolio is transformed into a purposeful collection of assets that are well maintained and reach into our communities at a local level.



Implementation of the Strategy will be led by Property and Assets within the Regeneration Directorate. A newly formed Strategic Property Board will oversee the estate decisions made in line with existing delegations and we will continue to work in partnership internally and externally to the Council.

The Strategy is underpinned by the three main themes set out in the Council's Corporate Plan:

- Deliver economic growth for all
- Create inclusive, resilient and safe communities for children, young people and adults alike
- Deliver organisational excellence by working in partnership

These are mapped against the emerging themes from the Hull Community Plan – My Life, My Street, My City.

The ongoing management and coordination is considered and provided for within the General Fund Budget and Medium-Term Financial Plan.

The Strategy also aligns with the Government Property Strategy's (2022-2030) mission of Smaller, Better and Greener.

The Hull City Council Corporate Property Strategy has four guiding principles identified to inform future planning and management of the Property Portfolio:

1. SUITABILITY -

Ensuring assets are fit for purpose, right-sized and efficiently utilised

2. SUSTAINABILITY -

Shaping a city for future generations

3. COMMUNITIES -

Promoting inclusive, safe and resilient communities

4. PROFESSIONAL EXCELLENCE -

Delivering asset management in partnership with strong governance

Given the scale of our portfolio with our breadth of partners we have the opportunity to transform the city and utilise property as an enabler to make real change. Our plans will allow us to respond to our transforming environment, to deliver for our internal service areas, our customers, our public and private sectors and voluntary, community and enterprise partners to meet common priorities for the City of Hull.

CONTEXT

The Council last adopted an Asset Management Strategy in 2016, which introduced the Reshaping the Portfolio Programme, designed to maximise opportunities in the portfolio and realise efficiencies.

KEY ACHIEVEMENTS SO FAR

DISPOSAL OF
140
ASSETS



CAPITAL RECEIPTS IN EXCESS OF £2m per annum

£0.9m
per annum
increase
in revenue
generated



£3.5m
INCREASE IN
THE VALUE OF
THE PORTFOLIO



REDUCED PROPERTY RUNNING COSTS BY CIRCA

£1m per annum

REDUCING OF THE CORPORATE ESTATE BY

78
BUILDINGS



DELIVERED
100%

OCCUPANCY FOR TRINITY MARKET

a refurbished strategic asset

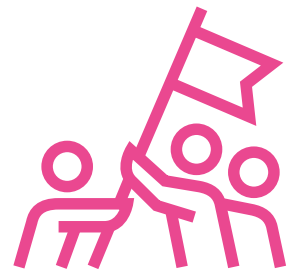
**INCREASED
OCCUPANCY BY**

25%

following refurbishment of
Council's Managed Workspaces

**ACQUIRED
KEY SITES FOR
REDEVELOPMENT**

(Myton Retail Park,
Albion Square and
East Bank)



ENABLED A
COMMUNITY-LED
**REGENERATION
PROGRAMME**

LED BY HULL
KINGSTON ROVERS

Working with
**East Riding of Yorkshire
Council** and Private
Sector Partners to
bring forward

**THE ECO
PARK**



Disposal of
**KINGSTON
HOUSE**
to repurpose
building into
mixed use



K2 DEVELOPMENT



WHO WILL USE THIS STRATEGY?

This Corporate Property Strategy and rolling Delivery Plans, will guide the management of the portfolio and form part of considerations for services across the Council. It will:

- guide officers involved in land and building management
- inform strategic officers in shaping long term plans
- assist services in the development of Service Delivery Plans
- support elected members involved in projects with a land and building element
- give insight to partners and stakeholders of the Council's ambition and strategic direction

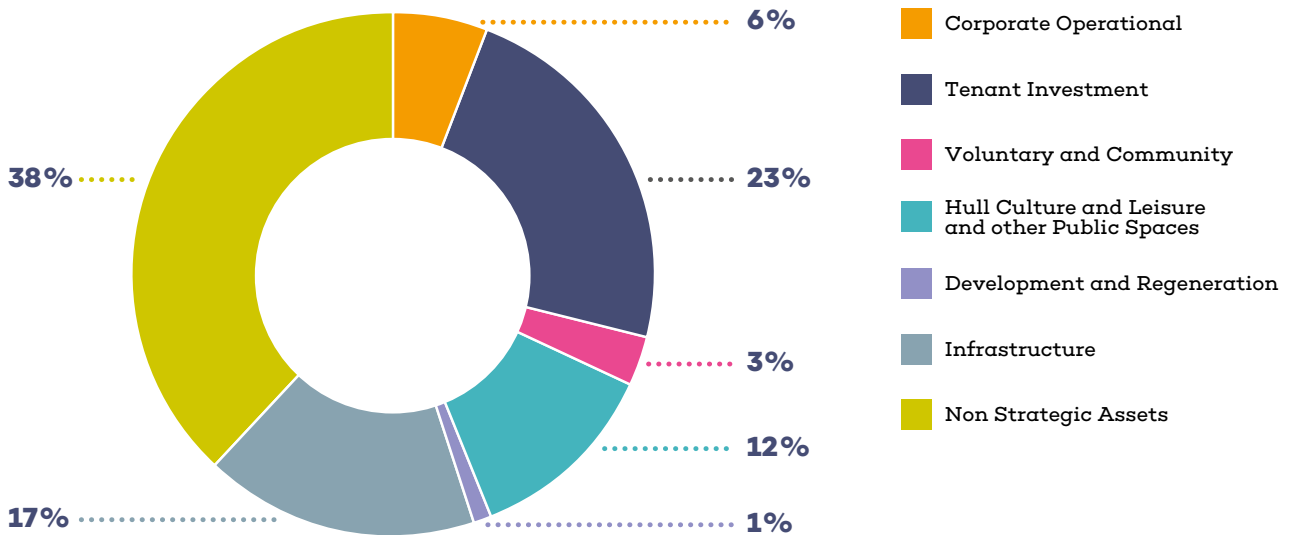
OUR PORTFOLIO

Hull City Council, in 2023, holds a **SUBSTANTIAL PROPERTY AND ASSETS PORTFOLIO** **1,810** ASSETS

WITH AN ASSET VALUE OF **£750m**

AND A REVENUE INCOME OF **£6.7m** PER ANNUM

The portfolio is diverse and can be divided into the following categories, with each category performing different functions:



Corporate Operational represents 6% of the portfolio
Assets used for the delivery of Local Authority Services and supporting functions.

Tenant Investment represents 23% of the portfolio
Assets occupied on a commercial basis by third parties to generate revenue income for Hull City Council.

Voluntary and Community represents 3% of the portfolio
Assets occupied by organisations providing services and support to local communities.

Hull Culture and Leisure and other Public Spaces represents 12% of the portfolio
Assets operated and administered by Hull City Council for the provision of sports and leisure services, including open spaces.

Development and Regeneration represents 1% of the portfolio
Assets, including land and buildings that are either held or have been acquired for development to support the City.

Infrastructure represents 17% of the portfolio
Wayleaves, easements, substations and other ancillary arrangements that Hull City Council are responsible for the administration and provision thereof.


Assets Outside Hull City Council Boundaries
Assets held within the East Riding of Yorkshire represents <1% of the portfolio

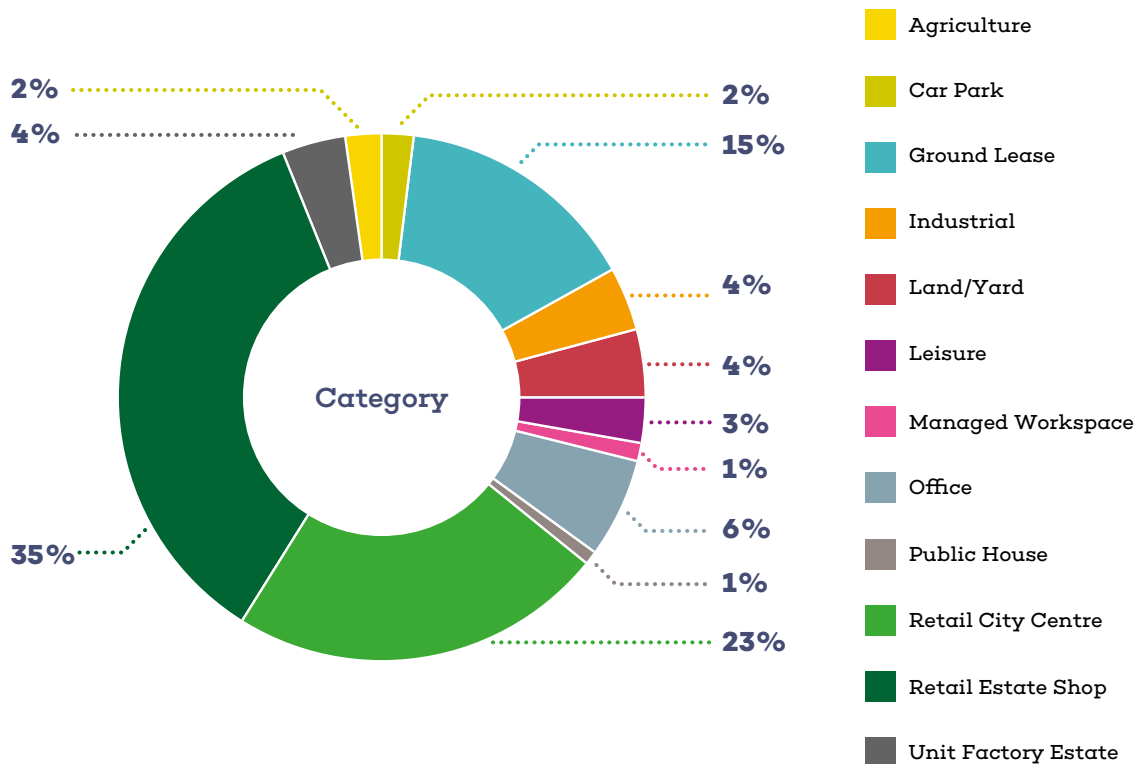
Non Strategic Assets represents 38% of the portfolio
Assets without strategic context, for example, residential ground leases.

FOCUS ON TENANT INVESTMENT PORTFOLIO

Hull City Council manage today:

640  **tenant investment assets**

The Council operates **11 PARADES** with  **182 INDIVIDUAL RETAIL UNITS**, generating **£975k** each year in rent

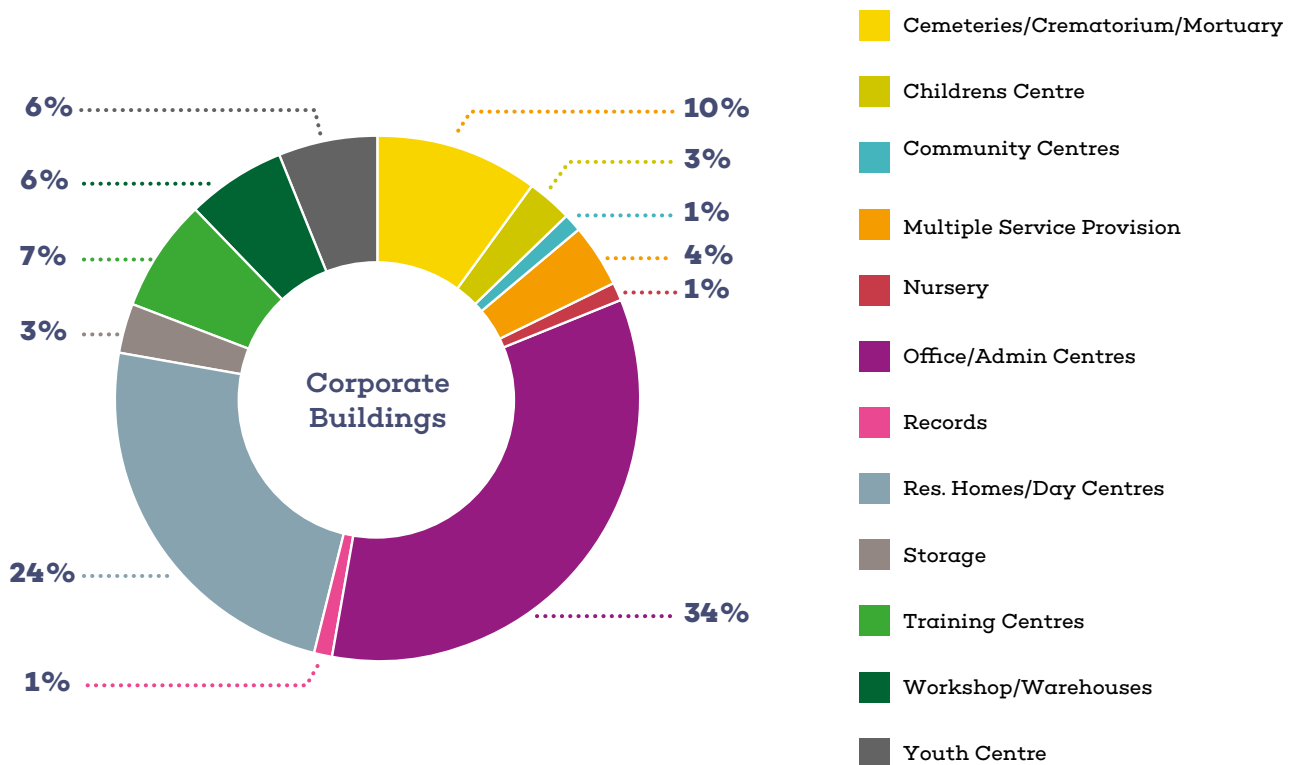


FOCUS ON CORPORATE OPERATIONAL PORTFOLIO

£750m
PORTFOLIO
VALUE

1,810
publicly owned
non-housing assets

373
CORPORATE
OPERATIONAL
ASSETS



OUR FOUR GUIDING PRINCIPLES

Hull City Council's Corporate Property Strategy's four guiding principles:

1. SUITABILITY

2. SUSTAINABILITY

3. COMMUNITY

4. PROFESSIONAL EXCELLENCE



1. SUITABILITY

Ensuring assets are fit for purpose, right-sized and efficiently utilised

Our Workplaces	
Overview	<p>The Council's Building Optimisation programme was established in 2012, which reduced the corporate estate by 50%. In 2017 the Council committed to further rationalisation in the WorkSmart programme which reduced the corporate estate further and developed a network of touch-down spaces for staff.</p> <p>Covid-19 and the energy crisis has further driven a massive change in how the Council works; how staff work; and how customers and communities access Council services which has offered further opportunities for alternate operating models for services and the use of Council offices for service delivery.</p> <p>The success of hybrid working models will be heavily dependent of the digital infrastructure to manage the space and realise efficiencies. The sustainability of equipment management (IT hardware / furniture) and soft service delivery (recycling / catering / cleaning) as well as health and safety, equality, diversity and inclusion are key to meeting the objectives.</p>
Our aim	<p>To make a corporate occupation plan that provides an efficient, effective and flexible network of locations across the city, that are fit for purpose, energy efficient and compliant, whilst enhancing community engagement and improving the sustainability of facilities management and staff travel.</p>
What we will do	<ul style="list-style-type: none"> • Review the WorkSmart project and develop a new phase to explore how buildings can respond to the organisation's and service's needs driven by data • Explore how redundant assets can be repurposed where possible, before considering disposal • Develop opportunities for collaborative public sector working and service delivery, through the One Public Estate programme • Evaluate the pilot Hub and Spoke multi-agency community hub to determine if the aims of the pilot objectives have been met • Review facilities management practices to enhance occupational cost management for better value and improved sustainability
What we will achieve	<ul style="list-style-type: none"> • Vacate or repurpose redundant corporate accommodation • Generate a significant cumulative saving of occupational costs across the corporate estate • Reduce like for like annual carbon emissions from retained properties • Increase the operational efficiency of buildings through improved facilities management approaches • Develop a pipeline of One Public Estate projects to realise efficiencies and savings • Maximise the use of sustainable materials within facilities management and contribute to the circular economy



Building Condition and Maintenance	
Overview	<p>We have an aging portfolio which is costly to own and maintain. The level of backlog repairs is substantial and maintenance has generally been reactive due to the Council's overall funding pressures.</p> <p>We apply a consistent approach to the management of our buildings ensuring they are statutorily compliant and essential works are delivered. We will continue with this approach as a minimum.</p>
Our aim	<p>To right-size our portfolio and prioritise assets for investment. To improve properties through maintenance and maximise utilisation, using data to inform decisions and access available grant funding.</p>
What we will do	<ul style="list-style-type: none"> • Understand the inter-relationship between conditional maintenance and carbon reduction measures and include the Publicly Available Specification (PAS:2038 Assessment) within the criteria for assessing buildings (PAS:2038 being an assessment of the buildings retrofit requirements to achieve Net Zero Carbon) • Assess buildings in line with PAS:2038 and use the conditional data to apply for internal capital funding and external grant funding to retrofit buildings for Net Zero Carbon, with essential building maintenance happening as a bi-product of the building enhancement, or through a specific, targeted capital maintenance programme • Continue to ensure our buildings are statutorily compliant and fit for purpose • Analyse our building information management to make informed decisions to ensure our buildings are fit for purpose and efficiently used
What we will achieve	<ul style="list-style-type: none"> • Access grant funding to retrofit buildings for Net Zero Carbon, with essential building maintenance happening as a bi-product of the building enhancement • Achieve a minimum EPC Rating in-line with national policy in 100% of the qualifying commercial portfolio by 2030 to enable buildings to remain lettable and EPC ratings to achieve net zero carbon • Achieve 'Satisfactory' / 'Grade B' condition status in retained assets • Reduce reactive maintenance through improved lifecycle data management for better planned preventative maintenance • Improve corporate and commercial occupier satisfaction • Enable the portfolio to be District Heating ready

2. SUSTAINABILITY

Shaping a city for future generations

How we Generate Income

Overview	The Council has a large commercial portfolio. It makes the Council £6.7m each year. This income is used to reinvest in the property portfolio as well as to invest in property to support regeneration, communities and economic development and service delivery.
Our aim	The Commercial Portfolio has a purpose that benefits the city to either generate efficient income or deliver economic development.
What we will do	<ul style="list-style-type: none"> • Review and refresh the Reshaping the Portfolio programme • Invest in the most strategically beneficial assets to support regeneration, communities and economic development
What we will achieve	<ul style="list-style-type: none"> • Generate increased income • Generate additional capital receipts from disposals

Net Zero Carbon

Overview	<p>The climate emergency makes for the greatest global challenge of our time and the Council has its part to play in seeking to avoid global temperatures increasing above the +1.5-2 °C% threshold by 2100.</p> <p>The Council has declared a climate emergency and set itself a challenging Net Zero Carbon objective. We have to consider how to achieve Net Zero Carbon by 2045, and deliver and maintain a climate adapted property portfolio.</p>
Our aim	To support the delivery of a Net Zero Carbon strategy by 2045 through targeted investment in land and property.
What we will do	<ul style="list-style-type: none"> • Support Net Zero Carbon targets to exceed the Government's 2050 Net Zero Carbon commitments by 5 years (2045) • Embed Net Zero Carbon a climate adapted property portfolio considerations within decision making and develop a 22 year programme of works to reinvent the portfolio into one that meets, even exceeds Government aspirations • Engage with and understand the 'lived experience' of buildings in the portfolio, from end users • Bolster the resource to bid for funding
What we will achieve	<ul style="list-style-type: none"> • Remove gas as a heating system within all assets by 2045 • Minimum 55% like-for-like reduction in carbon emissions in corporate property assets by 2030 from the 2010 baseline • 100% like-for-like reduction in carbon emissions from corporate property by 2045 from the 2010 baseline

Biodiversity

Overview	The Council has declared an ecological emergency and has a statutory biodiversity duty. Globally, it is understood that biodiversity has an impact on our future ability for our planet to support mankind. So, we are reflecting on how the Council's property portfolio, and decisions around the portfolio, can promote biodiversity objectives.
Our aim	To meet the Environment Act duty to assess and report upon the biodiversity within the portfolio and adopt new standards that deliver a minimum 10% biodiversity net gain.
What we will do	<ul style="list-style-type: none"> • Use nature based systems on our current and future property assets • Protect and enhance biodiversity within the portfolio, specifically exploring the estate parade shopping areas • Take a proactive approach to managing non-native invasive species and habitats • Make space for species progression as the climate changes
What we will achieve	<ul style="list-style-type: none"> • Achieve a portfolio biodiversity net gain • Manage the known non-native invasive species to remove them from the portfolio • Improve understanding of how climate change and risks affect biodiversity and adaptation approaches to protect and enable movement of species as climate changes, through new maintenance, refurbishment and design standards

Flood Management

Overview	<p>Sea levels will continue to rise and heavy rain and flooding will become more prevalent, regardless of what we do locally and nationally about climate change.</p> <p>As Hull is integrated with local water systems including the North Sea, the River Hull and the River Humber, the City is at a very high risk of flooding – the 2nd most at risk city in England.</p>
Our aim	<p>To ensure that property is resilient to flooding and that refurbishments and new development adopt more diverse mitigation techniques that form part of our design standards, to achieve compatibility with a +1.5-2 °C% increase in global temperatures by 2100.</p> <p>To utilise the land available and continue to acquire land suitable for flooding to draw flood waters away from populated areas in line with the Blue Green Plan.</p>
What we will do	<ul style="list-style-type: none"> • Invest in the capacity to undertake flood risk assessments and develop flood plans for the portfolio • Support the management and storage of water across the city
What we will achieve	<ul style="list-style-type: none"> • Ensure the portfolio has an appropriate standard of flood resilience by 2050 to reduce economic and social damages • Establish a Green Financing process to reduce reliance upon public flood alleviation funding • Lead by example in managing flood risk through the 'Flood CPR' programme

3. COMMUNITY

Promoting inclusive, safe and resilient communities

Local Shops	
Overview	<p>The Council undertook huge housebuilding programmes both before and after World War II. As part of those programmes, parades of shops were constructed to provide local shopping for residents of the new council estates.</p> <p>The retail sector has gone through massive change, with the fuel crisis and the Internet influencing shopping habits. There is an opportunity to review the current use of these parades and revitalise their value to local communities.</p>
Our aim	<p>To ensure that parades remain relevant in creating sustainable neighbourhoods.</p> <p>The estate parades meet the needs of the local community and public sector partner's strategic priorities.</p>
What we will do	<ul style="list-style-type: none"> • Undertake a full review of district shop parades in consultation with Members, Economic Development and Regeneration and Neighbourhoods and Housing to determine the function and purpose of each parade • Invest in the parade shops to improve unit quality and management strategy • Work in partnership with the public and private sector to deliver change, where needed
What we will achieve	<ul style="list-style-type: none"> • Improve consumer satisfaction • Increased footfall to the parades • Diversity of occupiers to meet local needs • Reduce long term voids
Supporting Small Businesses	
Overview	<p>The Council support small businesses through it's portfolio of 3 Managed Workspace Centres, 10 Industrial Estates, Trinity Market and Hepworth Arcade. The importance of developing more start up and move on space for small businesses is a fundamental principle of our ability to support business generation across the city.</p>
Our aim	<p>To create new spaces in the right places to meet the demand of our local business and community needs.</p> <p>To maintain and improve our existing assets so that they remain relevant and do not become outdated.</p>
What we will do	<ul style="list-style-type: none"> • Undertake a needs analysis of small and move on business space across the city • Review the suitability of existing sites and modernise them to meet the next generation's aspirations
What we will achieve	<ul style="list-style-type: none"> • Increase floorspace available for start up and move on business space within the portfolio • Access available grant funding for new business space • Secure funding to refurbish and reposition Hepworth Arcade within Hull's retail footprint

Voluntary and Community	
Overview	<p>The Council are currently reviewing their relationship with the VCSE community and putting in place structures to strengthen the working partnerships.</p> <p>The Council support 16 Community Centres in addition to a number of VCSE organisations operating on concessionary lettings.</p>
Our aim	To establish a transparent and fair process using Council resources to support the activities of VCSE organisations across Hull and monitor their performance through referenceable user agreements.
What we will do	<ul style="list-style-type: none"> • Support the development of the Community Centre Strategy and its Delivery Plan • Review and update the VCSE leasing and user agreements with all concessionary lettings • Develop a Community Asset Transfer policy • Support VCSE organisations with capital funding applications
What we will achieve	<ul style="list-style-type: none"> • Review and update the VCSE leasing and user agreements • Adopt the Community Centre Strategy and work to the associated Delivery Plan • Develop the policy mechanisms that support the VCSE structure • Capital investment in the buildings

Green Spaces	
Overview	<p>We don't measure the value of parks and open spaces for their contribution to social and community outcomes. The recent experience through the COVID-19 pandemic has heightened our awareness of the wellbeing benefits these green spaces provide for communities and people.</p> <p>We can look at that and make decisions on whether the future management and treatment of such spaces should change.</p>
Our aim	<p>To have an adequate supply of green space; to improve accessibility for everyone and the quality of the offering within these spaces.</p> <p>Recognise the value of these spaces for more biodiversity; increasing their inherent carbon sequestration; flood mitigation potential; and the physical and mental wellbeing of people.</p>
What we will do	<ul style="list-style-type: none"> • Support the Parks and Open Spaces Strategy and Playing Fields Strategy to increase the provision of parks and open spaces to meet the Government recommended provision as well as enable increased provision to deliver the wider biodiversity net gain in the Environment Act 2021, flood mitigation, carbon sequestration, climate risk and adaption • Support plans to improve the quality offering within parks and draw in consumer footfall as a leisure destination • Develop a strategic approach to commercial trading activities within district parks
What we will achieve	<ul style="list-style-type: none"> • Create a balanced provision of parks and open space across the City • Create a structured commercial revenue stream to support trading activities in district parks • Increase footfall to parks and open spaces to improve upon the 2023 baseline assessment • Improve visitor satisfaction

4. PROFESSIONAL EXCELLENCE

Delivering asset management in partnership with strong governance

	Development and Regeneration
Overview	<p>The Council drives the regeneration of the city, through housing, leisure, culture and commercial projects.</p> <p>There are a number of priority development programmes focusing on the development of housing units and regeneration of key City Centre sites and industrial sites which require property-specific technical and strategic support.</p>
Our aim	To support a continuous pipeline of strategic regeneration projects that are reviewed and approved through the Strategic Property Board
What we will do	<ul style="list-style-type: none"> • Develop an acquisition and management strategy for the strategic regeneration, employment and housing projects • Prepare a library of designed and costed strategic regeneration projects, bid-ready • Engage with Hull based partners to explore opportunities through our place making capability and enhance our inward investment approach
What we will achieve	<ul style="list-style-type: none"> • Access grant funding to enhance strategic regeneration projects • All strategic regeneration projects will have quantifiable and measurable outcomes that meet the People, Place and Productivity themes of the Economic Strategy and the wider themes of the Corporate Property Strategy.

	Governance Arrangements
Overview	<p>Since 2008, Norfolk Property Services (NPS) Humber have managed the estate on behalf of the Council, providing specialist, technical and strategic support. As of March 2023, the service has been taken back in-house allowing for a review of current processes and implement fit for purpose partnership and governance arrangements.</p>
Our aim	<p>To create a Strategic Property Board to deliver the Corporate Property Strategy and associated Corporate Asset Management Plan.</p> <p>To embed the Corporate Property Partnership model as a means to coordinate service delivery and property requirements.</p> <p>To adopt a policy led approach for effective asset management in operational property activities.</p>

What we will do	<ul style="list-style-type: none"> • Introduce a Strategic Property Board that has oversight of the Corporate Property Strategy, which reports to the Corporate Senior Team and Cabinet • Develop a Corporate Property Partnership model where property matters are co-ordinated and Services, Members and Property Officers can discuss corporate service delivery and the associated property requirements
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What we will achieve	<ul style="list-style-type: none"> • A Strategic Property Board oversees the delivery of the Corporate Property Strategy • A Corporate Property Partnership meets to consult with Services upon their property requirements
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Digital Transformation (PropTech)

Overview	Technology is being used more and more in everything we do. What was only a possibility a few years ago is now our standard everyday reality. This is the same for the way property is used, how its performance is measured and even influences what property the Council needs in the future.
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Our aim	<p>To improve property management and realtime decision making by using digital data to make us more efficient. We will empower the Council to make data led, evidence based decisions through accurate analysis.</p> <p>We will also look over the horizon to prepare for future innovations and changes in the sector.</p>
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What we will do	<ul style="list-style-type: none"> • Invest in digital infrastructure to modernise portfolio management, so that we are informed by data, efficient in our use of analytics and connected to our customers for a better lifecycle experience • Invest in brand and marketing to shape the Council's identity, as customer facing property service delivery transforms
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What we will achieve	<ul style="list-style-type: none"> • Data from surveys and assessments will inform and structure the capital maintenance and improvement workstream • Data from building sensors will automate mechanical and electrical systems and reduce occupational costs through building usage optimisation to support carbon reduction • New portals and websites will allow end users to communicate effectively and access information more readily, improving corporate and commercial occupier satisfaction • Building Information Modelling data will form part of our contractual requirements for retrofitted and new build projects
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OUR FUTURE MANAGEMENT APPROACH

To align with the RICS organisational good property asset management recommendations, we will:

- prioritise property asset management at a senior level and install the Deputy Leader of the Council as the Chair of the Strategic Property Board
- link the Corporate Property Strategy Delivery Plan to the corporate vision and policies
- link with other public sector partners to appropriately align all strategic asset management strategies through the One Public Estate programme
- review arrangements for capital asset planning through the Strategic Property Board
- consider all practical options for financing of new property assets and refurbishment programmes
- ensure that mechanisms are in place to measure customer satisfaction
- collect, analyse, store and keep updated all relevant property asset data by investing in new digital platforms
- outline the objectives for each strategic segment of the portfolio, having considered all practical options
- conduct post-implementation reviews of all capital projects to ensure measurables are delivered in line with their business cases and 'soft landing' principles
- engage with other organisations and share learning to drive a process of continuous improvement

CORPORATE PROPERTY PARTNERSHIP

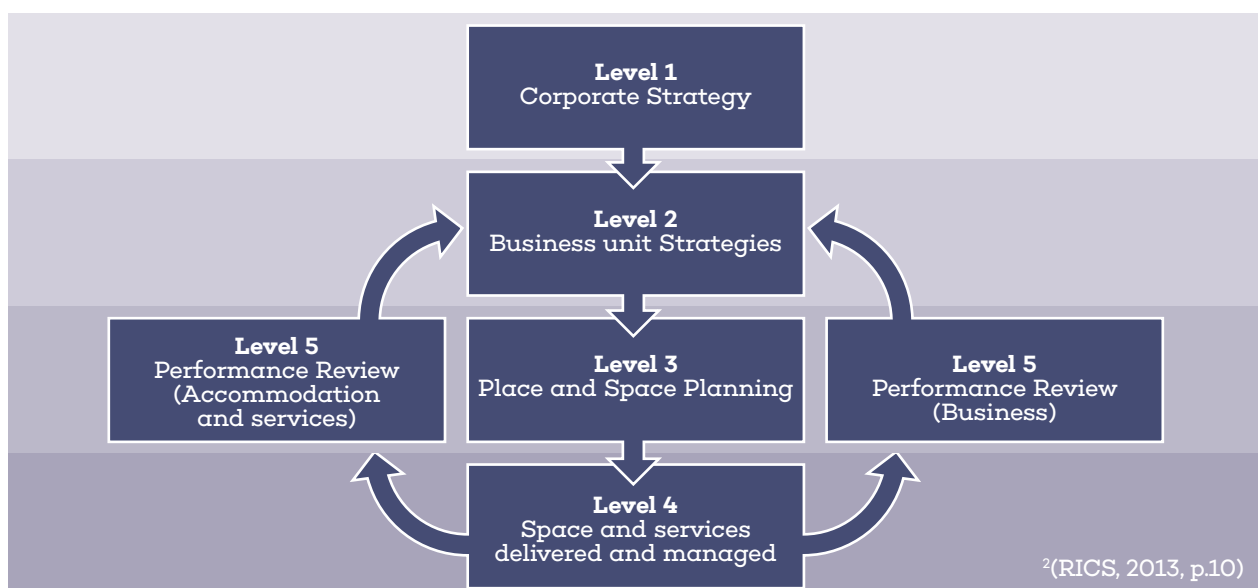
Sometimes referred to as a 'Corporate Landlord Model', the Council's new Corporate Property Partnership will establish a property management and decision-making framework that ensures:

- Decisions on the property estate deliver the best overall corporate outcome
- Opportunities to make more efficient use of Council land and buildings are explored
- Property related budgets are aggregated and centralised to maximise positive impact
- Service planning incorporates an assessment of property implications
- The strengthening of the internal strategic property consultancy function to support services in identifying property challenges, assessing options and finding solutions

This new Corporate Property Partnership model will be created during the early life of the Corporate Property Strategy. This will be a decision-making model that will seek to ensure a strengthened corporate approach to the management of the property estate.

At its heart, the property function will support Services to reflect their Service Delivery Plans in line with the objectives of the Corporate Property Strategy.

The RICS sets out a working model for the supply of accommodation and services:



MEASURING DELIVERY AND ACHIEVEMENT

The Corporate Property Strategy sets out the Council's priorities for its property portfolio through to 2030. The progress of this strategy will be the responsibility of the Strategic Property Board.

This will include as a minimum:

- Quarterly reporting against agreed performance matrices
- Quarterly reporting against the Delivery Plan
- Quarterly exception reporting on major projects
- Annual approval of a State of the Estate report summarising progress in the preceding 12 month period

The Strategic Property Board will also undertake a major progress review of the Strategy in 2027 to ensure the strategic priorities remain appropriate and deliverable, making any changes considered necessary.

The current intention is that during 2029 a fresh Corporate Property Strategy will be produced to be adopted in 2030, and to take the Council through to 2040.

GLOSSARY

Key Terms

Asset	Land and buildings
Biodiversity Net Gain	An approach to projects and development that leaves the natural environment in a better state than before
Blue Green Plan	A 25 year plan which aims to provide the strategic approach of how we can manage surface water and sewer flood risk
Building Information Modelling	The generation and management of digital representations of physical and functional characteristics of assets
Building Management System	An overarching control system that is responsible for the automatic regulation and control of plant within a building
Building Optimisation	Process for reducing the occupancy of corporate assets and repurposing or disposing of surplus assets
Commercial	Income generating
Corporate	The operations of Kingston upon Hull City Council
Corporate Asset Management Plan	How the Corporate Property Strategy is delivered
Corporate Asset Policy Statement	A policy framework for the management of the property portfolio
Corporate Property Partnership Model	Corporate Landlord proactively managing assets at a strategic level
EPC Rating	A summary of the energy efficiency of a building
Local Authority	Kingston upon Hull City Council
Managed Workspace Centres	Sites for small business with integrated business support from the Council
Open Spaces	An open piece of land; both green space or hard space, to which there is public access
PAS:2038	Assessment of the building retrofit requirements to achieve Net Zero Carbon
Service	Departments that deliver the responsibilities of the Council
Service Delivery Plan	The operational plan for the delivery of departmental services
Single Sign On	Authentication to allow a customer to log in with a single ID to several related, yet independent, Council software systems
Sustainable Drainage Systems	Drainage features which are installed to manage the run-off and flows of surface water from a site.
Unit Factory Estate	Industrial sites for small businesses
WorkSmart	A Hull City Council initiative for a new way of working in which people are empowered to work where, when and how they choose – with maximum flexibility and minimum constraints – to optimise their performance and to do their best work
Net Zero Carbon:	The stopping of all carbon emissions both direct and indirect (Scopes 1,2 & 3) from all activity and the carbon sequestration of only those emissions which cannot be avoided
Climate Adaptation:	Taking action to adaptation services, behaviour and infrastructure to the known and expected changes as a result of climate change based around a robust and evidence-based climate change risks assessment

