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City Property Group
Strategic Business Plan
2023-2028

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Blochairn Redevelopment



Former High School of Glasgow, Elmbank Street

Cover Image: Tontine Building and Tolbooth Steeple. © Glasgow Life. All rights reserved.

Foreword

Pauline Barclay, Managing Director

Our Strategic Business Plan for 2023-28 sets out our approach for the coming years and outlines how we will deliver our strategy through a combination of priorities and activities.

Now is a good time to pause and reflect on the ways in which the world has changed since 2018. Our work during the latter part of our Strategic Business Plan 2018-23 was of course delivered against the backdrop of Covid-19, and the pandemic's impacts have continued to influence global property markets, requiring new approaches.



One of the most significant legacies from this period has been the pandemic's accelerating effects towards technology and digital service delivery. Our work to build our capacity and strengthen our response to technology and innovation in the delivery of our property services was an important feature of the past three years and our work will continue across this strategy's lifespan.

As an arm's-length body of Glasgow City Council, we must align to and support the city's ambitions through the work that we do in relation to property. This high-level plan sets out how we intend to do that, combines the learning, and experience we have developed since our inception in 2009, whilst strengthening our commitment to continue to deliver our vision: 'To positively invest in the inclusive growth of Glasgow's economy'.

In all our work, we will be guided by our values, and our ongoing commitment to regeneration, sustainable investment, and innovation.

This business plan outlines how we do things and translates what we do daily into clear objectives and areas of focus over the coming years. This plan does not describe everything we will do but highlights our key commitments for 2023-28 using the three priority areas outlined in our strategy.

We have set out in more detail what we plan to achieve over the next two years, including key deliverables and measurements for each area of focus within the plan.

One aspect of our business plan that is critical to us over the current year is the improvements we have made, and are continuing to make, through our service review. Completing this will be a huge positive for us, as it will continue to highlight the importance of our staff in meeting our ambitious objectives and delivering tangible results for us to showcase to our stakeholders.

Clear and concise performance measures will also challenge us to be better, allow others to hold us to account and give people the opportunity to question us. I am confident that this will also bring us opportunities to collaborate more closely with our stakeholders.

There is no doubt that the current economic climate is challenging, and this is impacting the property sector but there is a strong commitment in City Property to seize the opportunities and navigate uncertainty together. Our staff remain at the heart of what we do. The key to this business plan, and to our broader five-year strategy, is a strong, values-based culture. Our staff will drive this work with their consistent passion and dedication, and I look forward to working with all our stakeholders to deliver this plan over the coming years.

Pauline Barclay
Managing Director



Commonwealth House

About Us

City Property (Glasgow) LLP (CPG) was established on 1 October 2009, in order to provide for the management, development and disposal of Glasgow City Council's (GCC) non-operational land and property assets.

This LLP is governed by a Board which is appointed by GCC and operates in its own name, directly enters into contracts, directly employs staff and keeps separate accounts.

On 29th March 2010 City Property Glasgow (Investments) LLP (CPGI) was specifically established to acquire the investment property portfolio from GCC in order to generate a capital receipt of £120 million to support GCC's Workforce Planning Initiative. The receipt was generated by CPGI borrowing debt finance from Barclays Bank PLC (Barclays) against the portfolio's future rental income. CPGI has two shareholders, GCC and CPG, and is a separate legal entity.

It is governed by a Board made up of the same Board members as CPG. CPGI operates in its own name, directly enters into contracts and keeps separate accounts. It does not however directly employ any staff as all staff are employed by CPG which avoids duplication and leads to cost efficiency.

In February 2012, City Property Markets was incorporated into the City Property Group and, as a trading division of CPG, operates Scotland's major fresh produce wholesale market as well as a number of established retail and farmers markets across the city and a weekly car boot sale.

In 2019, the following three City Property entities were created:

City Property Glasgow (Operations SL1) LLP was incorporated on 28 March 2019. Trading commenced from 30 October 2019, on conclusion of the funding deal with Assured Guaranty and Pensions Insurance Corporation, and Sale and Leaseback arrangements with GCC.

As part of the legal structure underpinning the funding arrangements, City Property Glasgow (Operations SL) Ltd was established as a special purpose vehicle, to secure funding and on-loan these funds to City Property Glasgow (Operations SL1) LLP. The limited company is solely a financing vehicle.

City Property Glasgow (Operations SL2) LLP was incorporated on 28 March 2019. Trading commenced from 19 July 2019, on conclusion of the funding deal with Canada Life, and the sale and leaseback arrangements with GCC.

In addition to the creation of the new entities, an additional funding deal was entered into with Legal & General (LGIM), who provided loan finance to CPGI to support both the refinancing of the existing loan with Barclays Bank and the sale and leaseback arrangements with GCC.

The above 3 funding transactions generated capital of approximately £650M, supporting GCC in meeting its long-standing equal pay claims.

A further funding deal with Assured Guaranty and Phoenix Life Limited and including Sale and Leaseback arrangements with GCC achieved financial close on 20 February 2023. This has resulted in the creation of 2 further entities, City Property Glasgow (Operations SL3) LLP and a second financing vehicle, City Property Glasgow (SL Operations 3) Ltd. This transaction generated additional capital of approximately £210M to meet GCC's final equal pay liability.

Each entity has its own board meeting with the appropriate membership and produces its own statutory accounts.

The aforementioned entities form part of the City Property Group.



Highlights 2018 - 2023

Capital Receipts generated for Glasgow City Council

- Sale of Middlefield Primary School to Westpoint Homes Ltd in 2019 for £8.15 million
- Phase one of the former Meat Market site, Duke Street sold in 2021 for £1.9 million to Home in Scotland
- Sale of B-Listed former Drumoyne Primary School to Linthouse Housing Association in November 2020 resulted in the redevelopment of a surplus property and the retention of a listed façade whilst delivering 49 units for social housing in a modern housing development
- Over £40 million in capital receipts generated for GCC from 2018 to 2023 of which £9.5 million was received in overage payments
- Overage for Crookston - Almost £2.5 million received in overage payment in 2018 from Miller Homes
- Overage for Collegelands total of almost £1.5 million received (split over 2018 and 2021)
- The sale of GCC sites resulted in over 1,900 new build homes being constructed within Glasgow

Investment Property Portfolio

- £5.5 million in capital receipts generated, including notable transactions such as Greenholme Street and St James Road. The later will see a heritage asset brought back to meaningful use to provide city centre residential units
- Three Community Asset Transfers completed
- Substantial reduction in void property holding costs achieved through strategic transactions
- Portfolio occupancy levels maintained throughout difficult market conditions during the Covid-19 Pandemic
- Implementation of a Covid-19 Debt Management Strategy incorporating tenant support packages
- Successful delivery of the first phase of Meanwhile Space and Business Step Up
- Letting of all new build stances at Blochairn Market following the fire
- Establishment of new Asset Maximisation Team in early 2023

Property Services

- Renewed accreditation with Royal Institution of Chartered Surveyors (RICS) & United Kingdom Asbestos Service (UKAS)
- Works to the value of £1.6m instructed for surplus and investment properties
- Five demolition contracts completed
- 414 asbestos management and refurbishment surveys completed

Wholesale Fruit & Vegetable Market, Blochairn

- Continued to operate and recover immediately after a major fire incident
- New build refurbishment of units
- Increased occupancy and demand for units
- Continued operation of wholesale market throughout Covid-19 Pandemic and the wider benefit of this to the food and hospitality sector across the city / country
- Car boot sale, retail and farmer markets remain popular
- Markets Manager of the Year Award UK 2021 (Tom McIntyre) awarded by NABMA (The National Association of British Market Authorities)
- Maintained recycling operations
- Reduced vehicle fleet and utilised fuel-efficient vehicles
- Demolition of bungalows at site entrance to assist future considerations

Corporate Services

- Securing funding deals in 2019 and 2022-23 allowing refinancing of CPGI portfolio and sale and leaseback of GCC properties, generating funds for equal pay settlements. The volume of work involved in these two highly complex projects included liaising with multiple partners (2019 and 2022-23) while delivering BAU
- Continued compliance with funders' requirements relating to above, including during the pandemic
- Supported employees through professional qualifications and invested in ongoing staff training and development
- Adapted to working from home (WFH) promptly and thereafter hybrid working - including obtaining new ICT kit and developed new more flexible ways of working.
- Service Review restructure to ensure Corporate Services is equipped to respond to the changing needs of the business
- Improvements to communications processes: both internal and external, including website, social media, automated email marketing, useful information for staff and a relaunch of the Communications and Community Asset Transfer Forums
- Introduction of regular Trade Union Liaison meetings
- Continued development of our comprehensive Health and Safety framework



Kelvingrove Art Gallery and Museum © Glasgow Life/ Paul Watt Photography

Major influences over this Business Plan cycle

City Property will face significant challenges over the period of the business plan as the property market continues to readjust to rising interest rates and inflation together with the general negative economic conditions and outlook, much of which results from the impact of the Covid-19 pandemic. The pandemic severely hampered progress against some of the priorities contained within our last Business Plan for 2018-23 as we coped with extended periods of lockdown, changes to the way we work and changing priorities as we endeavoured to support staff and other stakeholders whilst ensuring we continued to meet all our financial and business obligations. There will therefore be some overlap between the last and current plans.

The recent Service Review activity within the business means that we have a template that defines how we need our organisation to be structured to seize the opportunities ahead over the next five years. Our staff are key to ensuring that we can respond to an increasingly challenging economic environment by seeking innovative and effective ways of delivering high-value services in partnership with our stakeholders.

Over the next five years, City Property will continue to explore new opportunities, particularly around sustainability, reducing carbon and the use of smart technology. We will embrace our sustainability responsibilities to deliver social and environmental value alongside financial value. We will continue to review alternative models of service delivery, to complement and enhance what we currently do. Any developments will be considered in the context of current service provision and delivery, the requirements of our stakeholders and the changing expectations of the wider public.

Over the period of this business plan, we can expect to see greater use of technology to make our services more efficient and help inform our future decision making. City Property needs to continue to improve data quality, apply standards for its collection, recording and storage, and implement the means to share data securely. We will review all our systems to ensure they remain fit for purpose. Innovative ways of communicating with staff and stakeholders will be explored.

There will be an increased focus on governance and compliance, with refreshes of all policies and regulations and development of strategies where required, such as a staff development and retention plan, reflecting our key priorities. We will continue to refine our new ways of working, supported by smart technologies.

We will investigate opportunities for innovation, repurposing, inward investment, and infrastructure projects, aiming to create local jobs and a stronger economy, by making Glasgow an attractive place to invest in and providing options for businesses to develop and thrive. This will include strategies for how we deal with non-performing assets within our portfolio, where opportunities may exist for alternative uses.

Genuine partnership working lies at the heart of our business planning. This sets out a robust and compelling case for transformative and sustainable economic growth that benefits everyone. We will review our existing partnership arrangements and identify opportunities for new relationships.

City Property continues to recognise the different roles that our commercial and community assets play, acknowledging that there isn't a "one size fits all" approach. In line with the Community Empowerment (Scotland) Act 2015, the development of a localities-based approach to service delivery will allow City Property and partners to deliver alternative ways of working which complement the needs and priorities of different communities.

City Property will continually refine our five-year Capital Programming Plan to align it with this Strategic Business Plan and to ensure that asset management and City Property's key priorities tie together within a sustainable and affordable capital programme. We will continue to invest in our portfolio, in line with funder requirements, to ensure further investment in Glasgow, contributing to financial growth and security within the city.

This five-year plan allows us the flexibility to adapt to these changes and taking this strategic approach enables us to continue to deliver high quality services.

Vision and Values

“Property is our Business” – ‘in everything we do, we should aim to excel and be the company that sets the highest of standards. This is relevant in every area of our business, from demolishing a building to collecting rents, from managing our carbon footprint to setting the service charge, from looking at new business opportunities to signing new leases.

Our Vision is:

“ *To positively invest in the inclusive growth of Glasgow’s economy* ”

We want to be bold, ambitious and community led, delivering quality services with customer focus, tailored to the different needs of our stakeholders.



House for an Art Lover © Glasgow Life. All rights reserved.

Values

Property is our business, and our business is built on **RESPECT**.

Our values inform our behaviours and decision making. Therefore, at the heart of the strategy is a set of core values that express the beliefs of City Property, help shape our identity and underpin our actions over the next five years.

Regeneration - be proud of and ambitious for Glasgow and always act in the best interests of the Council and City Property.

Excellence - be open minded to exploring ideas and have clear priorities based on understanding and evidence.

Sustainability - work closely with partners and communities and be flexible and responsive in the delivery of services.

Progressive - listen and act decisively and promptly and provide inclusive, engaging and empowering leadership providing clear direction.

Equality - support equality and social inclusion.

Community - provide choices and opportunities in every aspect of people’s lives.

Trust - behave with honesty, respect, trust each other and have effective two-way communication.

Priority Areas and Key Objectives

At the heart of our Strategic Business Plan are the following three Priority Areas;



Priority Area 1

Contributing to the growth of opportunity and prosperity for Glasgow

Priority Area 2

Optimising the benefit and sustainability of our property assets to enable a just transition to a net zero Glasgow

Priority Area 3

Investing in our staff to deliver services in a sustainable, innovative, and efficient way for all our stakeholders

Underpinning these Priority Areas are the following set of Key Objectives which will guide and support delivery over the Strategic Business Plan life cycle. Our focus for the first two years of the Business Plan is outlined at Appendix 2.

Key Objectives

Priority Area 1 - Contributing to the growth of opportunity and prosperity for Glasgow

Sponsor - Head of Operations

Key Objectives	Activity
Objective 1 Optimise the use of buildings and land to assist Glasgow in meeting its ambitious targets for capital receipts, affordable housing, quality developments and regeneration	1.1 Deliver the objectives of the Asset Maximisation Steering Group including: <ul style="list-style-type: none"> Rationalisation and categorisation of existing surplus assets Work with GCC to improve the surplus and un-surplus processes
	1.2 Identification of a pipeline of significant capital receipts through a review of high value operational buildings and land
	1.3 Complete review of GCC car parks to identify opportunities for retention, redevelopment, or disposal
	1.4 Track and report on the annual Capital Receipts for GCC
	1.5 Explore redevelopment and repurposing opportunities within portfolio
	1.6 Report on affordable housing created through the Capital Receipts process.
Objective 2 Supporting Glasgow's economic growth by encouraging sustainable investment across the city	2.1 Generate a catalogue of possible investment opportunities
	2.2 Proactive approach to site assembly via collaboration with stakeholders
	2.3 Creation of collaborative forums for developers and significant tenants and other stakeholders, looking at joint working and joint ventures
Objective 3 Continue to be ambitious in bringing forward challenging property assets to create new opportunities to deliver economic and social benefits	3.1 Investigate new marketing opportunities including alternative marketing strategies for challenging GCC assets
	3.2 Proactive approach to Community Asset Transfers (CATs).
	3.3 Repurposing of appropriate assets
	3.4 Explore alternative marketing strategies for challenging assets in CPGI portfolio and GCC surplus
Objective 4 Enable Glasgow to be the best city to start and grow a business by providing property opportunities	4.1 Further develop and roll out the various aspects of Space for Growth
	4.2 Explore potential for offering incubator units to the market thereby adding business start-ups within the city

Key Objectives

Priority Area 2 - Optimising the benefit and sustainability of our property assets to enable a just transition to a net zero Glasgow Sponsor - Head of Investment	
Key Objectives	Activity
Objective 5 Improve the condition and energy efficiency of our property portfolio and support a just transition to net zero Glasgow	5.1 Implementation of a rolling Asset Management Plan (AMP) for each estate which captures key metrics to inform decision making - an Asset Challenge Process
	5.2 Develop, implement, and deliver a five-year £15m capital investment plan
	5.3 Implementation of a rolling programme for completion of Asset Condition surveys
	5.4 Actively appraise opportunities to enhance our sustainability performance
Objective 6 Use our extensive property knowledge and commercial expertise to maximise financial return	6.1 Continue to seek opportunities which deliver long-term secure income streams for CPGI
	6.2 Explore options to expand portfolio through redevelopment and acquisitions
Objective 7 Create ambitious and deliverable visions and strategies for our property assets, in collaboration with key stakeholders, to unlock value	7.1 Work collaboratively with stakeholders including GCC & Wheatley Group to deliver key projects
	7.2 Explore development opportunities within our existing estate
	7.3 Deliver repurposing opportunities
Objective 8 Enhance our sustainable financial model by growing income to reinvest, improve and expand our property portfolio	8.1 Increase occupancy rate across the portfolio over five-year business plan cycle and maintain a low vacancy rate
	8.2 Complete delivery of on-account service charging for all assets where applicable to ensure cost recovery
	8.3 Increase gross contracted rental income over first three years by £1.2 million

Key Objectives

Priority Area 3 - Investing in our staff to deliver services in a sustainable, innovative, and efficient way for all our stakeholders
Sponsor - Head of Corporate Services

Key Objectives	Activity
Objective 9 Run an open, well governed organisation in partnership with all our stakeholders	9.1 Continuous review of our governance materials where key governance documents can be accessed and referenced by employees and stakeholders
	9.2 Use performance metrics to drive continuous improvement
	9.3 Foster open and transparent communications
	9.4 Continue to work with stakeholders to identify good practice
Objective 10 Enable staff to deliver sustainable & innovative services that ensure continuous improvement and increase stakeholder satisfaction	10.1 Develop a staff training and retention strategy incorporating a workforce plan
	10.2 Prioritise recruitment in areas of specialisms
	10.3 Investigate opportunities for improved systems to optimise the quality of management information to aid decision making
	10.4 Review of Service Agreements to ensure relevance
Objective 11 Continue to modernise our ways of working and improving the workplace environment for our staff	11.1 Invest in ICT hardware and software to streamline and further facilitate flexible, hybrid working
	11.2 Increase use of social and online media to promote business functions
	11.3 Rationalisation and modernisation of existing workplaces
	11.4 Implement sustainable practices in the workplace
Objective 12 Continue to build resilience whilst mitigating risk and seeking/ embracing opportunities to benefit our staff and stakeholders	12.1 Apply a data driven approach to mitigate risk and realise opportunities.
	12.2 New and innovative use of our existing business information
	12.3 Adopt innovative ways of recruiting staff
	12.4 Review of procurement activity

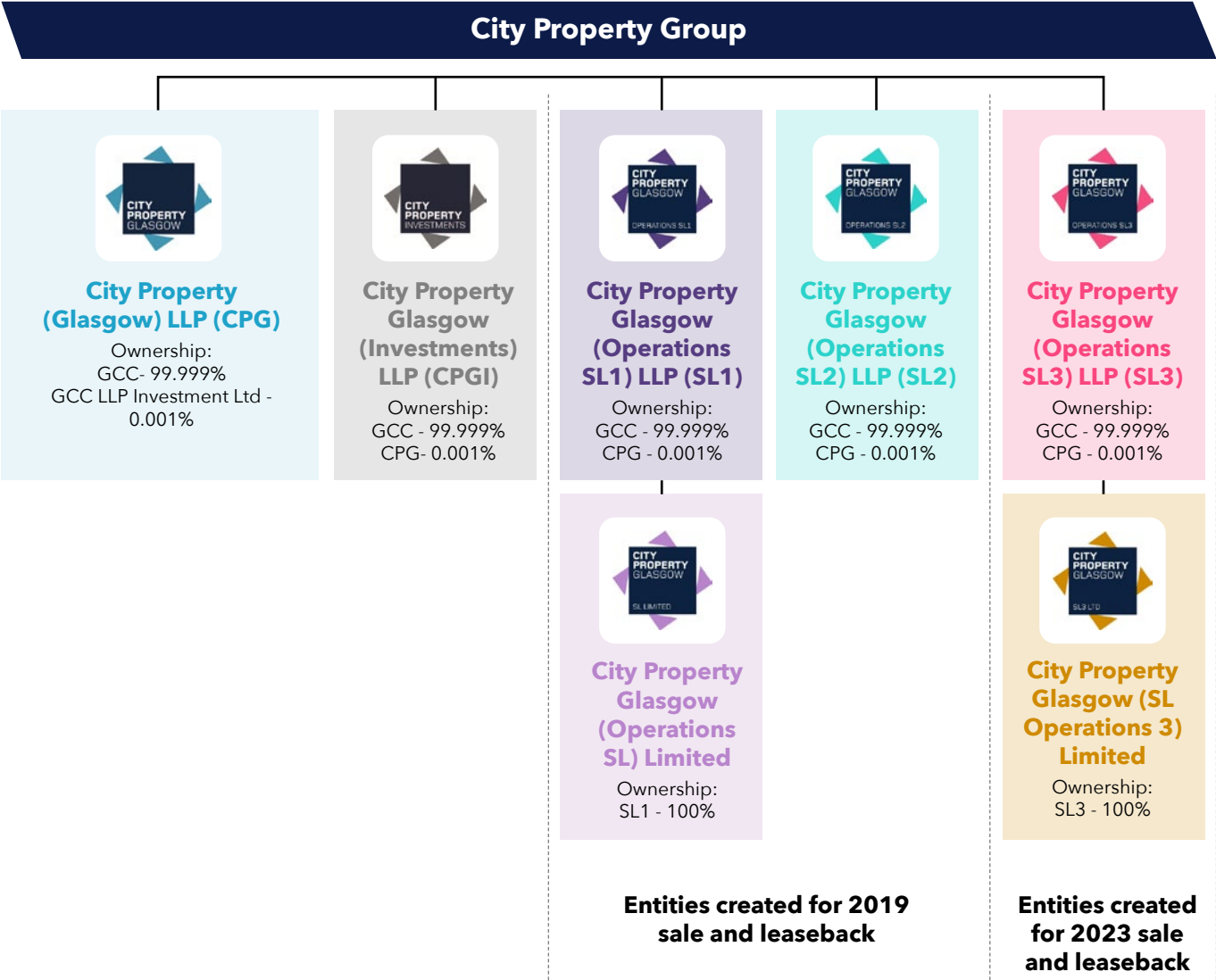
Key Performance Indicators

Our Priority Areas and Key Objectives as set out on P11-P14 form the essence of what the strategy seeks to deliver. We will set a range of Key Performance Indicators for achievement across as many of these as is reasonable and monitor progress on a quarterly and annual basis. A formal review will be set for years three and five of the Strategic Business Plan.

A performance report will be provided annually to monitor progress against projected outcomes.

KPIs				
Priority Area	Objective	Activity	Target	Year/s
1	Objective 1	1.4 Track and report on the annual Capital Receipts for GCC	£7.4 million	23/24
2	Objective 5	5.2 Develop, implement, and deliver a five-year £15m capital investment plan	£1.5 million £13.5 million	23/24 24 - 28
2	Objective 6	6.1 Continue to seek opportunities which deliver long-term secure income streams for CPGI	£8.7 million capital receipts £0.5 million in income	23/24 23/24
2	Objective 8	8.1 Increase occupancy rate across the portfolio over 5-year business plan cycle and maintain a low vacancy rate	90% occupancy	23 -25
2	Objective 8	8.3 Increase gross contracted rental income over first 3 years by £1.2 million	£0.2 million £0.5 million £0.5 million	23/24 24/25 25/26
3	Objective 9	9.2 Use performance metrics to drive continuous improvement	5.5 days absent per employee p/a Reduce debt as a % of tenancy schedule income by 10%	23 - 28 23/24
3	Objective 10	10.1 Develop a staff training and retention strategy incorporating a workforce plan	Monitor staff training hours per quarter Turnover as a % of posts in structure	23/24

Appendix 1 - City Property Group Structure



Appendix 2 – Strategic to Operational Transition

Priority Area 1 – Contributing to the growth of opportunity and prosperity for Glasgow Sponsor – Head of Operations		
Key Objectives	Activity	Focus for 2023-25
<p>Objective 1 Optimise the use of buildings and land to assist Glasgow in meeting its ambitious targets for capital receipts, affordable housing, quality developments and regeneration</p>	<p>1.1 Deliver the objectives of the Asset Maximisation Steering Group including:</p> <ul style="list-style-type: none"> Rationalisation and categorisation of existing surplus assets Work with GCC to improve the surplus and un-surplus processes 	<ul style="list-style-type: none"> Complete the categorisation and prioritisation of GCC surplus assets with a view to reducing liabilities and holding costs Complete and implement revised surplus and un-surplus processes
	<p>1.2 Identification of a pipeline of significant capital receipts through a review of high value operational buildings and land</p>	<ul style="list-style-type: none"> Shortlist of high value assets identified, and due diligence completed Disposal route approved for priority assets
	<p>1.3 Complete review of GCC car parks to identify opportunities for retention, redevelopment, or disposal</p>	<ul style="list-style-type: none"> Complete due diligence for all GCC owned car parks to inform consideration of options Options appraisal undertaken for priority assets to inform recommendations on retention/redevelopment/disposal
	<p>1.4 Track and report on the annual Capital Receipts</p>	<ul style="list-style-type: none"> Develop three-year marketing programme to reduce cost and generate a pipeline of capital receipts to meet target set by GCC Identify baseline costs to inform future target and prioritisation of assets
	<p>1.5 Explore redevelopment and repurposing opportunities within portfolio</p>	<ul style="list-style-type: none"> Complete due diligence on priority assets and route of disposal/repurposing approved
	<p>1.6 Report on affordable housing created through the Capital Receipts process.</p>	<ul style="list-style-type: none"> Continue to promote our role in contributing to housing targets set by GCC

Priority Area 1 - Contributing to the growth of opportunity and prosperity for Glasgow

Sponsor - Head of Operations

<p>Objective 2 Supporting Glasgow's economic growth by encouraging sustainable investment across the city</p>	2.1	Generate a catalogue of possible investment opportunities	<ul style="list-style-type: none"> Investigate opportunities for sustainable development e.g., battery storage, charging hubs etc
	2.2	Identify priority development sites with known issues and complete marketing	<ul style="list-style-type: none"> Identify priority development sites with known issues and complete the marketing of priority sites
	2.3	Creation of collaborative forums for developers and significant tenants and other stakeholders, looking at joint working and joint ventures	<ul style="list-style-type: none"> Continue to collaborate with GCC/ Wheatley Homes Glasgow to identify opportunities for residential development Create terms of reference for each of the forums, identify appropriate parties and complete launch of forums
<p>Objective 3 Continue to be ambitious in bringing forward challenging property assets to create new opportunities to deliver economic and social benefits</p>	3.1	Investigate new marketing opportunities including alternative marketing strategies for challenging GCC assets	<ul style="list-style-type: none"> Engagement with relevant stakeholders and commence alternative market testing
	3.2	Proactive approach to Community Asset Transfers (CATs)	<ul style="list-style-type: none"> Complete review and update CAT procedures/process Complete the review of the entire portfolio over 2023-25 to identify potential CAT opportunities and promote these assets
	3.3	Repurposing of appropriate assets	<ul style="list-style-type: none"> Identify priority assets suitable for repurposing and progress options
	3.4	Explore alternative marketing strategies for challenging assets in CPGI portfolio and GCC surplus	<ul style="list-style-type: none"> Explore auction criteria and successfully dispose of assets via this route
<p>Objective 4 Enable Glasgow to be the best city to start and grow a business by providing property opportunities</p>	4.1	Further develop and roll out the various aspects of Space for Growth	<ul style="list-style-type: none"> Launch Meanwhile Phase Two and dedicated website page Complete refurbishment of seven units and secure appropriate tenants
	4.2	Explore potential for offering incubator units to the market thereby adding business start-ups within the city	<ul style="list-style-type: none"> Explore opportunities for short-term pop-up units within existing stock Identify several units dedicated for this purpose during 2023-25 Work with GCC partners on Business Step-Up initiative for vacant assets. Investigate suitability of void assets 2023-25

Priority Area 2 - Optimising the benefit and sustainability of our property assets to enable a just transition to a net zero Glasgow
Sponsor - Head of Investment

Key Objectives	Proposed Outcomes	Focus for 2023-25
<p>Objective 5 Improve the condition and energy efficiency of our property portfolio and support a just transition to net zero Glasgow</p>	5.1 Implementation of a rolling Asset Management Plan (AMP) for each estate which captures key metrics to inform decision making - an Asset Challenge Process	<ul style="list-style-type: none"> Develop new AMP keynote by researching current industry practice and seeking internal/external expert advice to allow completion of keynote for 1/3 of the portfolio in year one of business plan. Target for 100% completion in first three years if not sooner
	5.2 Develop, implement, and deliver a five-year £15m capital investment plan	<ul style="list-style-type: none"> Develop, implement & commence
	5.3 Implementation of a rolling programme for completion of Asset Condition surveys	<ul style="list-style-type: none"> Develop & implement rolling programme over three-year period
	5.4 Actively appraise opportunities to enhance our sustainability performance	<ul style="list-style-type: none"> Pilot refurbishment of several properties in year one to inform best practice going forward Identify a potential new build opportunity within extant portfolio (Sustainability) Proactive review to improve EPC ratings for void assets
<p>Objective 6 Use our extensive property knowledge and commercial expertise to maximise financial return</p>	6.1 Continue to seek opportunities which deliver long-term secure income streams	<ul style="list-style-type: none"> Proactive review of CPGI portfolio to identify current and future opportunities. (AMP Keynote) Asset Maximisation team deliver £8.7 million in capital receipts and £500k in income Develop and complete three-year marketing disposal programme to reduce costs and generate receipts
	6.2 Explore options to expand portfolio through redevelopment and acquisitions	<ul style="list-style-type: none"> Identify a potential new build opportunity within extant portfolio (income). Develop feasibility study and identify preferred procurement route Explore opportunities for acquisition of income generating assets

Priority Area 2 - Optimising the benefit and sustainability of our property assets to enable a just transition to a net zero Glasgow

Sponsor - Head of Investment

Objective 7

Create ambitious and deliverable visions and strategies for our property assets, in collaboration with key stakeholders, to unlock value

7.1	Work collaboratively with stakeholders including GCC & Wheatley Group to deliver key projects	<ul style="list-style-type: none"> Progress major projects including: <ol style="list-style-type: none"> Complete options for The Lochs Complete Tontine letting Develop/explore options for Adelphi Centre
7.2	Explore development opportunities within our existing estate	<ul style="list-style-type: none"> Develop and implement masterplan for Blochairn Market
7.3	Deliver repurposing opportunities	<ul style="list-style-type: none"> Explore repurposing options for 1660 Great Western Road and vacant city centre retail units in collaboration with Wheatley Group <ol style="list-style-type: none"> Develop plan for 1660 Great Western Road Engage with Wheatley Group to progress opportunities

Objective 8

Enhance our sustainable financial model by growing income to reinvest, improve and expand our property portfolio

8.1	Increase occupancy rate across the portfolio over five-year business plan cycle and maintain a low vacancy rate	<ul style="list-style-type: none"> Reduce the void holding costs and increase income through investment and letting or ultimately through disposal seeking to achieve and maintain 90% occupancy levels over 2023-25 Undertake rent review audit by 2025
8.2	Complete delivery of on-account service charging for all assets where applicable to ensure cost recovery	<ul style="list-style-type: none"> Implement on-account service charging for all multi-occupied buildings & industrial estates
8.3	Increase gross contracted rental income over first three years by £1.2 million	<ul style="list-style-type: none"> Target of £200k included in budget for year one

Priority Area 3 - Investing in our staff to deliver services in a sustainable, innovative, and efficient way for all our stakeholders

Sponsor - Head of Corporate Services

Key Objectives	Proposed Outcomes	Focus for 2023-25
<p>Objective 9 Run an open, well governed organisation in partnership with all our stakeholders</p>	<p>9.1 Continuous review of our Governance materials where key governance documents can be accessed and referenced by employees and stakeholders</p>	<ul style="list-style-type: none"> • Revision of key HR Policies • Review of key governance arrangements • Re-establish quarterly Governance Forum to promote and embed good governance across City Property
	<p>9.2 Use performance metrics to drive continuous improvement</p>	<ul style="list-style-type: none"> • Review of performance reporting format (inc clearer debt data, property related issues which impacts on the Finance team to drive improvements) including: <ul style="list-style-type: none"> • Develop meaningful budget targets each year and ensure compliance with them • Reduce debt as a % of tenancy schedule income • Identify and reduce debt with former tenants • Reduce employee absence rates - days lost per employee
	<p>9.3 Foster open and transparent communications</p>	<ul style="list-style-type: none"> • Update Communications Strategy aligned to new Business Plan and relaunch Communications Forum • Review ways in which response times to Councillor/ MSP queries/complaints can be further improved • Develop and implement action plans from tenant survey results • Undertake stakeholder engagement surveys in line with Communications Strategy • Share quarterly performance reporting and appropriate board reports with staff
	<p>9.4 Continue to work with stakeholders to identify good practice</p>	<ul style="list-style-type: none"> • Establish regular meetings with internal stakeholders and ensure two-way canvassing and feedback • Clarify SLA requirements with two key internal stakeholders and hold to account (particularly for standard tasks e.g., new leases)

Priority Area 3 - Investing in our staff to deliver services in a sustainable, innovative, and efficient way for all our stakeholders

Sponsor - Head of Corporate Services

Objective 10

Enable staff to deliver sustainable & innovative services that ensure continuous improvement and increase stakeholder satisfaction

<p>10.1 Develop a staff training and retention strategy incorporating a workforce plan</p>	<ul style="list-style-type: none"> • Investment in staff training and development opportunities including implementation of training matrix to identify opportunities for staff development and to assist with succession planning • Monitor staff training hours (formal) per quarter • Focus on recruitment & retention of staff; turnover as a % of posts in structure • Provide collaborative working opportunities - start with a couple of problematic areas and resolve through joint team working • Commence a succession planning exercise to identify gaps and risks to workforce capacity and capability • Identify Health & Wellbeing opportunities for staff • Modernise and greening of fleet - vehicles and plant
<p>10.2 Prioritise recruitment in areas of specialisms</p>	<ul style="list-style-type: none"> • Forge links with schools, colleges and universities to foster new talent, apprenticeships and interns
<p>10.3 Investigate opportunities for improved systems to optimise the quality of management information to aid decision making</p>	<ul style="list-style-type: none"> • Maximise opportunities within existing systems • Roll out Microsoft 365 functionality to enable staff to be more efficient, effective and collaborative - aligned to document storage systems point and IT Strategy
<p>10.4 Review of Service Agreements to ensure relevance</p>	<ul style="list-style-type: none"> • Review existing Service Agreements

Priority Area 3 - Investing in our staff to deliver services in a sustainable, innovative, and efficient way for all our stakeholders

Sponsor - Head of Corporate Services

<p>Objective 11</p> <p>Continue to modernise our ways of working and improving the workplace environment for our staff</p>	11.1 Invest in ICT hardware and software to streamline and further facilitate flexible, hybrid working	<ul style="list-style-type: none"> Develop an IT Strategy to support Strategic Business Plan priorities and objectives including scoping of new Property Rents and Accounting System. Complete by 2025 Investigate options for the development of an on-line Tenant portal to provide more lease and occupational information to tenants Develop a business case for a new property management system by 2025
	11.2 Increase use of social and online media to promote business functions	<ul style="list-style-type: none"> In addition to recruitment, extend use for marketing and information sharing Increased social media interaction
	11.3 Rationalisation and modernisation of existing workplaces	<ul style="list-style-type: none"> Consideration of options appraisals for work locations. Develop mobilisation impact assessment for potential office move Archiving and retention project for hard copy documents.
	11.4 Implement sustainable practices in the workplace	<ul style="list-style-type: none"> Identify opportunities to reduce waste and energy requirements Review the utility process to identify ways to act faster when tenants occupy / vacate properties, minimise disconnections and reconnections
<p>Objective 12</p> <p>Continue to build resilience whilst mitigating risk and seeking/embracing opportunities to benefit our staff and stakeholders</p>	12.1 Apply a data driven approach to mitigate risk and realise opportunities	<ul style="list-style-type: none"> Complete Service Review & monitor impact of changes. Develop improved Management Information from existing systems Identify key issues and utilise business system information to identify blockages, inefficient processes, monitor time taken to progress and resolve issues
	12.2 New and innovative use of our existing business information	<ul style="list-style-type: none"> Document procedures in a standardised format for all key functions (as identified in Business Continuity Plan) and have these reviewed Internal collaborative working - commence discussion across all teams to establish what info they hold/use and how others could make use of this Community Asset Transfers - monitor number and stages in process to enhance/ inform
	12.3 Adopt innovative ways of recruiting staff	<ul style="list-style-type: none"> Trial different recruitment methods/techniques inc agencies, CVs accepted as application process Trial using different websites to advertise roles e.g., S1 Jobs, Indeed
	12.4 Review of procurement activity	<ul style="list-style-type: none"> Develop procurement strategy in conjunction with new Business Plan



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