

Commercial Property Investment - Financial Benefits STATUS REPORT for Budget 'Big Tickets' Board

Senior Responsible Officer	Waheed Nazir	Programme Manager/Project Manager	??	A	Green - on target; Amber - at risk but plan in place; Red - issue stopping delivery
Reporting Period	NA				













This Month Summary Status

Benefits/Outcomes	Costs/Savings	Deliverables/ Milestones	Resources	Risks/Issues/ Dependencies	Ownership/ Accountability	Stakeholders

Biggest Risks	Score (LxI)	Migating Action	Res. Score (LxI)	Postion	Owner

Biggest Issues	RAG	Mitigating Action	Postion	Owner
	Medium			
	Low			

Upcoming engagement/comms (who/what)	Message	Method	When	Owner

Commercial Property Investment - Milestone Map for Budget 'Big Tickets' Board															
Senior Responsible Officer			Corporate Director Economy		Programme Manager/Project Manager								Head of Projects and Programmes		
KEY:  completed  On target  at risk, plan in place  issue stopping delivery															
REF	DELIVARABLES/ MILESTONES	LEAD RESPONSIBILITY		Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17
1	Approval of PDD at Commercialism Board	Corporate Director Economy / Head of Commercialism													
2	Approval of WOC report and investment principles at cabinet	Interim Assistant Director Property/ Head of Capital Finance													
3	Conclusion of specialist advice on set up of WOC	Head of Legal (Economy)													
4	Create WOC	Interim Assistant Director Property													
5	Make initial acquisitions for WOC	Interim Assistant Director Property													
6	Final development of wider investment principles and approval at Cabinet	Interim Assistant Director Property/ Head of Commercialism													
7	Go-live of approach and acquisitions	Interim Assistant Director Property													
8	Implement robust governance processes to review success of activity	Interim Assistant Director Property													

Investment in Commercial Property - RISK & ISSUES REGISTER

Senior Responsible Officer	Corporate Director Economy	Programme Manager/Project Manager	Head of Projects and Programmes
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Risk ID	Project / Workstream	Risk title and description description	Risk Owner	Opening Risk Score			Mitigating Actions	Current Risk Score			Status	Comments / Progress
				Likeli-hood	Impact	Risk score		Likeli-hood	Impact	Risk score		
1	Market Risk	Risk of investment market failure impacting on value of Council's acquisitions	Interim Assistant Director Property	3	4	12	- Long term investment plan - Balanced tenancy agreements - Debt Leverage	3	2	6	Open	
2	Investment criteria not robust or not adhered to	Investment criteria does not adequately protect the Council's interests, or Council fail to comply with criteria	Interim Assistant Director Property	3	4	12	- Specialist external advice/challenge on criteria - Robust governance and monitoring of KPI's - Appropriate scheme of delegations	2	3	6	Open	
3	Legal barriers prevent BCC from operating in commercial property	Legal barriers (perceived or real) prevent the Council from behaving in commercial way	Head of Legal (Economy)	2	4	8	- Procure specialist QC advice on restrictions and mechanisms to deliver	1	4	4	Open	
4	Reputational and political risk	Negative media reaction to approach and/or individual investments made by the Council	Interim Assistant Director Property	4	3	12	- Communicate clearly Councils objectives and benefits to citizens of Birmingham - Ensure that investment criteria is complied with	3	2	6	Open	
5	Internal policies restrict success	Internal policies restrict the Councils ability to be successful in this market	Interim Assistant Director Property	3	3	9	- Review policies/procedures and amend as part of Autumn cabinet report if required	2	3	6	Open	
6	Utilisation of WOC causes final issues	Utilisation of the WOC lead to tax inefficiencies and other financial issues, which causes the scheme to be unaffordable	Head of Capital Finance	3	4	12	- Procure specialist advice on use of WOC and other vehicles - Review WOC on an ongoing basis to maximise efficiency/benefit	2	3	6	Open	
7	Initial acquisitions do not perform	Initial acquisitions do not perform as expected, creating financial issues for WOC	Interim Assistant Director Property	2	4	8	- Frequently review performance of assets and retain flexibility to utilise disposal/remedial options in the future	2	3	6	Open	

Commercial Property investment - DEPENDENCY LOG

Senior Responsible Officer		Corporate Director Economy	Project Manager			Interim Assistant Director Property
ID	Date identified	Dependency	Status	Priority	Action Owner	Comments / Progress
1	24/02/2017	Access to capital to enable purchase of investments	Open	High	Head of Capital Strategy/ Head of Commercialism	- To be addressed as part of policy/ strategy to go to Cabinet in Autumn report - Approach to capital agreed for setting up WOC and initial purchase
2	24/02/2017	Appropriate delegations to enable speed of decision making	Open	High	Head of Capital Strategy/ Head of Commercialism	- To be addressed as part of policy/ strategy to go to Cabinet in Autumn report
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Investment Property - Resource																												
Senior Responsible Officer			Corporate Director Economy																									
No of FTE required over 1 calendar month																												
Type	February-17		March-17		April-17		May-17		June-17		July-17		August-17		September-17		October-17		November-17		December-17		January-18		February-18		March-18	
	Required	Available	Required	Available	Required	Available	Required	Available	Required	Available	Required	Available	Required	Available	Required	Available	Required	Available	Required	Available	Required	Available	Required	Available	Required	Available	Required	Available
Project Manager - Property									0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5								
Finance			0.1	0.1	0.1	0.1	0.1	0.1	0.2	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1								
Legal									0.2	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1								
Commercial			0.1	0.1	0.1	0.1	0.1	0.1	0.2	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1								
Specialist External Taxation and Company advice					0.2	0.2	0.2	0.2			0.2	0.2																
Specialist External Valuation Advice											0.2	0.2	0.2	0.2														
Specialist External Advice on Investment Criteria											0.2	0.2	0.2	0.2														
Property - Assistant Director			0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1								
Total Resources	0	0	0.3	0.3	0.5	0.5	0.5	0.5	1.2	1.2	1.8	1.8	1.3	1.3	0.9	0.9	0.9	0.9	0.9	0.9	0	0	0	0	0	0	0	0