>insert government department crest<

Property Management Plan Template

<Insert NCE Name>

Last updated: <date>

*This template is a general guide and can be adapted by NCEs as required.*

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| Indicator type | Indicator |
| Property utilisation3 | Fit-out density (m2 / workpoint)Occupational density (m2 / occupied workpoint)Workpoint vacancy (%) |
| Costs | Rent per square metre ($ / m2 / p.a.)Other property operating costs per square metre ($ / m2 / p.a.)Total property costs per square metre ($ / m2 / p.a.)Total property costs as a percentage of total operating expenses (%) |
| Work practices | Percentage of employees participating in formal desk-sharing or formal work from home arrangements (%) |
| Environmental sustainability | Energy usage per square metre (MJ / m2 / p.a.) - Base BuildingEnergy usage per person (MJ / occupied workpoint / p.a.) – TenancyNational Australian Built Environment Rating System (NABERS) Energy rating (stars) - Tenancy and Base Building |

1. Executive summary

(Guide: maximum one page)

* The executive summary should provide a high-level overview of the information contained within the property management plan and may be designed to be read without the accompanying sections.
* In this section, it may be useful to include:
	+ a statement about the purpose of the property management plan;
	+ the time period that the property management plan covers and the timing of the next review;
	+ a high level summary of the NCE’s property portfolio e.g. aggregate details, including locations and tenancy areas by State, in tabular form where useful;
	+ the overarching property management strategies and goals;
	+ a summary of the assessments undertaken;
	+ an outline of the consultation and approval processes; and
	+ a statement of the risks and opportunities considered as part of the NCE’s property management strategy.
1. Introduction

(Guide: maximum one page)

* The introduction should outline the role of property in meeting the objectives of the NCE. The introduction should help to establish the context in which the property management plan has been developed.
* In this section, it may be useful to include:
	+ an outline of the NCE’s objectives and principle activities;
	+ a statement of the importance of property management to the operation and performance of the NCE;
	+ a statement about the NCE’s property management priorities, projects and budget constraints;
	+ brief commentary on the compliance of the property portfolio with Government policy or legislative requirements and relevant industry standards; and
	+ a statement that demonstrates the NCE’s commitment to implementing the property management plan.
* Information included in the property management plan should be consistent with other relevant publicly available documents and the NCE’s strategic plans. Most of the information required to outline the activities and objectives of the NCE can be found in corporate or business plans, budget statements and annual reports.
* When outlining the objectives and principal activities of the NCE, it would be useful to address the requirements of being in a specific location for the delivery of services (e.g. whether the NCE needs to be in a central business district or other major activity node within a city’s metropolitan area, a major retail area, rural/remote areas or a combination thereof). It may also be useful to address any expected changes in future activities (e.g. as a result of new policy proposals or significant restructures) and any associated impacts on the property requirements of the NCE and key stakeholders (e.g. NCE employees and the public).
* A statement about the NCE’s general property management priorities, strategies or goals and any budget constraints should help to inform the Accountable Authority (or an official authorised by the Accountable Authority) of the context in which the decisions or commitments contained within the property management plan were made. For example, priorities and strategies for NCEs with more frequently changing property needs may include shorter term leases with more flexible provisions, and allowance for and management of comparatively higher vacancy rates and office churn. In contrast, NCEs with more stable property needs may opt for longer term leases and life cycle management programs.
* Brief commentary in relation to compliance of the NCE’s property arrangements with Government policy requirements and the ability to meet targets or industry standards may also be included. For example, maintaining a certain NABERS Energy rating and planning specifically to meet the occupational density target would be useful.
1. Existing property portfolio and performance

(Guide: maximum two pages plus tables)

The aim of this section is to provide a complete account of the existing property portfolio and the performance of each property.

* 1. Account of the existing property portfolio
* In this section:
	+ provide a description and inventory of the existing property portfolio, including any ongoing projects that affect it; and
	+ record the details of the existing property portfolio, including: specific lease information; area occupied; employees accommodated; location; and costs.
* Refer to the ‘Property details’ table in the ‘Property profile - better practice templates’ at Appendix B for a suggested format. Where useful, the profile of existing properties could be used to generate a graph listing properties by lease expiry (grouped by property type, location etc) in order to help inform the timing of future property decisions.
	1. Account of the performance of each property
* Provide a description of the existing property portfolio’s performance (against relevant indicators); and
* Record details of the performance of each property within the portfolio, including: property utilisation; density levels; costs; work practices; and environmental performance.
	+ Refer to the ‘Property performance’ table in the ‘Property profile - better practice templates’ at Appendix B for a suggested format.
1. Existing and future property needs

(Guide: maximum two pages)

* The aim of this section is to provide an account of the existing and future property needs of the NCE (including short and longer-term needs).
* require that an agency’s property management plan should address staffing level forecasts where possible as well as contingencies to deal with office churn.
	1. Account of the existing property needs
* In this section it may be useful to:
	+ outline the existing property needs of the NCE taking into account the objectives and function of the NCE;
	+ provide a description of the existing property needs with respect to the following factors: location of properties; amount of space; employee numbers and capacity; building functionality; building or fit-out requirements; any related capital expenditure; operating costs (e.g. lease, utilities); and funding issues; and
	+ specify who was consulted in compiling the information and any caveats that apply to the information or estimates.
	1. Account of the future property needs
* In this section it may be useful to:
	+ outline the anticipated future property needs of the NCE, taking into account the objectives, function and future direction of the NCE;
	+ describe the future property needs with respect to the following factors: location; amount of space; employee numbers and capacity; building functionality; building or fit‑out requirements; capital expenditure; operating costs; and funding issues; and
	+ specify who was consulted in compiling the information and any caveats that apply to the information or estimates.
1. Risk Assessment

(Guide: maximum two pages)

* The aim of this section is to identify the risks associated with the property portfolio not meeting the current and future needs of the NCE and any mitigating strategies.
	+ In this section it may be useful to:
	+ develop a risk management plan that allocates responsibility to a senior manager for managing and reporting on the risks identified in an NCE’s property management plan;
	+ undertake a risk assessment that considers an NCE’s appetite for managing risk in relation to its property assets. Careful consideration needs to be given to the use of these assets at both the minimum and maximum levels; and
	+ check the NCE’s Comcover insurance policy to ensure it provides an appropriate level of cover to insure not only the NCE’s property assets, but also the impact of business interruption.
* Risks relating to property management may include:
	+ changes to the NCE’s role or property requirements due to machinery of Government, policy or budget changes;
	+ failure to accurately identify space requirements (in terms of location, quality or quantity);
	+ insufficient or inappropriate resources to carry out the NCE’s property-related activities e.g. lack of employees with the necessary skills;
	+ management systems not being able to identify inefficient use of space;
	+ poor maintenance of records e.g. inadequate lease documentation, key documents not filed;
	+ unduly onerous lease clauses;
	+ failure to understand and enforce contract provisions e.g. failure to exercise a lease option within the trigger period;
	+ inflexible property portfolio that cannot adapt to meet changing business requirements;
	+ damage to buildings and other property assets from adverse natural events e.g. storms, flooding and fire;
	+ exposure to hazards or environmental contamination;
	+ loss of property due to damage;
	+ failure of key infrastructure e.g. fire detection equipment; and
	+ failure to support unique NCE requirements, such as an uninterrupted power supply.
1. Gap Analysis and Performance Assessments

(Guide: maximum three pages plus tables)

* The aim of this section is to compare the existing property portfolio against the short to longer-term property needs of the NCE and to provide an assessment of the existing property against relevant performance goals and targets. This section will essentially be a ‘gap analysis’ that identifies areas for improved property outcomes.
	1. Assessment of the existing property portfolio against the existing and future property needs
* In this section it may be useful to:
	+ provide an assessment of the NCE’s existing property portfolio against existing and future needs (see sections 4(c) and 4(d) of the Planning Guidance); and
	+ record and reference the details for those factors that are quantifiable (e.g. amount of space) in an appendix – such as the ‘Gap analysis - better practice templates’ at Appendix C.
	1. Assessment of the existing property portfolio against any relevant performance goals and targets
* In this section it may be useful to:
	+ provide an assessment of the property portfolio against any targets, including occupational density target and environmental indicators; and
	+ compare the performance details recorded at Appendix B against the relevant targets.
	1. Identification of opportunities and strategies to improve property outcomes
* In this section, it may be useful to identify potential areas to improve property efficiency, effectiveness and alignment with the NCE’s current and future needs:
	+ the location of properties;
	+ the amount of space;
	+ the utilisation of space, including the use of data centres and the storage of records at an external location;
	+ building functionality;
	+ fit-out density and quality;
	+ costs;
	+ relevant market conditions e.g. availability of desired office space; and
	+ the potential to collaborate with other NCEs.
1. Actions/Outcomes

(Guide: maximum three pages)

* The aim of this section is to specify which of the opportunities or strategies identified in the gap analysis will be pursued and to outline how they will be implemented.
	1. Outline of the strategies to be implemented
* In this section, it may be useful to:
	+ outline which opportunities, changes or strategies the NCE will pursue, including any strategies and projects that have previously been approved by the Accountable Authority (or an official authorised by the Accountable Authority) and are being implemented within the period covered by the property management plan;
	+ outline any constraints, including funding issues and internal and external dependencies in relation to maximising opportunities; and
	+ identify any risks or challenges associated with the strategies and any mitigating actions.
* If developed, an accommodation manual may include information relevant to the implementation of identified opportunities or strategies. Where this is the case, it may be useful to link relevant internal accommodation manual requirements to the strategy. The strategies or opportunities identified in this section may also result in a need to change or update the accommodation manual to reflect any new internal requirements.
	1. Outline of how the strategies will be implemented
* In this section, it may be useful to:
	+ detail how the opportunities or strategies to be pursued will be implemented and the progress of any actions currently underway e.g. how to consolidate properties, capitalise on subletting opportunities for excess space and deliver on acquisition/disposal programs;
	+ identify what the implementation of strategies will involve e.g. funding, capital expenditure, internal resources, consultation, approvals and timeframes; and
	+ explain how any changes will be managed within the NCE, including communication and employee consultation strategies.
1. Responsibility and Accountability

 (Guide: maximum one page)

* The aim of this section is to outline internal responsibility and accountability for the strategies and change programs identified in the property management plan that are to be pursued by the NCE. This section may also outline who is responsible for the development, approval, execution and review of the property management plan.
	1. Outline of the areas of the NCE responsible for the implementation of the strategies
* In this section, it may be useful to:
	+ identify which areas of the NCE are responsible for the implementation of the proposed strategies and the specific projects listed in the plan;
	+ outline the ongoing maintenance requirements of the NCE’s property; and
	+ specify, where relevant, any responsibilities of outsourced service providers or external stakeholders.
	1. Outline of the frequency and/or triggers for reviews, updates and approval of the Property Management Plan
* In this section, it may be useful to:
	+ state the frequency of reviews and an explanation of the timing;
	+ specify any triggers for reviews and updates;
	+ outline the approval process; and
	+ note the internal consultation undertaken in the development or review of the property management plan.
1. Appendix B: Property Profile
	1. B1 – Property details

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| **Current Property Details** |
| Location |  |
| Lease No. |  |
| Owned/Leased |  |
| Type |  |
| Area (m2) |  |
| Total work points (WP) |  |
| Occupied work points (OWP) |  |
| Fit out: Remainder of useful life (years) |  |
| **Lease** |
| Start Date |  |
| End Date |  |
| Option Details |  |
| Other lease details  |  |
| **Costs** |
| Rent (p.a) |  |
| Rent type: Gross or Net |  |
| Other property costs (p.a) |  |
| Total property costs (p.a) |  |

* 1. B2 – Property performance

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| **Property Utilisation** |
| Property |  |
| M2 / WP |  |
| M2 / OWP |  |
| WP Vacancy |  |
| **Costs** |
| Rent / m2 (p.a) |  |
| Other property operating costs / m2 (p.a) |  |
| Total property costs / m2 (p.a) |  |
| Total property costs / Total operating costs (%) |  |
| **Work Practices** |
| Desk sharing or formal work from home (%) |  |
| **Environmental** |
| Energy: MJ / m2 (p.a) Base building |  |
| Energy: MJ / OWP (p.a) Tenancy |  |
| NABERS Energy Rating (stars), Tenancy and Base building |  |

1. Appendix C: Gap Analysis – better practice template

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| **Property Details** |
| Property |  |
| **Work points** |
| Current |  |
| Short term: 1-2 years |  |
| Medium term: 3-5 years |  |
| Long term: >5 years |  |
| **Space (m2)** |
| Current |  |
| Short term: 1-2 years |  |
| Medium term: 3-5 years |  |
| Long term: >5 years |  |
| **Budget** |
| Current |  |
| Short term: 1-2 years |  |
| Medium term: 3-5 years |  |
| Long term: >5 years |  |
| **Costs\*** |
| Current |  |
| Short term: 1-2 years |  |
| Medium term: 3-5 years |  |
| Long term: >5 years |  |

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