



## PROPERTY & FM STRATEGY

With property assets and FM typically being the second largest expenditure within most organisations, it is imperative to get the property and FM strategy aligned to the overall vision and objectives. Whilst tactically there will always be a requirement to reduce property related expenditure to minimise the committed cost base and maximise profitability, the real value of property assets can also be judged from the effective inter-relationship of people, property and IT and how this can contribute to the overall organisational performance. Whether it is deriving new, or reviewing existing strategies, GRE's property and FM strategy offer comprises:

### STRATEGIC PROPERTY AND/ OR FM PLANS

Intrinsic to developing a property and/ or FM strategy is to understand the customer organisation and its direction of travel; firstly GRE advisors focus on understanding the 'As-Is' position of the organisation including what:

- does the customer organisation do - its proposition, strategy, structure, operational ethos, future vision and corporate culture?
- is the organisation doing and why – is it expanding, contracting, changing direction?
- is the corporate strategy – what is the vision and the key objectives for the next 5-10 years?
- is the general organisational/ property/ FM structure?
- is considered to be core versus non-core business activity?;
- what is the current property portfolio, how does it work and how are FM services delivered? and
- are the existing property and FM goals and objectives aligned to the organisational plan?



Once the 'As-Is' is determined, GRE focuses on the 'To-Be' requirements and how property and FM services contribute to the overall strategic organisational vision and objectives. Determining the 'To-Be' solution for property and/ or FM requires an understanding of 'Where Are We Going and Why?' The focus of strategic planning is to understand how property and/ or FM goals and policies fit with business goals and to undertake options analysis to support the journey; are the properties in the right place and of the right type (including a location analysis where required), is the property/ FM structure and associated roles fit for purpose, is core and non-core services appropriately defined, are services right-sourced, is there a requirement for investment and how will this be addressed, are there commercial opportunities, what other drivers for change exist - are all areas GRE can include in the development of a property/ FM strategy.

### TACTICAL PROPERTY/ FM PLANS

GRE's tactical property/ FM planning determines how the customer organisation intends to achieve the strategic plan; the focus being to understand and roadmap the sequence of projects and activities to be accomplished to achieve the desired property and/ or FM goals with clearly defined timescales to achieve. Tactical plan development can incorporate a range of additional customer requirements ranging from a real estate analysis, how well properties are configured for an efficient operation to budget planning.

### ESTABLISHING AND IMPLEMENTING PROPERTY/ FM PLANS

The third element of GRE's property and/ or FM strategy service is two-fold. The first is to do develop a management plan specific to the property portfolio (e.g. expansion, "right-sizing," modernisation) to align the function to the organisational objectives; the second element is to provide interim support to execute the property and/ or FM strategy.

