

## 1. Existing Assets

### WHAT IS IT?

- This is the Council's current commercial portfolio.

### HOW DOES IT WORK?

- The Council will continue to manage the estate based.
- After deciding on price and clearing appropriate internal approvals, bid for assets.
- Using appropriate advisors (legal, surveying, valuation) undertake due diligence and complete legal acquisition documentation.
- Ongoing management arrangements (internal).
- Regular asset reviews to determine business plan and exit strategy.
- Process required on an asset by asset basis.

### BENEFITS

<b>Financial Objective</b>	Depending on property type, is capable of delivering market level income return
<b>Revenue Delivery</b>	Generates revenue from the time of the property acquisitions
<b>Risk</b>	Low risk option with the appropriate due diligence
<b>Control</b>	High level of control
<b>Liquidity</b>	Reasonable liquidity, subject to usual property market timings
<b>Management Oversight</b>	Assuming management is outsourced - relatively light requirement - high involvement at key decision points (buying and selling)

### LIMITATIONS

<b>Performance</b>	Low return option and no competition in the market for the Council.
<b>Diversification</b>	Maintain and develop as required.

## 2. Investment Funds

### WHAT IS IT?

- The Council invests in an unlisted property fund which owns a range of diversified property investments.

### HOW DOES IT WORK?

- The Council will undertake a process of reviewing available fund options and the track record of the fund managers.
- Once capital is invested the entire responsibility for acquiring and managing the investments is delegated to and the responsibility of the fund manager.
- The fund manager will report and pay distributions to the Council on a regular basis, usually quarterly.
- The fund documentation will set out the rights of the Council to redeem its investment and/or to sell it on the secondary market. The nature of these rights will vary depending on the type of fund.

### BENEFITS

<b>Financial Objective</b>	Depending on property type, is capable of delivering market level of income return
<b>Revenue Delivery</b>	Generates revenue from the time of the fund investment - generally a shorter time than investing in direct property
<b>Risk</b>	Risk is determined by the nature of the fund. Additional risks relate to the fund structure, principally the performance of the fund manager
<b>Performance</b>	Returns are related to the specific investment strategy of the fund and manager performance.
<b>Diversification</b>	Fund investment can spread risk over a large number of underlying assets.
<b>Control</b>	High level of control of fund interest
<b>Management Oversight</b>	Very light requirement

### LIMITATIONS

<b>Liquidity</b>	Unlisted investment funds generally have a low level of liquidity, particularly in market downturns.
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## 3. Listed Property Shares

### WHAT IS IT?

- The Council invests in listed property shares in a fund or a separate account mandate managed by a specialist fund manager.

### HOW DOES IT WORK?

- The Council will undertake a process of reviewing managers and available fund options and selecting an appropriate investment strategy.
- Once capital is invested the entire responsibility for acquiring and managing the investments is delegated to and the responsibility of the fund manager.
- The fund manager will report and pay distributions to the Council on a regular basis, usually quarterly.
- The mandate with the fund manager can be structured to allow an immediate liquidation of the investment portfolio if required.

### BENEFITS

<b>Revenue Delivery</b>	Generates revenue from the day the property shares are acquired - share transactions can be effected in a short time period
<b>Liquidity</b>	The highest level of liquidity
<b>Risk</b>	The risk and return level is flexible and can be altered over time by reference to the agreed investment strategy
<b>Diversification</b>	Risk can be spread over a large number of underlying property companies/assets.
<b>Control</b>	High level of control
<b>Management Oversight</b>	Very light requirement

### LIMITATIONS

<b>Performance</b>	Higher volatility than direct property. Longer term performance correlates to property but short term can correlate to general equity markets
<b>Financial Objective</b>	Dividend yields generally lower than direct property yields.

## 4.1 and 4.2 Direct Assets – Local and National Acquisitions

### WHAT IS IT?

- The Council acquires and manages freehold or leasehold properties in either the Local area (defined as within Cambridgeshire and the Local Enterprise area) or Nationally.

### HOW DOES IT WORK?

- The Council uses property professionals to identify market opportunities.
- After deciding on price and clearing appropriate internal approvals, bid for assets.
- Using appropriate advisors (legal, surveying, valuation) undertake due diligence and complete legal acquisition documentation.
- Establish ongoing management arrangements (internal or outsourced).
- Regular asset reviews to determine business plan and exit strategy.
- Process required on an asset by asset basis.

### BENEFITS

<b>Financial Objective</b>	Depending on property type, is capable of delivering market level income return
<b>Revenue Delivery</b>	Generates revenue from the time of the property acquisitions
<b>Risk</b>	Low risk option with the appropriate due diligence
<b>Control</b>	High level of control
<b>Liquidity</b>	Reasonable liquidity, subject to usual property market timings
<b>Management Oversight</b>	Assuming management is outsourced - relatively light requirement - high involvement at key decision points (buying and selling)

### LIMITATIONS

<b>Performance</b>	Low return option and no competitive market position for HOC
<b>Diversification</b>	Circa 20 investments required to deliver portfolio diversification

## 5.1 Risk Share Development - Forward Purchase / Funding

### WHAT IS IT?

- The Council enters into an agreement with a developer to fund part of the development cost and/or acquire a development on completion.

### HOW DOES IT WORK?

- The Developer will identify a market opportunity (although it may come from the Council) and carry out the development functions
- The Council will be able to determine the risk profile it wishes to take on in entering the arrangement with the developer (e.g. after planning permission has been secured and construction packages have been tendered).
- During the construction stage the Council will likely require monitoring rights.
- Post development completion (as per direct investment):
  - Establish ongoing management arrangements (internal or outsourced).
  - Regular asset reviews to determine business plan and exit strategy.

### BENEFITS

<b>Financial Objective</b>	Should deliver a premium to pure investment activity, so at least a market level income return dependent on property type
<b>Performance</b>	A higher level of performance than investment activity
<b>Risk</b>	The risk of development is highly mitigated by the forward purchase/funding arrangements
<b>Control</b>	High level of control
<b>Management Oversight</b>	Moderate level once the transaction is agreed

### LIMITATIONS

<b>Revenue Generation</b>	Revenue can accrue to the investment when funded, but this will only occur during or at the end of the development period
<b>Diversification</b>	Circa 20 investments required to deliver portfolio diversification
<b>Liquidity</b>	Low liquidity during the development period, thereafter as per the general property market

## 5.2 Risk Share Development - Joint Venture

### WHAT IS IT?

- The Council enters into a JV agreement with a developer to carry out a specific development

### HOW DOES IT WORK?

- The Developer will identify a market opportunity (although it may come from the Council) and carry out the development functions.
- The risk of the development will be shared 50/50 between the Council and the Developer.
- The Council will be involved in key decisions during the development period.
- Post development completion (as per direct investment):
  - Establish ongoing management arrangements (internal or outsourced).
  - Regular asset reviews to determine business plan and exit strategy.

### BENEFITS

<b>Financial Objective</b>	Should deliver a premium to pure investment and forward purchase/funding, so at least a market level return dependent on property type
<b>Performance</b>	A higher level of performance than investment and forward purchase/fund development activity
<b>Risk</b>	The risk of development is mitigated by careful partner selection and development stage oversight
<b>Control</b>	Strong level of control through JV documentation
<b>Management Oversight</b>	Meaningful level of oversight required

### LIMITATIONS

<b>Revenue Generation</b>	Revenue will only accrue once the development is completed and leased (or sold).
<b>Diversification</b>	Diversification improved given Developer 50% capital contribution. Circa 20 investments required to deliver portfolio diversification
<b>Liquidity</b>	low liquidity during the development period, thereafter as per the general property market

## 6. Self Development

### WHAT IS IT?

- The Council undertakes a development itself, appointing a development manager.

### HOW DOES IT WORK?

- The Development Manager will identify a market opportunity (although it may come from the Council) and carry out the development functions.
- The risk of the development will be taken 100% by the Council.
- The Council will be involved in key decisions during the development period.
- Post development completion (as per direct investment):
  - Establish ongoing management arrangements (internal or outsourced).
  - Regular asset reviews to determine business plan and exit strategy.

### BENEFITS

- Financial Objective** Should deliver a premium to pure investment and forward purchase/funding, so at least a market level return dependent on property type
- Performance** The highest level of performance- the Council retains all development profit
- Risk** The risk of development is mitigated by appointment of expert development manager and adoption of thorough risk management strategy
- Control** Complete control with the Council

### LIMITATIONS

- Management Oversight** Complete control with the Council
- Revenue Generation** High level of oversight required
- Diversification** Revenue will only accrue once the development is completed and leased (or sold).
- Liquidity** Circa 20 investments required to deliver portfolio diversification  
  
low liquidity during the development period, thereafter as per the general property market