

The Situation

The Crown Estate is one of the largest property owners in the UK with a portfolio ranging from prime West End retail to off-shore wind farms and rural smallholdings.

The Crown Estate has a wider range of duties and obligations in the management of the Estate than most other organisations, and therefore it wanted to be certain that its Portfolio Measurement Strategy would properly reflect the legal requirements under which it operates, as well as measuring its management performance against other commercial property owners.

At the same time, the Crown Estate was seeking to appoint a new Investment Director who would have the responsibility of developing the Investment Strategy.

Remit Consulting was asked to research best practice in investment measurement and make appropriate recommendations that would underpin the new Investment Strategy.

Solution & Benefits

The solution had to develop a set of portfolio measures which would:

- Satisfy the divergent requirements of a number of different stakeholders.
- Be applicable to a wide range of property types and interests.
- Be based on the intellectually rigorous application of wide ranging research.
- Be straightforward to understand and apply as well as being relevant for at least five years.

The proposals also needed to reflect the Crown Estate's three core values: *Commercialism, Integrity and Stewardship*.

The concurrent development of the Estate's Corporate Responsibility report represented an additional important consideration.

Our recommendations, developed through discussion with leading academics and research into current management theory, successfully integrated high level business and shareholder value measures with traditional property measures.



Remit is an independent, international team of real estate experts. We have offices in the UK, the Netherlands and Germany.

Our people come from across Europe, and between us, we speak English, Dutch, German, Spanish, French and Italian.

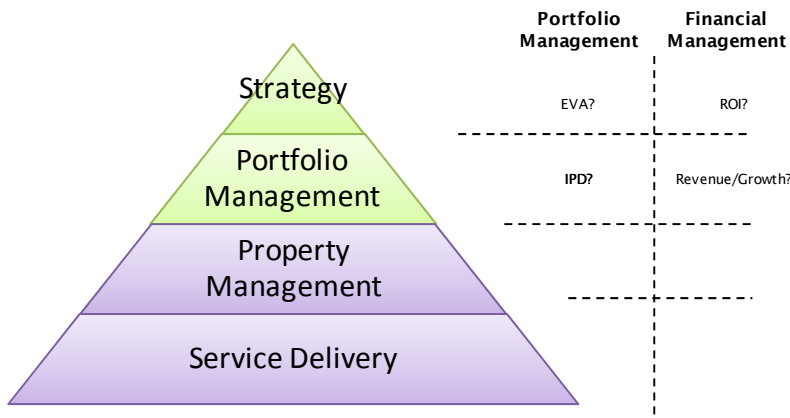
The Remit team grew out of the Ernst & Young real estate consultancy practice, and most of our consultants have worked directly in the property industry, as Agents, Managers, Surveyors and IT Directors.

Please do **contact us** to discuss any of the topics covered here:

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The latter were derived from discussions with IPD, best practice in other property holding organisations, and common sense.

We presented a range of possible measures, together with our specific recommendation to the Chief Executive and his Management Board to review and refine our conclusions.

The resulting measurement framework was designed to be a single sheet of measures suitable for reporting both to senior executives and those stakeholders who are not property experts.

This intensive assignment took only five weeks to complete.

Client Feedback

John Lelliott, Director of Finance and Information Systems at the Crown Estate commented:

“It was important for us to clarify where we were in comparison with the industry standards but also to take into account the wider measures of our unique set of stakeholders.

Remit showed a good understanding of what we were trying to achieve and helped us deal with the complexity of the stakeholder requirements. They have a wide range of property and industry experience and were able to conduct research quickly and effectively.

The report and recommendations were clear and comprehensively addressed our requirements. The suggested framework has now been implemented as part of our ongoing strategy.”



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“It was fascinating to work with an organisation with such diverse property interests and so many potentially competing stakeholder requirements.”

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