



Presentation To ACES Council

Delivering Future Key Priorities

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Key Priorities Overview

- **ACES Council on 31/01/2025 confirmed CMT's Key Priorities for 2025 were:**
 - ACES Constitution Review
 - ACES Membership Review
 - Data Protection Compliance



Key Priorities Overview II

- **January Council also agreed:**
 - To receive a report on the impact of the Local Government Review on ACES
 - CMT to consider further options for seeking further “External Support”
 - CMT to progress discussions for Interim Social Media Manager Role
 - Branch Secretaries to seek support from Branches
 - Consideration of the implications of further “Joint Working” with CIPFA on:
 - ACES
 - ACES’ Constitution



Context

- Post January Council, CMT requested a “Stand Back & Look” Review of delivery of ACES’ Key Priorities to identify:
 - Current Challenges
 - Common Themes
 - Related Issues
 - Current Position
 - Recommended Next Steps

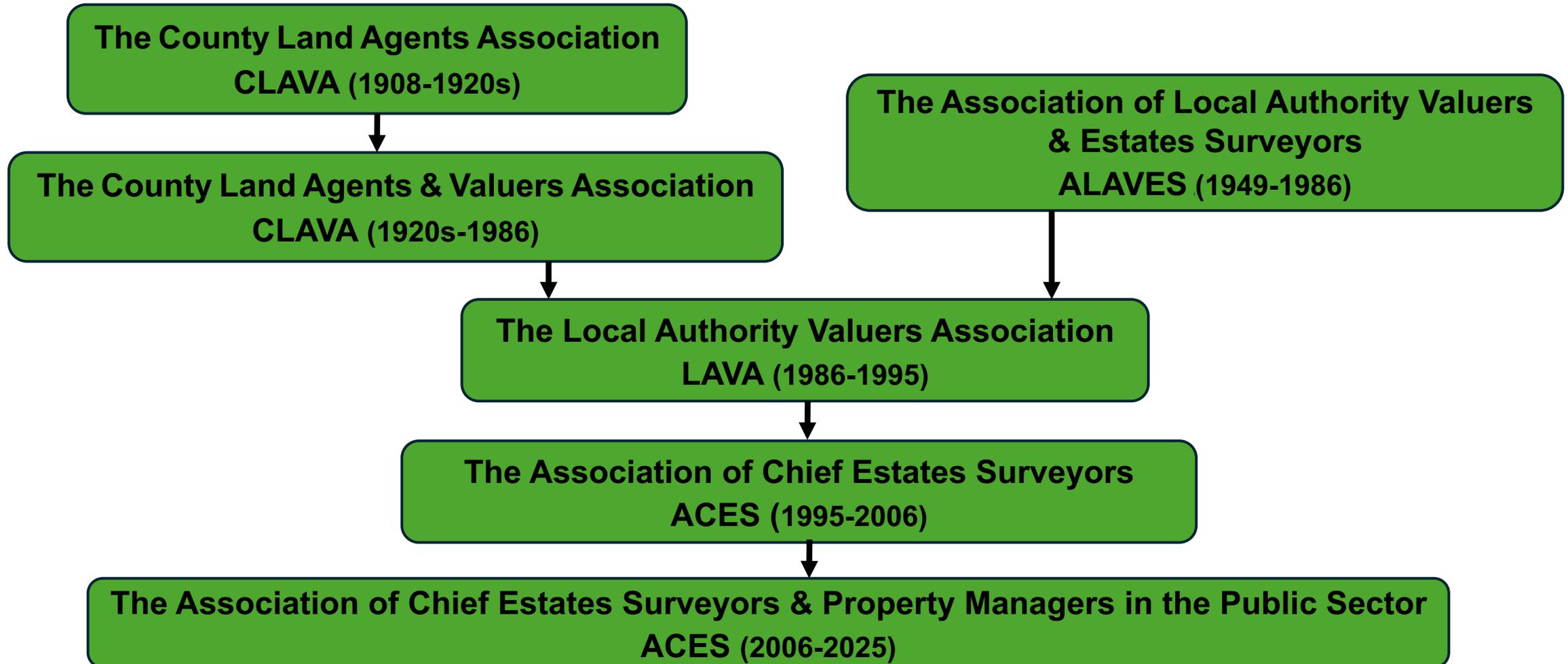


ACES Background

- 2025 is ACES **117th Year** of successfully providing dedicated Public Sector Property Support to its Members
- ACES was established only **27 years** after the RICS received its Royal Charter
- ACES continues to exist, as an **effective & relevant** Professional Association, because it has **evolved** to meet the changing needs of its Members
- ACES **operates successfully** in a variety of challenging "Environments":
 - Constitutions & Standing Orders of its Members' Organisations
 - RICS Regulation
 - CIPFA Regulation
 - Central Government's ongoing "Agendas for Change"
 - Challenging & ongoing economic constraints



Evolution of ACES





ACES

A Changing Environment?

- **Two Certainties**

“In this world nothing can be said to be certain, except death & taxes”

Benjamin Franklin (1789)

- **Third Certainty?**

CHANGE

 **ACES** **Current Challenges Overview**

Changing Environments

- **Macro**

- Central Government Funding of Local Government
- Special Measures & S114 Notices
- Local Government Review (LGR)
- Increasing requirement for "Compliance" e.g. Financial & Data Management

- **Micro**

- Built Environment & Property Asset/Estate Management is a Support Service
- Ongoing diminishing resources within Members' Organisations
- Evolving ACES Member Base – Open to wider Public Sector since c. 2007
- ACES Expanding Activities & Influences

 **ACES** ACES Identified Key Objectives

Within this “Changing Environment”, ACES Key Objectives are:

- Promoting Best Practice in the effective Use & Management of Property Assets
- Influencing the formulation of Regulations, Policies & Strategies governing Public Sector Property Assets by liaising/lobbying the RICS & Government
- Supporting & encouraging the continual development, knowledge & effectiveness of ACES Members
- Supporting graduates become professionally qualified through FACES
- Seeking representation from every Local Authority & Public Sector Body



Common Themes

Identified Common Themes include:

- ACES Members value ACES, both as an Organisation & a Community
- The Terrier is highly valued/respected internally & externally
- ACES has continued to evolve & grow to serve its Members
- Identified “Key Priorities” have previously been allocated on an individual basis
- ACES Members’ “Day Jobs” have expanded considerably
- Resultant increased pressure on all ACES Members available time & resources, has impacted on delivery of the identified “Key Priorities”
- Pace of change & the level of “Customer”/Stakeholder engagement in the Public Sector continues to increase, whilst overall available resources decreases
- Reduced Corporate Profile of Property – Impact on ACES Membership?
- Loss of Skill Base and Succession Planning – Future Proofing ACES?



Related Issues

Identified Related Issues Include:

- Maintenance of current Member engagement with Branch Meetings
- South East Branch in “Special Measures”
- Branch Surveys to identify options for improved Member Engagement
- Changing Profile of ACES Members – Wider Public Sector – Wider Issues to support?
- Succession Planning – FACES & beyond?
- Changing Profile of ACES Members’ employment – Permanent or Interim
- Maintenance of ACES “Corporate Profile” & Membership Benefits
- Broadening of ACES “Corporate Profile” & Membership Benefits
- Maintenance of ACES Income Streams – SAMP Course/Partnership working with CIPFA?
- Diminishing Internal Resources vs Increasing Intelligent Client Commissioning Role
- Change in Profile & Skill Base of Internal Teams
- Lack of understanding Role of Property – Audit e.g. Asset Valuations



Current Position

- LGR Review will change both ACES' & its Members' "Operating Environment"
- Extent of change due to LGR will become clearer in next 6-18 months
- Organisationally ACES is currently:
 - Well positioned/respected in the Public Property Sector
 - Well resourced physically & financially
- A centrally coordinated approach is required to deliver ACES' previously identified "Key Priorities" & Corporate Objectives
- Overriding Corporate Objective is to support ACES Members

 **ACES** **Develop A Corporate Objective?**

To meet ACES Members needs & enable long term Organisational viability, it is suggested, a working “Corporate Objective” would provide an overall focus for delivering the identified “Key Priorities”

A proposed “Starter for Ten” is:

“To support ACES Members to maximise their full professional potential & to enable/share Best Practice in all aspects of Public Sector Property Asset/Estate Management”



Current Position II

- How well does ACES Council know current Members' "Needs"?
 - Current engagement issues
 - LGR & Organisational Pressures
- Knowing current Member "Needs" & determining how these may be met:
 - Drives adopted Corporate & Key Priorities
 - Informs fitness for purpose of ACES current Constitution
- Any Consultation should be:
 - Relevant, focused & easy to complete
 - Be Inward & Outward Facing to reflect the needs & expectations of:
 - Existing & Potential ACES Members, Partners & Stakeholders



Current Position III

The adopted approach should:

- Be prioritised as to urgency/impact on:
 - Current ACES Members
 - Future Organisational Viability
- Be clearly articulated to all ACES Members, Partners & Stakeholders
- Obtain targeted necessary “External Advice”, that is good VfM
- Be delivered to an agreed Timetable/Road Map, that is kept under ongoing review



Delivery Recommendations

In conclusion:

Having regard to the Current Challenges, Common Themes & Related Issues outlined above, the recommended order for delivery of the identified Key Priorities is:

- 1) ACES Membership Review
- 2) Data Protection Compliance
- 3) ACES Constitution Review

NB 1: It is currently anticipated that delivery of Key Priorities 2 & 3 will overlap.

NB 2: Delivery of Key Priorities include relevant cross cutting elements of: Branch Secretaries seeking additional support from Branches, Options for obtaining External Support, Implications for further "Joint Working" with CIPFA/Other "Allied Organisations" & Development of the Interim Social Media Manager Role.

NB 3: Delivery of Key Priorities to include a review of ACES' current Management/Administration arrangements



Recommended Next Steps

Council to Agree to:

- The proposed Delivery Recommendations outlined in this Presentation
- Establish a small Delivery Working Group
 - Led by a CMT Member
 - Consist of 3 – 4 ACES Members
- Scope identified “High Level” Issues
- Consult existing ACES:
 - Members
 - Corporate Partners/Advertisers (e.g. Avison Young, Carter Jonas, FieldFisher, et al)
 - Partners/Allied Organisations (e.g. CIPFA, RICS, NHS, Blue Light)
- Consult/Communicate with potential ACES:
 - Members
 - Corporate Partners/Advertisers (e.g. Montagu Evans, et al)
 - Partners/Allied Organisations (e.g. SOCITM, RTPI, CIOB, IWFM, Government Inspectors, Recruiters)



ACES

Recommended Next Steps II

Working Group to report to July Council on:

- Consultation Feedback
- Key Delivery Workstreams
- Prioritised Timetable/Road Map for Key Workstream delivery including:
 - Supporting ACES Members subject to LGR
 - Membership Review
 - Constitution Review
 - ACES' Data Compliance
 - Developing further "Joint Working" Opportunities (e.g. CIPFA, SOCTIM, Reading University)
- Options for sourcing required internal/external resources to deliver Key Workstreams



Key Priorities Delivery

Your Questions Please