



CHALMERS

Strategic municipal property management

Identifying challenges and solutions within municipal property management

Bachelor's thesis in Industrial Economy

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property management

Strategisk kommunal fastighetsförvaltning

Identifiering av utmaningar och lösningar inom kommunal
fastighetsförvaltning

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SUMMARY

Municipal properties represent one of society's largest assets and play a crucial role in providing essential public services such as education, health- and social care. At the same time, many municipalities face significant challenges related to the maintenance and long-term management of an aging property portfolio. A large proportion of these properties were built in the middle of the 20th century without clear maintenance plans, which has led to a substantial maintenance dept. This has, in its turn, resulted in high cost, inefficient solutions and difficulties meeting today's requirements on sustainability. To address these challenges a change in the approach to municipal property management is needed.

This bachelor's thesis therefore aims to investigate challenges and opportunities within municipal property management, with a particular interest in strategic municipal property management. By analyzing and comparing challenges and solutions in municipal property management, the study identifies measures that can contribute to a more sustainable and efficient approach.

The study is based on a mixed-methods approach. A literature study was conducted to establish a theoretical context of the subject, this was followed by a survey study aimed towards municipal employees working within property management. Interviews with five officials working within different municipalities and an expert within the field was then carried out. The result shows that the main challenges relate to lack of long-term planning, insufficient resources, political influence and unclear organizational structures. Simultaneously the findings show that several municipalities have initiated a transitional process involving strategies for space utilization, digital tools and increased collaboration.

The study demonstrates that there is no universal solution, but that strategic property management can serve as a framework to meet the challenges faced by municipalities. In short-term organizational and technical efficiencies are required, while long-term solutions are based on strategic planning combined with short-term solutions to secure a sustainable management of municipal properties.

Keywords: Municipality, property management, public sector, strategic management, challenges, solutions

Note: The report is written in English

SAMMANFATTNING

Kommunala fastigheter utgör en av samhällets största resurser och spelar en avgörande roll för att tillhandahålla samhällsviktiga funktioner som utbildning, vård och omsorg. Samtidigt står många kommuner inför stora utmaningar relaterade till underhåll och långsiktig förvaltning av ett åldrande fastighetsbestånd. En stor andel av fastigheterna byggdes under mitten av 1900-talet utan tydliga underhållsplaner, vilket har lett till omfattande underhållsskulder. Detta har i sin tur resulterat i höga kostnader, ineffektiva lösningar och svårigheter att möta dagens hållbarhetskrav. För att hantera dessa utmaningar kan det behövas ett förändrat arbetssätt inom kommunal fastighetsförvaltning.

Detta kandidatarbete syftar därför på att undersöka utmaningar och möjligheter inom kommunal fastighetsförvaltning, med särskilt intresse av strategisk kommunal fastighetsförvaltning. Genom att analysera och jämföra utmaningar och lösningar inom kommunal fastighetsförvaltning, identifierar rapporten åtgärder som kan bidra till mer hållbara och effektiva arbetssätt.

Arbetet bygger på en kombination av metoder. En litteraturstudie genomfördes för att skapa en teoretisk förståelse av ämnet, detta följdes av en enkätstudie riktad till kommunanställda inom fastighetsförvaltning. Intervjuer med fem tjänstemän som arbetar inom olika kommuner samt en ämnesexpert genomfördes därefter. Resultaten visar att de största utmaningarna rör bristande långsiktig planering, otillräckliga resurser, politisk påverkan, samt otydliga organisatoriska strukturer. Samtidigt framkommer att flera kommuner har börjat ett omställningsarbete med strategier för lokalförsörjning, digitala verktyg samt ökad samverkan.

Arbetet visar att det inte finns en universallösning, men att strategisk fastighetsförvaltning kan fungera som ett ramverk för att möta de krav som kommunerna står inför. På kort sikt krävs organisatoriska och tekniska effektiviseringar, medan det på lång sikt är nödvändigt att kombinera dessa med strategisk planering för att säkra en hållbar förvaltning av kommunernas fastighetsbestånd.

Nyckelord: Kommun, fastighetsförvaltning, offentlig sektor, strategisk förvaltning, utmaningar, lösningar

Notera: Rapporten är skriven på engelska

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1. Introduction

Public properties constitute one of society's largest resources, including premises for schools, healthcare, and other socially important buildings. In Sweden, public properties are estimated to cover approximately 100 million square meters, of which municipalities own over 55 percent (Kommuninvest, 2023). Notably, 63.8% of Sweden's housing stock was built prior to 1971, which has contributed to the significant maintenance need observed today (Muyingo, 2017). Given the scale and age of the properties, municipalities must engage in ongoing management and renovation to preserve their usability and ensure their value for future public needs.

Property management involves several aspects, such as the ongoing operation of buildings, planning, development, and adaptation to a changing society (Svensson & Löwstedt, 2021). The need for management places significant pressure on the municipalities' capabilities, which have not always been sufficient in handling property management (Savola et al., 2022). This has led to substantial maintenance backlogs and numerous properties where the management of which has fallen far behind expectations (Boverket, 2009). The inadequacy of existing management practices indicates that there are several issues within municipal property management that need to be addressed. These issues must be identified and mapped to gain a clear understanding of the deficiencies within the municipality and how the ongoing property management work can be improved.

To accelerate and improve property management, municipalities need solutions and strategies that can be implemented within their property management practices (Boverket, 2009). Strategic property management is a concept that has become increasingly recognized within municipalities (Svensson & Brorström 2022). The definition of Strategic property management is not strictly defined and can therefore be used in different ways and contexts. However, long-term planning and holistic views are terms that often occur. Potential solutions to the problems arising in property management can be addressed through strategic property management, which aims to provide municipalities with the tools to develop and improve their management efforts (Svensson & Brorström, 2022).

1.1 Background

The following chapter discusses how municipalities are structured, what management-related challenges arise within these structures and in what ways strategic municipal property management can address these challenges.

1.1.1 Structure and responsibilities of municipalities

There are 290 municipalities in Sweden (Kullander, 2024). The municipalities are responsible for a large part of local social services. The municipalities are governed by the municipal council, the highest decision-making body consisting of political assemblies that are directly elected by the Swedish population (Kullander, 2024). Every four years, at the same time as the parliamentary elections, Swedish citizens choose which politicians will sit on the municipal council (Regeringen, 2015). The municipal council is responsible for making decisions that govern the municipality's direction, forms of operation, finances and organisation of administration (Sveriges Kommuner och Regioner, 2024). Additionally, the municipal council is responsible for appointing the municipal executive board and various committees with associated members. The municipal executive board is responsible for coordinating and leading all municipal operations, whereas the ultimate responsibility for the administration lies with the elected officials (Sveriges Kommuner och Regioner, 2024).

The property management structure varies among Sweden's municipalities, as both the size and the extent of property ownership differs significantly. The property management structure can be divided into three different models (Sveriges Kommuner och regioner, 2019). The first model is owning properties and managing them in-house (Kommuninvest, n.d.). Municipalities often have a department specifically tasked with the management of the properties they own (Helsingborgs Stad, 2025). The management department can be divided into technical and financial management (Johansson & Morling Frank, 2024). Financial property management includes all aspects related to the building's finances, such as budgeting, financial reporting, contract management and rent negotiations (Eriksson & Westberg, 2010). Technical property management includes everything directly related to the building itself, such as energy efficiency improvements, extensions and renovations, fire safety, and other maintenance work (Palm, 2013). The second model the municipality has, is owning the properties but hiring a private actor to handle the management. The last model is outsourcing the management to municipally owned companies (Sveriges Kommuner och

Regioner, 2011). In this case, the municipality can either retain ownership of the properties and outsource only the management, or rent both the properties and the management services entirely.

1.1.2 Aging buildings and changing needs

Municipalities have built many properties over the years without establishing any maintenance plans (Hopland, 2016). Svensson and Brorström (2022) note that maintenance has been deprioritized for a long time, leading to a buildup of maintenance debt that has overwhelmed municipalities and resulted in numerous buildings now simultaneously facing significant renovation needs. The consequences of this include costly refurbishments, reconstructions and even new constructions, as the cost of renovating existing buildings has become too high (Svensson & Brorström, 2022). According to PwC (2022), this situation has arisen because, rather than prioritizing maintenance of existing properties, municipalities have focused on constructing new buildings without considering the long-term need for maintenance of all properties. At the same time, demographic changes have led to changed needs for property types in society (Svensson & Brorström, 2022). Historically, the birth rates in Sweden have been relatively high, while the average age has been low which has resulted in more schools, and pre-schools (Magnusson & Schuller, 2006). However, since the late 90s, the demography has changed where the birth rates have declined while the average age has increased. This demographic shift has led municipalities to prioritize the construction of new buildings that fit the new needs (Svensson & Brorström, 2022).

1.1.3 Political factors

Earlier research shows that political decisions and changes in government documents can counteract the strategic work with municipal property management (Gluch & Svensson, 2021). Historically, municipal property managements have not received the economic resources that are needed for maintaining the public properties (Svensson & Brorström, 2022). This has contributed to a maintenance debt, due to politicians prioritizing other areas that they find more important. Svensson and Brorström (2022) continues that politicians lack the understanding that properties require long-term maintenance. Gluch and Svensson (2021) observe that the goals of property management often conflict with the political goals, as politicians tend to invest money in areas that are considered higher priority. This misalignment has led to employees within municipalities expressing that property

management should work outside of political governance, as it is unsustainable to change direction every four years (Svensson & Brorström, 2022).

To ensure an acceptable and sustainable standard in municipalities properties, increased political commitment with long-term thinking and strategies are needed. Through strategic planning municipalities can avoid future costs and meet external demands, such as increasing sustainability requirements (Svensson & Brorström 2022).

1.2 Sustainability

According to UNs (n.d.) Sustainable Development Goal 11, *Make cities and human settlements inclusive, safe, resilient and sustainable*, cities must implement a sustainable city development plan. The plan covers sustainable planning and building of residence, infrastructure, public places, transportation, recycling and safer handling of chemicals (UN, n.d.). To achieve a sustainable standard that meets the anticipation of UNs Sustainable Development Goals in public properties some important prosperity factors are strategies, long term goals, management- and maintenance plans, along with an increased political dedication (Valen & Olsson, 2012). Improved strategic management in the public sector can therefore contribute to more sustainable property management that includes both environmental, social and economic aspects (Uotila et al., 2019).

1.2.1 Environmental sustainability

In Sweden, the construction and property sector accounts for one fifth of the country's carbon dioxide emissions (Boverket, n.d). Of that fifth, Boverket (n.d) declares that management, renovation and reconstruction account for 53%. For cities to become more efficient and resilient to climate change, an integrated and strategic approach that takes into account the profound interactions between land use, infrastructure, the built environment, behavior and policy is required (Akbarinejad et al., 2023). According to Länsstyrelsen (n.d), municipalities are responsible for development at the local level, which is carried out through work with construction and planning processes, energy supply and environmental supervision. Svensson and Brorström (2022) describe how de-prioritizing has led to situations where buildings ultimately have to be demolished. Because of the environmental impact of construction and demolition, municipalities have an important role in the work to achieve the global sustainability goals in Agenda 2030 (Sveriges Kommuner och Regioner, 2024).

Municipalities must therefore implement the sustainability goals in practice and develop methods that meet these sustainability goals (Candel & Törnå, 2022). To achieve the sustainable goals, strategic work with long-term planning is required. Municipal strategic property management should report and explain methods that can be implemented for both aging buildings and new construction.

1.2.2 Social sustainability

Social sustainability within property management entails towards taking responsibility for how municipal establishment affects the residents (Boverket, 2020 a). Some examples mentioned are making allowances for the residents' economic possibilities to retain residence after renovations. Another part is ensuring that buildings are accessible and usable for the whole society (Boverket, 2020 a). This includes ensuring that buildings do not expose people to harmful air pollutants, chemical substances, noise levels, radon levels or other unacceptable health or safety risks. Municipalities are responsible for promoting social sustainability in cities by making long-term decisions and making investments that create well-being (Kommunförbundet, 2022).

1.2.3 Economic sustainability

Economic sustainability work includes economic growth, creating value and managing resources efficiently. Economic sustainability means that finances are characterized by long-term thinking, resource efficiency, reuse, and recycling. This applies for planning, development, maintenance and renovation of properties (Sveriges Allmännyttan, n.d.). In Sweden maintenance and renovation of public properties has been deprioritized for several years (Uotila et al., 2019). Due to this, bigger and more thorough renovations are needed in the future, resulting in delayed expenses that need to be covered in the future.

Today one fifth of all residential buildings in Sweden were built during “miljonprogrammet”, a project with the goal to build 100 000 new apartments every year for ten years (Boverket, 2020 b). At the time of the project, shortage of residential buildings was a significant challenge, due to population growth and urbanisation (Boverket, 2020 b). According to Svensson and Brorström (2021) so called “miljonprojektsbyggnader” are in dire need of extensive renovations. The reasons behind this are a combination of municipal property managers using these properties without maintaining them properly and stricter energy

regulations for properties, which has resulted in multiple properties needing to undergo extensive and expensive renovations (Svensson & Brorström, 2021).

1.3 Problem definition and research questions

Municipal property management has historically lacked long-term planning, leading to significant challenges. Lack of strategic focus has resulted in various issues for example deprioritizing property management and inefficient resource allocation. The main purpose of the thesis is to identify key challenges municipal property management faces today and explore how strategic property management can help address these challenges. The following research questions guided the investigation:

1. What are the main challenges in municipal property management?
2. In what ways can strategic property management address these challenges?

2. Methodology

This chapter outlines the methods used to address the research questions of this thesis. A mixed-methods research design with an explanatory sequential approach is employed, where quantitative data and literature findings inform the development of interview questions. This approach allows for deeper exploration of survey results, and enhances the overall analysis. A key reference for this thesis is the report *Kommunal strategisk fastighetsförvaltning* by Gluch et al. (2021). As this thesis builds upon their work, their research has served as a foundational framework for further exploration.

This thesis follows the structure of IMRaD, which stands for Introduction, Method, Result and Discussion (Lund University, 2024). This format helps in organizing and presenting research findings in a clear and systematic manner, making it easier for readers to follow the process and understand the results (Mack, 2014). The introduction provides background information and context to the subject based on previous studies. It also contains the thesis purpose and research questions. The method includes our design, procedures and materials, and also information on data collection and analysis. In the result we present our findings based on the survey and interviews. We then interpreted the results and compared our findings with previous research in discussion.

2.1 Literature study

The purpose of the literature study was to establish a theoretical foundation concerning municipal property management and the challenges that they face. The literature also served as a basis for shaping the research questions, developing interview questions, and guiding the analytical process throughout the study.

Chalmers University of Technology's library provides access to a wide range of academic databases with quality and peer-reviewed articles. Among these, Scopus was the primary resource for literature research in this thesis. In order to maximize accuracy in our work and not limit the information about the subject to Scopus literature, literature from Google Scholar and Chalmers library has also been used. This was done to not miss out on information that can create value for the work. To ensure relevance and credibility, selected articles must meet academic standards. Keywords that have been used during searches are

“strategic”, “management”, “municipality” and “properties” or “real estate”. When searching in Scopus the conjunction “AND” was used between the words to narrow down the search to more relevant articles. Since the topic is geographically constrained, comparisons with other countries must be approached with caution to ensure relevance and accuracy. This thesis focuses on publications with a high number of citations.

To determine the relevance of the literature, we applied the “four eyes” principle, meaning that at least two researchers independently assessed each source (Stoll et al., 2019). This method was chosen because different readers may interpret the same information differently (Bengtsson, 2016). A keyword search on Scopus resulted in 118 documents. Each abstract was reviewed to identify key themes related to our research questions. Based on this thematic analysis, 25 documents were deemed relevant. Relevance was determined by how clearly the literature aligned with the scope and aims of our study.

2.2 Survey study

The quantitative study in this thesis was conducted in the form of a survey by using the SurveyMonkey platform. The survey was created by Pernilla Gluch, who was a researcher in our key reference *Kommunal strategisk fastighetsförvaltning* (Gluch & Svensson, 2021). The survey was a follow-up to the one sent out in 2021 but before sending it out, questions related to Covid-19 and how it has affected property management were removed.

Respondents answered the survey which contains five parts with 29 main questions. The five parts consisted of 1) Background, 2) Challenges, 3) Strategic long-term planning, 4) Leadership and decision making, 5) Development and change. The questions included open-ended questions, yes or no questions and Likert-scale questions ranging from 1–5, with the option “not applicable”. The primary objective of the survey was to identify challenges in municipal property management by collecting data from a large sample (in regards to this subject). The survey was sent out to employees in 176 of Sweden’s 290 municipalities, corresponding to a coverage rate of 60.7%.

The survey was distributed to 399 individuals who were purposely selected due to their professional roles and presumed knowledge related to the subject of this thesis (Etikan et al., 2016). At the time of distribution, all recipients were employed within municipal property management across various municipalities in Sweden. Of these, 92 deliveries bounced back

and 141 respondents did not open the survey. Respondents were given five weeks to complete the survey, and during this period two reminders were sent to those who had not yet responded. In connection with the reminders being sent out, the survey was also distributed to 24 new contacts. These additional respondents were referred by the original recipients, who felt they were not the most appropriate individuals to answer the survey and therefore directed us to a more suitable representative within the same municipality. By the time the survey had ended, the survey had been received by 307 individuals. Those who did not fill out the survey to a degree of 80% were excluded from the analysis. In total 83 individuals provided a response that met the criteria of minimum answering 80% of the survey questions, resulting in a response rate of 27 percent. Table 1 provides an overview of the distribution of respondents based on the size of the municipalities they represent.

Size of municipality	Number of respondents
0 - 49 999	27
50 000 - 99 999	40
>99 999	16

Table 1: Distribution of respondents by municipality size.

The survey results were exported from SurveyMonkey and imported into the software platform IBM SPSS for statistical analysis. To ensure a rigorous and structured analysis, key steps were undertaken throughout the analytical process (SurveyMonkey, n.d.). The first step included data cleaning, where we reviewed the answers in order to identify inconsistencies or extreme outliers. These were assessed and, where necessary, excluded to preserve the probity of the data set. SurveyMonkey also provides a “response quality analysis” tool. The tool uses a combination of machine learning algorithms and user feedback to identify low-quality responses.

To interpret response patterns and explore central tendencies, a descriptive analysis was conducted. The primary focus was on means and medians, and frequency distributions were visualized using bar charts and histograms. After the descriptive analysis an inferential analysis was employed to unwrap statistical relationships and trends. We used correlation analysis to examine the relationship between key variables, and regression analysis to explore potential predictive relationships. These steps followed an iterative process. We used the scale in Table 2 to interpret how Pearson’s variables correlated (Papageorgiou, 2022). The

survey analysis focuses on identifying the strongest positive relationships between the variables, meaning relationships where the variables move in the same direction. As the value of one variable increases, the value of the other also increases (National University, n.d.). Accordingly, only correlations that were found to be moderate or stronger are presented.

Correlation	
< 0.20	Very weak
0.20 - 0.39	Weak
0.4 - 0.59	Moderate
0.6 - 0.79	Strong
> 0.8	Very strong

Table 2: Presents value ranges in order to understand correlation between variables.

2.3 Interview study

The qualitative research involves interviews with actors in strategic leadership roles within the municipal property management sector. The interviewees were selected based on their knowledge and experience relevant to the subject of the thesis (Etikan et. al, 2016). In the process of finding appropriate interviewees, a range of different municipalities with various sizes and residents were contacted. Finding relevant interviewees was partially facilitated by the group members' existing contacts in the construction and property management industry, who could recommend suitable candidates. These were contacted via mail, after which five representatives working with property management from municipalities and an expert in the field agreed to participate.

The goal was to explore open-ended questions and refine key insights within property management. We used semi-structured interviews which allowed us to address the predetermined questions while remaining open to relevant insights raised by the interviewees (Longhurst, 2009). This approach ensured a flexible and open conversation. Some of the interviewee's were not able to attend in real time, meaning some were held online using Teams. The interviews were recorded and transcribed with Teams transcribing tool. Those that were recorded face to face were later transcribed with the assistance of Klang.ai. Since

the interviewees share a similar role, the questions followed a structured framework to ensure comparable responses for effective analysis. All interviews were in Swedish, quotes used in this study have been carefully translated in order to preserve its essence. All Quotes have been reviewed by participants for validation and confirmation. With respect to anonymity, the participants are referred to as Interviewee 1, Interviewee 2, Interviewee 3, Interviewee 4, Interviewee 5, and Expert. The interviews were conducted in March of 2025. The interview question template is attached under Appendix 1: Interview template.

To get a diverse set of perspectives, the interviewees all have different roles but similar task assignments. They also work under varying conditions depending on the size of municipality, structure of the internal organisation and geographical location. All the interviewees hold leading positions in the fields of urban planning and property management. The interview details are presented in Table 3. Due to certain constraints regarding anonymization, the questions were adapted to not jeopardize eligibility (Adams, 2015).

Interviewees/Expert	Size of municipalities (in regards of population)	Role
Interviewee 1	Small (0-49 999)	Director of urban development
Interviewee 2	Medium (50 000-99 999)	Previously working as a director of technology and property management now working as municipal chief executive
Interviewee 3	Large (>99 999)	Teamleader property management
Interviewee 4	Medium (50 000-99 999)	Head of urban development
Interviewee 5	Medium (50 000-99 999)	Director of urban planning

Expert	—	Researcher within strategic municipal property management
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Table 3: Interview details.

To systematically analyze the qualitative data, a thematic analysis approach was used, following four key steps: thematic analysis, pattern recognition, validation and data visualization (Caulfield, 2023). The process began by identifying recurring patterns across responses and categorizing them into broader themes. We facilitated this by color-coding the themes, which made it easier to highlight key parts of the interviews. This step helps establish meaningful relationships between themes and supports a deeper understanding of the findings (Miles, et. al., 2014). The next phase included comparisons of responses across the different interviews to identify similarities, differences, and emerging trends. To ensure the credibility of the findings from the interviews, key insights were shared with interviewees for validation. This helped us verify the accuracy of our interpretations. Finally to enhance clarity and engagement, key findings were visualized using thematic maps, word clouds, or summary tables.

3. Results

The following chapter presents the results from the survey and interviews in relation to the research questions. Identified challenges and solutions within municipal property management are displayed below.

3.1 Challenges

This chapter includes challenges connected to municipal property management that were identified from the survey and interviews. The challenges are separated between quantitative and qualitative studies. They have been analyzed and categorized in groups.

3.1.1 Survey study

The following sections present the results from the survey study, identifying challenges within municipal property management. The respondents were asked to rate the extent to which they agreed that each of the 30 predefined options represented a challenge, using a five-point Likert scale ranging from 1 (Not at all) to 5 (To a very high degree) or the answer “Do not know”. In Table 4, two questions, “In relation to municipal property management, what major challenges are currently being discussed in your municipality?” and “In relation to municipal property management, what major challenges is your municipality currently working actively with?” and their corresponding means are presented. In total, 21 out of 30 response options are presented based on the relevance to the research topic. To identify the most prominent challenges, the top third of the challenges based on their mean values were selected for more detailed analysis. Correlation tests were then conducted on the responses to identify potential relationships between the various challenges. Only the correlations that were positive and above 0.4 (moderate) are presented.

	Q8: In relation to municipal property management, what major challenges are currently being discussed in your municipality?	Q9: In relation to municipal property management, what major challenges is your municipality currently working actively with?
Mean		

Environment and ecological sustainability	4.00	3.71
Social sustainability	3.65	3.23
Energy efficiency	4.45	4.20
National environmental goals	3.47	3.10
Regional environmental goals	3.40	3.17
Reuse in renovation	3.74	3.32
Waste prevention measures	3.28	3.05
Condition of buildings	4.31	3.96
Operational reliability	3.39	3.31
Cost-efficiency	4.41	4.10
Joint use of facilities	4.16	3.82
Digitalization	3.92	3.57
Inventory	3.45	3.32
Agenda 2030	3.13	3.03
Improved coordination between departments/organizations within your municipality	4.11	3.80
Increased collaboration with other departments/organizations within your municipality	3.86	3.54
Increased collaboration with private organizations/companies	2.74	2.63
Long-term planning	4.27	4.14
Innovation and new concepts	3.46	3.01
Sustainability reporting	3.21	3.08

Table 4: Survey question 8 and 9 and their correspondent mean. Seven rows are highlighted in grey, each representing one of the challenges with the highest mean scores.

The results from the detailed analysis for each challenge are presented in the same order as in Table 4.

Sustainability

Figure 1 shows the distribution of responses regarding the extent to which respondents agree that environmental and ecological sustainability is discussed and actively worked with in relation to municipal property management. The results indicate that a majority of respondents agree to a high or very high degree that the issue is being discussed within their organization. Specifically, over 40% of the respondents indicated that they agreed to a very high degree that environmental and ecological sustainability is being discussed, while just under 30% agreed to the same extent that the issue is being actively worked with. This suggests that many municipalities are engaged in conversations about environmental and ecological sustainability. Overall, the results reflect that the topic is acknowledged, but that there may be room to strengthen the level of active work in comparison to the level of discussion.

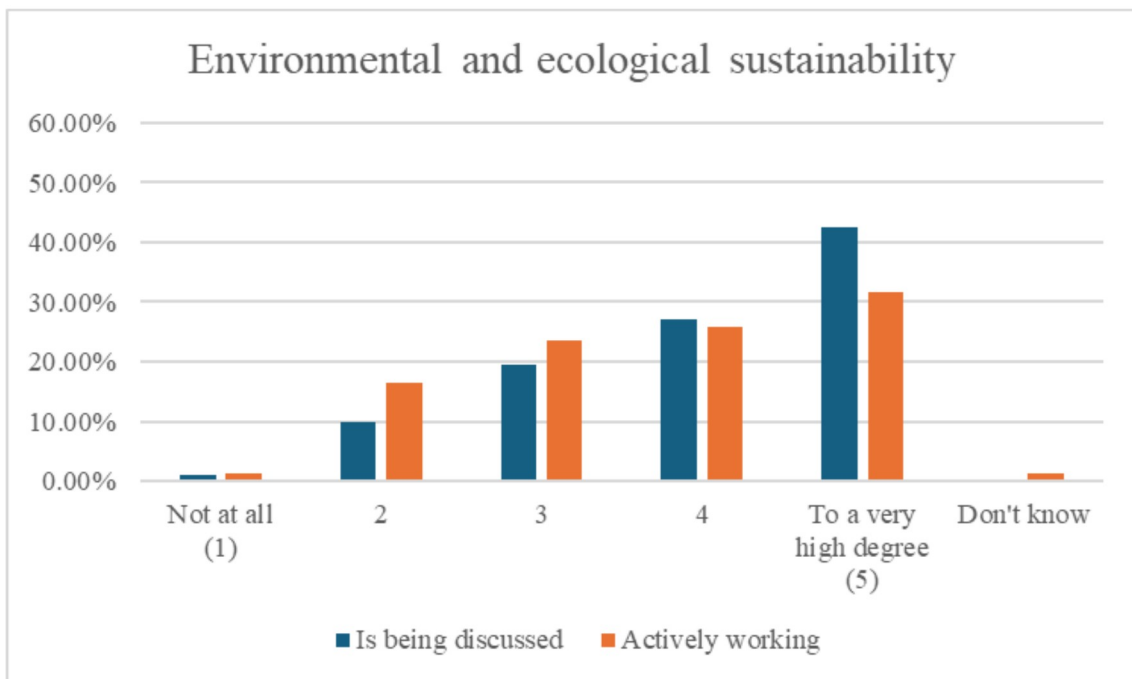


Figure 1: Respondents' perception of the extent to which they agree that the challenge of environment and ecological sustainability efficiency is being discussed and actively addressed.

Figure 2 illustrates respondents' perception of the extent to which they agree that the challenge of energy efficiency is being discussed and actively addressed within their municipality. Energy efficiency received the highest overall ratings among the listed challenges in Table 4, based on the mean scores for both the questions. The largest share of

respondents (approximately 59%) agreed to a very high degree that energy efficiency is currently being discussed within their municipality. In comparison, about 44% of respondents agreed to a very high degree that their municipality is actively working with the issue. This suggests that although awareness and dialogue are strong, there is a noticeable gap between discussion and implementation.

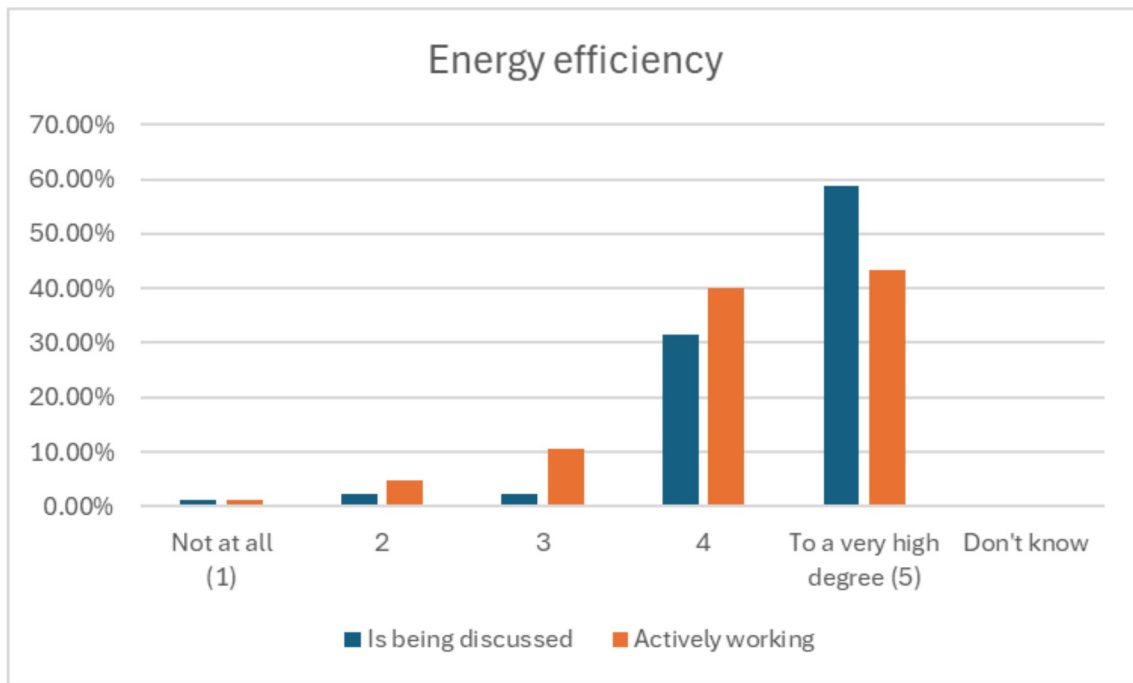


Figure 2: Respondents' perception of the extent to which they agree that the challenge of energy efficiency is being discussed and actively addressed.

Maintenance of buildings

Figure 3 presents the percentage distribution to which respondents agree that building conditions are discussed and actively worked with. The results indicate that building conditions are widely recognized as a challenge among municipalities, both discussed and actively worked on. More than half of the respondents indicated that they agree that the challenge is discussed within their municipality. At the same time, approximately 38% stated that they agree to it being actively worked with. This highlights a strong level of awareness, but a noticeable difference between actively working on it and discussing it. In summary, although building conditions are frequently discussed, the proportion of respondents reporting active work is somewhat lower. This indicates that action is not being taken, making it an important area where further action could be prioritized.

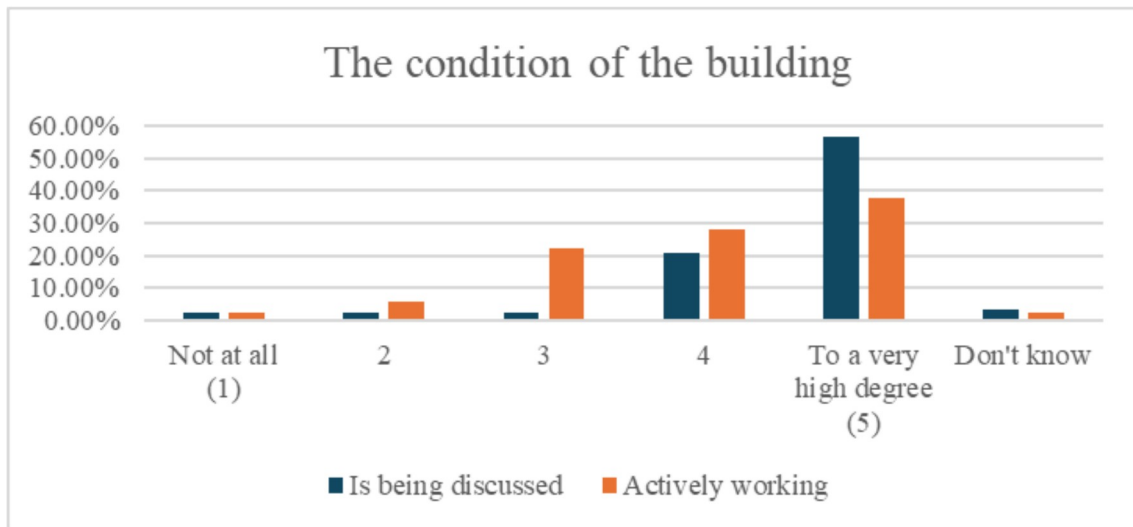


Figure 3: Respondents' perception of the extent to which they agree that the challenge of building condition is being discussed and actively addressed.

Given that the respondents agree that the condition of the buildings is a challenge that their municipalities both are discussing and working actively with, a correlation analysis with remaining challenges was conducted to examine potential relationships. The data showed that “the condition of the buildings” was positively correlated with both “cost-efficiency” and “inventory”, as presented in Table 5.

		The condition of the buildings
Cost-efficiency	Pearson Correlation (r)	0.517**
	Sig. (2-tailed), (p)	< 0.001
	N	80
Inventory	Pearson Correlation	0.536**
	Sig. (2-tailed)	< 0.001
	N	78

Table 5: Pearson correlation between building condition, cost--efficiency, and inventory.

***.* Correlation is significant at the 0.01 level (2-tailed)

Figure 4 illustrates the percentage distribution of which respondents agree that “Cost-efficiency” as a challenge is both being discussed and actively worked with. A majority of respondents (over 60%) agreed that cost-efficiency is being discussed to a very high degree, while approximately 45% agreed that they are actively working on the issue. The results show that a substantial majority of municipalities both acknowledge and engage with the challenge of cost-efficiency.

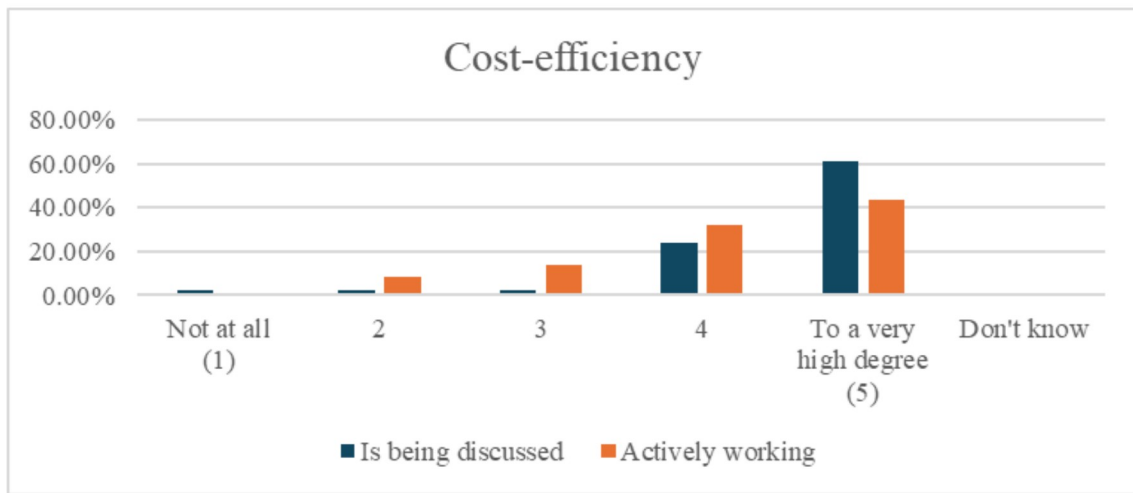


Figure 4: Respondents' perception of the extent to which they agree that the challenge of cost-efficiency is being discussed and actively addressed.

Implementation for joint use of facilities

Figure 5 illustrates the percentage distribution of to what degree respondents agree that joint use of facilities as a challenge, is being discussed and actively addressed. It should be noted that the issue is not with the concept of joint use itself, but rather in the practical challenges and the difficulties it entails. Of all the respondents, 48% agreed to a very high degree that the issue is being actively discussed in their municipality. In terms of active work, approximately 26% reported the same level of agreement. Overall, the respondents agree that the challenge of joint use of facilities is actively being worked with in their municipality. While the topic is widely discussed, the data suggests there may be a need for further efforts to translate discussion into concrete action.

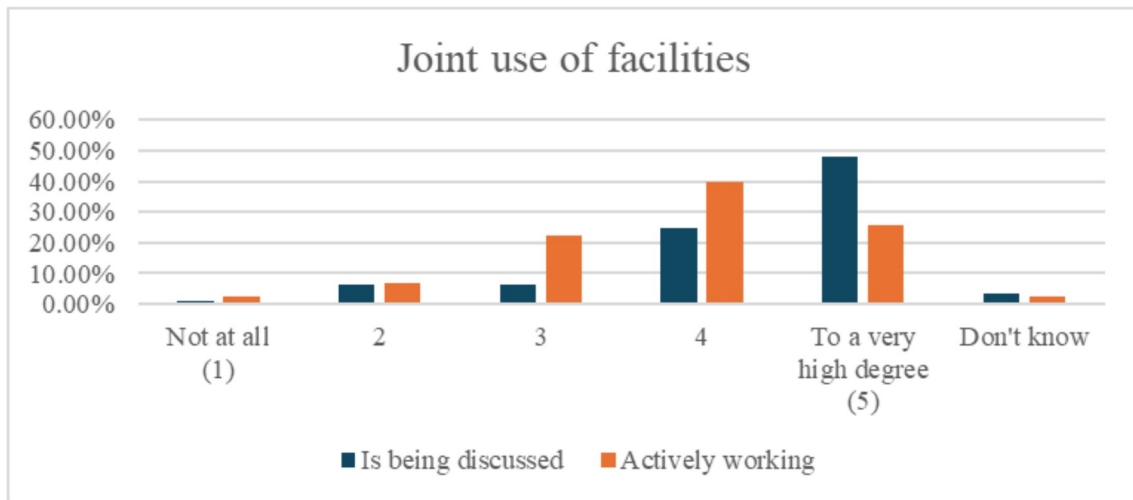


Figure 5: Respondents' perception of the extent to which they agree that the challenge of joint use of facilities is being discussed and actively addressed.

Organizational structure

Figure 6 illustrates the percentage distribution of how respondents agree that the challenge of achieving improved coordination between departments or organizations within the municipality is being discussed and actively addressed. Among all respondents, 43% strongly agree that improved coordination between departments or organizations is currently being discussed as a challenge in their municipality. Further, 31% stated that they agree to a very high degree that the challenge is being actively worked on within their municipalities. The results show that the challenge of coordination between departments and organizations is discussed more than it is actively worked with.

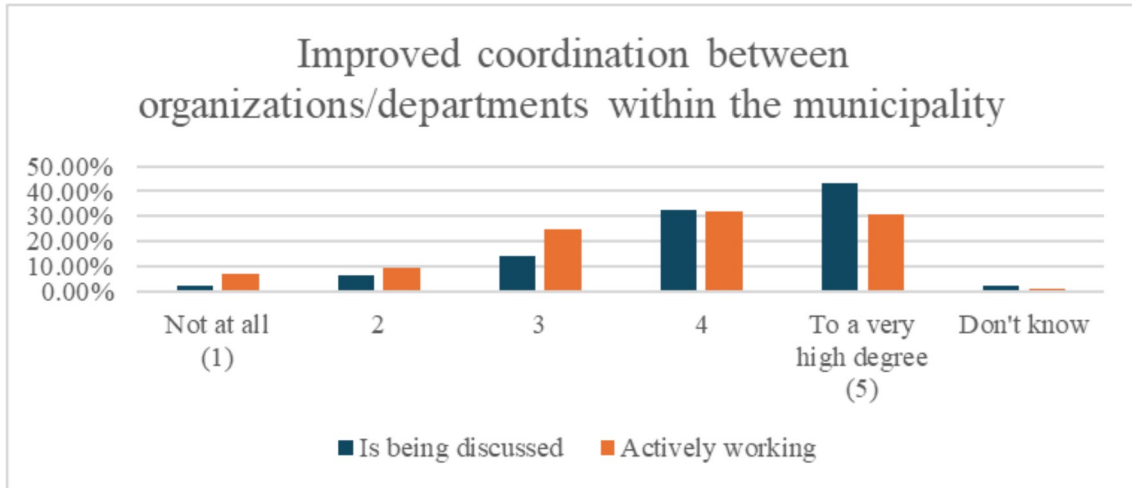


Figure 6: Respondents' perception of the extent to which they agree that the challenge of improved coordination between organizations/departments within the municipalities is being discussed and actively addressed.

Improved coordination between departments/organizations within the municipality showed correlations with two other challenges. Notably, a strong positive correlation was found between the challenge and long-term planning. The correlation coefficient (r) was 0.672, with a statistical significance value (p) < 0.001, as presented in Table 6.

		Improved coordination between organizations/departments within the municipalities
Long-term planning	Pearson Correlation (r)	0.672**
	Sig. (2-tailed), (p)	<0.001
	N	80

Table 6: Pearson correlation between improved coordination between organizations/departments within the municipalities and long-term planning.

** Correlation is significant at the 0.01 level (2-tailed)

Figure 7 illustrates the percentage distribution of respondents and to what extent they agree to long-term planning being both discussed and actively worked within their municipality. A total of 45% of respondents agreed to a high degree that the challenge is currently being discussed. In comparison, 31% agreed that their organization is actively working with the

issue. The results indicate that long-term planning is discussed to a greater extent than it is actively addressed.

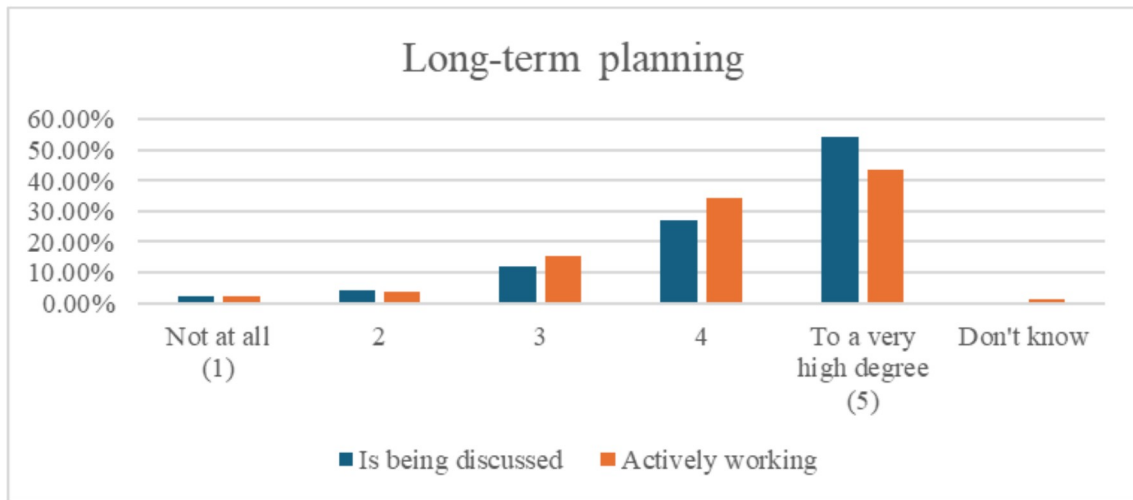


Figure 7: Respondents' perception of the extent to which they agree that the challenge of long-term planning is being discussed and actively addressed.

3.1.2 Interview study

The following chapter presents insights from the interviewees on what challenges regarding property management arises in the municipalities.

Maintenance of buildings

Interviewee 1 describes how approximately 40 years ago municipalities received substantial financial support which was used to construct large property complexes. These property portfolios, established decades ago, were later deprioritized and no maintenance planning was ever implemented. As a result of this, extensive maintenance backlogs and maintenance debts have accumulated and reached a point where, according to Interviewee 1, it is no longer possible to maintain all existing properties. Interviewee 1 further explains that the maintenance debts originate from several factors, including lack of maintenance plans and prolonged neglect of maintenance issues. This has resulted in a gradual deterioration of the buildings.

Property management has lacked strategic planning, leading to maintenance efforts that proceeded more slowly than the deterioration of the buildings, leading municipalities into a maintenance debt. Interviewee 3 explains how the lack of system support has resulted in the

absence of a maintenance strategy, which in turn has led to the accumulation of substantial maintenance debts.

Interviewee 1 also highlights that even today, properties are sometimes constructed without a clear strategy for future management, and there is often no comprehensive cost analysis for the portfolios that require ongoing maintenance. According to Interviewee 1, municipalities have often taken a reactive approach to urgent maintenance needs and investing resources into buildings that were already scheduled for decommissioning. This unstrategic approach has led to wasted resources that could have been better allocated to sustainable and long-term projects. An example of this was given by the Expert where windows were renovated on a building that was then demolished a year later. Interviewee 2 also discusses the problems associated with postponing maintenance, noting that postponed actions lead to increasingly extensive maintenance needs. Interviewee 2 gives an example on how a relatively minor issue that could have been easily resolved may develop into a major maintenance problem requiring significantly more time, money, and expertise to address.

Resources and competence

All the Interviewees report on lack of resources within the property management departments, affecting operational maintenance. The resource shortage is not only a challenge in itself but also a contributing factor to several other challenges which make it a fundamental issue to the property management sector. Interviewee 1 describes one of the challenges, noting that property management sometimes gets deprioritized when decisions are made due to limited financial resources. Interviewee 2 highlights the impact of rising energy and construction cost and how this affects the facility expenses and property management work. The increased costs on resources have forced municipality 2 to postpone planned projects in order to address urgent needs with the limited resources at hand.

Interviewee 4 talks about how one part of the municipal property management involves converting one type of building to another type. One example of that is repurposing a school into a retirement home. However, Interviewee 4 informs that the main challenges associated with such conversions are a lack of funding and time. These types of projects require substantial financial resources because they involve personnel, machinery and temporary facilities. Interviewee 4 further talks about how municipalities across the country are being assigned with more tasks regarding property management by the state, resulting in more

projects and objectives to fulfill with the same amount of resources. According to Interviewee 4, among the key aspects including time, cost and quality, the financial aspect is the one that is most lacking. This makes it the most critical issue in relation to property management according to Interviewee 4.

The Expert offered the following insight about a municipality: *“They themselves admitted that they lacked the necessary competence”*. Interviewees confirmed this, noting that a lack of competence is closely linked to limited resources, among other issues. Interviewee 4 explains that there is a competence gap that comes from the municipality’s lack of capacities to offer salaries and compensation packages that compete with those offered in the private sector. As a result municipalities struggle to attract qualified staff and are forced to use external consultants, which instead leads to higher costs. Interviewee 4 also points out that employees are drawn to the private sector not only for the salary but the greater opportunity to develop their career and professional growth. The municipality does not offer the same capability to grow like the private sector. Interviewees report a specific lack of competence in the area of property strategy but also technical staff present on the site conducting physical work. Further, Interviewee 5 believes that even when the necessary competence is available for a specific project it is often brought in too late in the process. As a result the project takes longer and becomes more costly. Inadequate planning leads to maintenance being neglected as it takes too long before anyone recognizes that it needs to be carried out.

Interviewee 2 states, on the contrary, that there is enough competence in their municipality. Yet, future challenges are mentioned: *“There is a future challenge with competence provision. And that is that fewer shall support more people and there will be a greater competition for workforce”*. Interviewee 2 continues that municipalities, the state and the private sector will be competing with each other for enough skilled professionals with competence due to changing demography. In future, more long-term property strategists are needed.

Interviewee 1 argues that the lack of competence results in an incomplete understanding of the various perspectives involved in property management. An example of this is the shifting demographics, with an increasing elderly population and fewer young people, which has led to current public properties no longer meeting the needs of society. This problem arose due to a lack of focus on analyzing demographic changes and planning accordingly. This lack of insight makes it difficult to grasp the broader picture necessary for maintaining the

municipality's portfolio of buildings. It is further noted that new construction projects are often initiated without a comprehensive plan or foresight regarding future maintenance which in turn creates additional challenges. Interviewee 1 claims that it is emphasized that several stakeholders within the municipality lack an understanding of how to work strategically. This lack of knowledge arises from the lack of prior experience with working in this way.

Interviewee 3 and 4 also report that property management lacks competence in digital working methods and is somewhat behind in the development related to the digitalization of management processes. This creates difficulties in adapting to the changing circumstances the municipality faces. Interviewee 4 explains the problem being that the reaction comes too late, which often results in issues that could have been prevented.

Political factors

All interviewees claim that political decisions have a major impact on municipalities when it comes to conducting long-term and effective property management. Interviewee 1, 2 and 5 claim that political priorities, ideological choices and mandate changes generate uncertainty, inconsistency and delays in their work on planning and implementing property management.

Interviewee 1 claims that the municipality's decision-makers, the elected politicians, limit the strategic work of property management due to their lack of proficient knowledge of the subject. Despite officials presenting well-informed data and long-term investment needs for how property management needs to develop, it is politics that has the final say on the budget frameworks and which investments are to be made. This means that several important projects can be postponed or possibly rejected completely without the consequences for the property portfolio or property management being fully understood. This situation is also exacerbated by the fact that politics tends to be based on other priorities, with both Interviewee 1 and 2 claiming that healthcare, schools and social care often outweigh long-term property maintenance. Politics sets the strategy and directs resources towards other areas of activity, which leaves property management with limited funds, which in turn makes it difficult to carry out sustainable maintenance work.

Interviewee 3 explains that long-term property management is made more difficult as new directives often arise with each new term of office. Projects prioritized during a term of office

can lose their status after an election, and new projects can quickly become prioritized, which requires that planning and budgeting must be redone. The interviewee mentions that this poses problems as property management lacks financial flexibility. Investments must be budgeted several years in advance, and there is no buffer to use when new needs quickly arise. This means that the political timing of decisions often outweighs the actual needs of the property management. Interviewee 5 provides an example of how mandate shifts and political disagreement can completely paralyze planning: A discussion about the location of an aquatic centre went on for 25 years, with each new political majority pushing new proposals. Due to the lack of cross-block consensus, the decision-making process was drawn out, with both planning and implementation being delayed. In the end, no citizen was satisfied with the final location of the aquatic center, according to Interviewee 5.

Organizational structure

All the interviews demonstrate that a well-functioning organizational structure is crucial for effective property management. However, multiple municipalities are experiencing lack of such structure, which creates challenges in their daily work. Interviewee 1 describes that there is an uncertainty regarding who is actually responsible for specific properties. This uncertainty creates a situation where departments tend to push away tasks, in the belief that someone else handles it. This leads to lack of maintenance which furthermore leads to greater need for maintenance in the future.

Within Municipality 3, challenges related to a malfunctioning organizational structure have been identified where different parts of the administration are struggling to cooperate. Employees within these administrations are often burdened with other tasks, leaving limited capacity to fully focus on property management. Additionally, since municipality 3 is large, it makes the coordination between administration even more difficult. Interviewee 3 calls for clearer division of responsibility and a more structured way of working with specific areas and roles. An example was given by Interviewee 2 regarding unclear workframes, where the rental agreement of some properties were handled by other managements than the property management department that usually manages the rental agreements. In this specific case, a sports center was administered by the culture and activity management instead of the property management department. These types of exceptions caused confusion about who is responsible for specific areas.

Interviewee 4 highlights another type of organizational challenge, namely municipal property management is not profit-driven. As a result, the primary focus tends to be on supporting the activities within the buildings, such as ensuring that schools or healthcare facilities function well, rather than on generating financial returns or increasing value of the properties. This lack of economic incentive could reduce the motivation to invest in long-term property maintenance.

Interviewee 5 identified a challenge where municipal management reports to different boards creating friction between them. Today the property management within municipality 5 in some cases reports to three different committees. This is based on the fact that central and overarching challenges also affect other organizations within the municipality, meaning that communication across different organizational units is required. Involving multiple management requires higher demand on communication, which is a challenge since different management have different cultures making it more difficult to collaborate. The Expert also mentions that friction can arise within the management due to unclear work frames. One example mentioned was a department that hired a new employee with a strategic role, which changed the dynamic and work frames for a property manager. This further led to friction and frustration that stagnated the management of properties.

3.2 Defining strategic property management

All the interviewees were asked to define strategic property management. While their responses varied, several recurring themes emerged that help illustrate how the concept is understood in a municipal context. Rather than referring to a universally agreed-upon definition, the interviewees described strategic property management as a proactive approach focused on long-term planning to meet changing future conditions. They also emphasized the importance of using governing documents to guide the management of premises and properties, and of applying a holistic perspective. As Interviewee 1 explained: “If you need to change the windows of a property, you also need to check the entire condition of the property, and look if something else has to be fixed”.

3.3 Solutions

In the following chapter proposed solutions and insights from the interviews and survey are presented. They have been analyzed and categorized in groups.

3.3.1 Quantitative study

In this chapter, potential solutions based on the collected survey data are presented. Although the survey did not explicitly seek solutions from respondents, some tentative ones emerged through the analysis. The findings are derived from bivariate correlation analyses and t-tests.

Management tools

Table 7 presents the distribution of responses to the question of whether the respondent's organization uses a specific method or model when working with strategic property management. The results show that only 27.16% of respondents answered "Yes", indicating that such tools are in use in a minority of the municipalities. A majority, 51.85%, reported that no specific method or model is used. Additionally, 16.05% of respondents stated that they did not know whether such a model is in use, and 4.94% chose to respond by leaving a written comment instead. These findings suggest that while some municipalities have adopted structured approaches to strategic property management, many either operate without formalized methods or lack knowledge about their organization's practices in this area.

Does your organization use any specific method/model when working with strategic property management?	
Answers choices	Responses rate
Yes	27.16%
No	51.85%
Don't know	16.05%
Comment	4.94%

Table 7: Response distribution to the question whether the organization uses a specific method/model for strategic property management.

Table 8 presents the results of independent samples t-tests comparing organizations that do and do not use a specific method or model for strategic property management. The grouping variable is based on whether the organization employs such a method/model, while the

outcome variables represent common challenges that the municipality is actively working with. For each outcome, the table shows the sample size (N), mean, standard deviation, t-value, degrees of freedom (df) and p-value.

Overall, organizations that apply a specific method or model tend to report higher engagement with some of the key challenges. Substantial differences were found in improved coordination between departments, where organizations with a method/model reported a significantly higher mean (4.57) than those without (3.98), a difference that was statistically significant ($p < 0.05$). Similarly, in terms of cost-efficiency, those using a model/method scored an average of 4.76, while those without scored 4.26. This also proved to be a statistically significant difference ($p < 0.01$).

Although the t-tests did not reveal any statistically significant differences in perceptions of ‘Building condition’, ‘Joint use of facilities’, ‘Environmental and ecological sustainability’, ‘Energy efficiency’ and ‘Long-term planning’, a consistent trend of higher mean values was observed among respondents who reported using methods/models in their organization. These findings suggest that the use of models and/or methods may support municipalities in addressing specific challenges more effectively.

In relation to municipal property management, what major challenges is your municipality currently working actively with?	Does your organization use any specific method/model when you are working with strategic property management?						
		N	Mean	Std Deviation	t	df	p
Long-term planning	Yes	21	4.48	0.60	1.28	61	0.21
	No	42	4.07	0.95			
Cost-efficiency	Yes	21	4.76	0.44	2.78	60.4	0.01
	No	42	4.26	0.99			

The condition of the buildings	Yes	21	4.43	0.99	0.93	61	0.36
	No	42	4.19	0.94			
Joint used of facilities/co-location	Yes	21	4.24	0.70	0.22	53.9	0.83
	No	42	4.19	0.99			
Improved coordination between organizations/departments within your municipality	Yes	21	4.57	0.51	2.95	59.7	0.01
	No	42	3.98	1.08			
Environmental and ecological sustainability	Yes	21	4.00	0.89	1.26	61	0.21
	No	42	3.67	1.16			
Energy efficiency	Yes	21	4.29	0.64	0.82	61	0.47
	No	42	4.12	0.94			

Table 8: Mean ratings of different strategic property management outcomes (e.g., long-term planning, cost-efficiency, building condition) based on whether the organization uses a specific method/model.

t-value measures the size of the difference between two groups relative to the variation within the group.

df refers to the number of independent values available for estimating a parameter.

p-value indicates the probability of obtaining a result as extreme as, or more extreme than the one observed.

The respondents were also asked to answer how they perceive the influence of overarching municipal documents on their organization's operations, as well as their view on how much influence these documents should have. The majority of respondents stated that municipal documents currently have some influence over their operations, and a fifth reported that they have a strong influence as can be seen in Table 9. Only 12% indicated that municipal documents do not influence their operations at all. These results suggest that although municipal documents provide guidance, the extent of their influence varies between organizations. When asked how much municipal documents should influence their operations, support for a stronger role increased slightly. A total of 41% agreed that the

documents should govern the municipalities decisions, while 35.90% agreed to a strong influence. Very few respondents disagreed that such documents should have a role in guiding their work.

Overall the results indicate a general alignment between current practice and desired governance, though there is notable desire for slightly stronger alignment with municipal documents than what is currently in place.

In relation to overarching municipal documents, to what degree:						
	Not at all (1)	2	3	4	To a high degree (5)	Do not know
Do they govern your operations?	0%	11.54%	24.36%	38.46%	20.51%	5.13%
Should they govern your organization?	1.28%	6.41%	12.82%	41.03%	35.90%	2.56%

Table 9: Respondents' perception of the extent to which they agree that overarching municipal documents govern or should govern their organizations.

3.3.2 Qualitative study

The following chapter contains insights from the interviewees on solutions regarding property management challenges.

Competence provision and leadership

To manage competence within municipalities, several different solutions have been identified based on the interviews. According to Interviewee 1 the private and public sector compete in hiring and preserve competent project managers within the property management field. Interviewee 1 elaborated that the public sector generally can not compete with the private

sector in terms of a higher pay-check. Interviewee 1 continued and explained that competent staff can be attracted to other values such as a secure workspace. Interviewee 5 also explained the importance of offering other values than a high pay-check to attract competent staff. One example is the contribution to the society and another example of this is offering a workplace where the location of your office will not change, whereas it is more common to work on projects far from your home during a long period within the private sector.

Interviewee 1 also explains an important aspect in utilizing the competence within the organization efficiently. According to Interviewee 1 a combination of competent leadership from a property manager over a group of competent property engineers. Interviewee 1 implies that this would lead to a more efficient workplace, and that it is much harder if there is one competent part (property manager or property engineers). Interviewee 1 also proposed the idea of sharing competence between municipalities. For example, a strategic employee who may not have a full workload in one municipality could be assigned to work across two or more municipalities, thereby making more effective use of their expertise.

According to Interviewee 5, one way to identify a lack of competence in project planning is by locating so-called bottlenecks in the process where progress is delayed or hindered. By doing this you can identify a person or group that are trailing behind in an early stage. By illuminating the issue the organisation can contribute with more competent staff to resolve the issue before it harms a project.

According to Interviewee 1, one option is raising awareness to politicians about the key aspects before decisions are made, so that the right choice and priorities can be set when selecting projects. Interviewee 1 says *“You really need to be very skilled at informing and educating the politicians so that they understand the importance of the consequences of it”*.

Towards economic sustainability

To ensure economic sustainability in municipal property management, where public properties and premises support long-term community needs without jeopardizing financial stability, several practical solutions emerged from interviews with Interviewee 4, 5, and the Expert.

According to Interviewee 4, long-term strategic planning is key to achieve economic sustainability. Interviewee 4 explains that managing an aging property portfolio requires

Careful prioritization of resources, especially because of demands for energy efficiency and sustainable construction. Interviewee 4 talks of scenario based planning, where the municipalities create flexible plans that can adapt to demographic changes, like declining school enrollments or increasing elderly populations. Furthermore, Interviewee 4 emphasizes the need for cost-benefit analyses when deciding whether to renovate, maintain, or demolish properties, aiming to optimize expenses while preserving service quality.

Similarly, Interviewee 5 emphasizes process integration and cross-departmental coordination as key to economic sustainability. Interviewee 5's approach highlights the need for better synchronization between technical departments, urban planning and project management. Interviewee 5 has introduced portfolio management methods, inspired by industrial practices, to better prioritize projects based on available resources and needs. They recognize that fragmented planning can lead to inefficient resource use and delayed projects which ultimately result in higher costs. A unified development process, with stronger early process collaboration between departments like water, sewage and roads is seen as vital for reducing long-term financial risks.

By building and renovating energy efficient properties the municipality property stock will better maintain its value, according to Interviewee 5. The Interviewee continues and explains that by owning energy efficient properties the municipality will lower its energy cost while the property's value will radically increase simultaneously. An example that is given is an area in an adjacent municipality to Municipality 5. This area was developed with a combination of residential- and commercial buildings with energy efficient properties in focus. To cope with the energy issue a solution was to reuse heat between commercial- and residential spaces. Generally commercial spaces need to be cooled and residential spaces need to be heated. It became an efficient solution that Interviewee 5 would like to see be implemented more around the country.

The Expert points out that municipalities historically lacked a comprehensive overview of their property portfolios, resulting in fragmented maintenance efforts and ad-hoc investment decisions. The Expert explains that strategic property management connected to economic sustainability involves creating and managing a detailed inventory of assets and aligning both maintenance and investments with social and economic goals. Economic sustainability, according to the Expert, also requires balancing operational needs and user satisfaction. For example, investing not just in visible improvements, like repainting, but also in hidden

systems, like ventilation, which although less visible, have long-term cost and health implications.

The Expert also describes a type of structure within municipal property management. This structure is based on hiring a “property strategist” that would lead the municipality's strategic work. The Expert explains that this structure will allow property managers in municipalities to get a better grasp over the municipal properties and allow more focus on economic related issues.

Centralization and Coordination Strategies

Interviewee 1 and 2 highlights the importance of governing documents that guides how to actively and strategically work with property management. In municipality 2, the municipal council has decided on a facility supply strategy, which is an overall governing document with the purpose of ensuring strategic work. Municipality 2 has an additional facility supply plan decided by the municipal property board, in order to facilitate planning of the facility management from a 10-year perspective. Interviewee 2 states that the facility supply plan is a key element for working strategically and contains valuable information on how to manage their premises and properties. Interviewee 4 emphasizes the importance of not acting without a specific long term strategy, arguing that having a plan for potential scenarios enables quicker adaptation and more cost-effective problem solving.

Interviewee 2 mentions that clearer areas of responsibilities, cooperation structure and culture is the key to a well functioning property management. However, the interviewee expresses the importance of culture within departments stating “*The culture eats the structure for breakfast*”. Interviewee 2 clarifies that no matter how clear the areas of responsibilities and cooperation structures are, it will not solve any problems if the culture is not well-functioning. A well-functioning culture means that there is a mentality of wanting to cooperate and together solve challenges.

Another solution that was raised by Interviewee 5, was to centralize the management of properties to fewer departments in order to strengthen the communication, to reduce friction and clarify the responsibility for the properties. The given example regarding other managements handling real estate agreements instead of the real estate office, could be solved

by centralizing all rental agreements to the real estate office. Similarly, Interviewee 1 mentioned that involving fewer departments can help clarify employee roles.

Interviewee 3 believes that the digitalization of buildings and maintenance processes facilitates the achievement of strategic governance. Similarly, Interviewee 1 states that digitalization will make it easier to plan long term and to understand what needs to be maintained and when, and that digital systems have a positive effect on property management and have been gradually implemented within their municipality.

Digital systems facilitate the ability to keep track of what properties that have to be maintained through automatic follow-ups. Interviewee 1 further states that digital systems is providing property managers with information regarding the condition of properties in order to help prioritizing the needs of maintenance, and working in a cost-efficient way as possible. Municipality 3, 4 and 5 claims that digital systems could streamline the energy efficiency and resource usage of properties. It would further enable the ability to remote-control the maintenance of properties which saves time and money. Additionally, the Expert highlights a solution involving a new communication platform. This not only encourages a more open and supportive work environment but also facilitates clearer communication between departments within municipal property management. This results in less misunderstandings regarding efforts in the work concerning property management, according to the Expert.

Interviewee 5 mentions a newly implemented digital platform that has increased their efficiency of workflow. The digital project management tool is designed to provide structure and guidance for leading successful projects. Since this tool was implemented in Municipality 5, their projects became more accurate and they stopped taking on projects outside their area of expertise, which led to a better resource efficiency.

Proactive maintenance planning

As mentioned earlier, municipalities face major challenges related to maintenance and building planning, however, most of these municipalities have begun a strategic restructuring process to improve these processes.

A recurring solution in municipalities 1, 3 and 4 is updated maintenance plans, the purpose of which is to schedule planned maintenance for a specific period of time in the future. Through long-term proactive planned maintenance of properties, instead of short-term reactive

maintenance, municipalities can reduce acute costs, avoid capital destruction and create better budget conditions according to Interviewee 3 and 5. To facilitate this proactive work, municipalities 3 and 5 use property support-systems to schedule measures per technical object and to follow up on lease agreements and regulatory requirements.

Within municipalities 2 and 5, building planning is increasingly handled within the framework of facility supply plans and strategies with a 10-year perspective. This method is used to coordinate investments with the needs of the business and population development, and to make motivated decisions about whether the municipality should own the property, rent or build new. Another perspective that Municipality 3 highlights is the importance of the building's lifespan and future use. For example, no extensive renovation should be done if the building is to be decommissioned within a few years.

In Municipality 4, scenario-based planning is used to meet challenges with building planning, especially to deal with demographic changes. Depending on demographic changes and community needs, the municipality decides whether to adapt the property stock through joint use, conversion or the sale of premises. The Expert believes that, instead of building new buildings or letting existing buildings deteriorate, existing buildings can be converted to meet the needs of society. The Expert also believes that it is possible to make the use of premises more efficient, that is, to use buildings for several different purposes at different times of the day or year. Municipality 4 points out the importance of reviewing its buildings to understand whether they meet its needs; if the buildings do not, they should be converted to meet the needs of society. If a conversion is not possible, the building should be sold, continues Municipality 4.

4. Limitations

This study was conducted within a Swedish context, with focus on municipalities. On account of this, the findings are primarily applicable in Swedish municipal settings. While the result might be relevant to other Scandinavian countries with similar structure, any broader generalizations should be made with care.

The quantitative study was influenced by the sample size of survey respondents. Although the survey provided valuable insights, the overall response rate was modest, which may limit the generalizability of the findings. It is also important to acknowledge that not all intended recipients opened the survey email. There is a possibility that the email was filtered into spam folders, resulting in parts of the target group not being reached.

The qualitative study was similarly limited. Conducting more than six interviews would enable us to generalize challenges and solutions to a stronger degree and would likely have contributed to a more nuanced and representative study. Moreover, conducting interviews with individuals holding different roles within the same municipality could have added valuable internal organizational perspectives, potentially highlighting differences in experience, priorities, and understanding of the issues discussed.

5. Discussion

The discussion is divided into three parts, where the first two parts address each of the research questions respectively, and the third part is a table connecting solutions to the identified challenges. The purpose of the study was to investigate the property management-related challenges faced by Swedish municipalities and in what ways strategic property management can address these challenges.

5.1 Challenges in property management

The findings from both the survey and interviews reveal that many challenges are interconnected. A recurring theme across the survey data is that while many of these issues are frequently acknowledged and discussed they are not always met with concrete, sustained action. This suggests a gap between recognizing challenges and implementing strategic measures to address them. The survey responses indicate that municipalities often agree on the importance of addressing these issues, yet the interview findings reveal that actual progress is often hindered by organizational structure, political decisions, competence and resource constraints.

Results show that the majority of the interviewees suggests that deprioritizing maintenance stems from political decisions. Politicians often prioritize funding areas other than property management and that projects lose status during a new term of office, which aligns with Gluch and Svensson (2021). Furthermore, the interview and survey results demonstrate that challenges related to maintenance extend beyond politics.

The results indicate that the lack of financial resources and limited cost-efficiency negatively impacts municipalities ability to carry out effective property management, particularly in relation to maintenance. The survey analysis indicated that there is a strong correlation between the condition of buildings with cost-efficiency. This could suggest that the absence of both long- and short-term maintenance plans may lead to a reduced cost-efficiency for municipalities while already operating under constrained budgets. Several interviews further highlight that limited resources may require municipalities to postpone planned projects, undermining proactive management efforts. One example is the implementation of joint use facilities, which is often discussed as a cost-saving measure but proves difficult to realize in

practice. Despite this, interview findings suggest that while new buildings continue to be constructed, the maintenance of existing buildings has remained largely reactive rather than preventive and strategically planned, an issue also noted by PwC (2022). The limited resources and reactive work may hinder economic sustainability, which involves balancing economic growth with efficient resource use.

In addition to economic sustainability, environmental sustainability is another dimension of municipal property management. Given the significant environmental impact of buildings, municipalities play a key role in achieving the global sustainability goals outlined in Agenda 2030 (Sveriges Kommuner och Regioner, 2024). This is reflected in the survey results, where several municipalities agree that sustainability is a major challenge. Specifically, both ‘energy efficiency’ and ‘environmental and ecological sustainability’ are identified as areas that municipalities are actively addressing. In this context, municipal strategic property management should aim to integrate environmental objectives into long-term planning and identify methods that support both proactive maintenance and sustainable development.

Further, competence related challenges are mentioned by all the interviewees. Five out of six interviewees identify the lack of internal competence as a key issue that must be addressed. As a result of competence shortage, municipalities are often forced to hire external consultants to bridge internal competence gaps, which places strain on already limited financial resources. This reliance on external expertise, in turn, makes it more difficult to maintain a stable budget and achieve goals related to economic sustainability, which is also noted by Uotila et al., (2019). The sixth interviewee offers a slightly different perspective, emphasizing that while the municipality currently possesses the necessary competence, challenges regarding competence provision may emerge in the future. Furthermore, the results show that even when competence is available, it is often appointed too late in the project process. This leads to inefficient work and can result in cost-inefficiency.

The majority of interviewees claimed that municipal property management is significantly affected by how structure and responsibility are organized. Interviewees point out that there is often ambiguity about who is responsible for a specific property and its associated maintenance, and that this leads to work being delayed, or possibly never completed. In line with this, the survey results confirm that enhanced coordination between departments is essential for strengthening the overall organizational structure. A possible connection with

this structural and responsibility challenge may be the complexity of the municipal organization as explained by Sveriges Kommuner and Regioner (2011), where different management models occur together with several levels of responsibility. This gives a possible indication that ambiguous responsibility and unclear organizational structures may lead to ineffective property management in municipalities.

The result indicates that the majority of the challenges are connected to maintenance. Both the interview and survey findings highlight that insufficient or poorly managed maintenance is a critical challenge within municipal property management. In summary, the findings present that challenges in municipal property management are interconnected and often arise from a combination of challenges above. These issues hinder long-term planning and proactive maintenance, but also undermine cost-efficiency and economic sustainability. Municipal structures and the lack of clearly defined responsibilities further contributes to inefficiencies. Importantly, all these challenges are not only closely linked to each other, but also to the continual accumulation of maintenance debt. To address these challenges, survey analysis and interviewees have proposed potential strategies and solutions, which are explored and implied in the following chapter.

5.2 Analyzing identified challenges and corresponding solutions

This chapter presents potential solutions to the key challenges identified in the study. These solutions are derived from interview findings and survey results, with support from the literature study to enhance validity of generalizations. The proposed solutions are organized into five sections.

5.2.1 Digitalization enables strategic management

Since several municipalities regard maintenance of properties as a challenge, a possible solution could be implementing digital property systems. A property system simplifies the process for proactive and planned maintenance efforts, where measures are added to schedules long before the instance is to take place. Further, digital property systems may solve challenges with monitoring the condition and energy use of properties. Through data collection and automatic follow-ups, transparency and overview of the property portfolio

increase. Digital systems also make it possible to remotely control properties, which leads to both lower costs and time savings in the long run.

Digitalization can also be used as a relevant resource regarding streamlining project management. A project platform can structure project management and guide it, which means that the municipality does not take on projects that are outside their area of expertise. It was further mentioned that digital communication platforms could provide employees with the opportunity to report issues in a constructive manner, which according to the Expert, fosters a more positive work climate and reduces internal conflicts. Implementation of digital tools and platforms could lead to a more efficient resource management and provide better conditions for long-term economic sustainability.

5.2.2 Efficient use of existing buildings

In order to meet the changing demographic needs of society, decisions must be made about whether to construct new buildings or repurpose existing ones. Before making such decisions, it is important to assess whether a building is still in good condition and suitable for alternative uses, or if it would be more beneficial to sell the property and build something new to meet these needs of changing demography. One possible strategy is scenario planning, which involves preparing plans based on various possible future scenarios.

By converting existing buildings and enabling multi-use facilities, new opportunities arise that can help address several challenges within municipal property management. Property conversion refers to the process of taking a building used for one purpose and adapting it for another. An example of this is repurposing a school into a retirement home. Such conversions reduce the need for new construction and minimize capital investment for the municipality.

As demographics shift over time, from a population with more young people, to one with more elderly, the demand for public properties also changes. Instead of constructing new buildings to meet these evolving needs while allowing older properties to remain unused, municipalities can turn to property conversion. By repurposing unused buildings to meet current societal demands, municipalities can ease resource constraints and make more efficient use of their property portfolio.

One possible solution to the growing societal demands, where more facilities are needed while resources are increasingly limited, is shared use. Shared use enables time and resources

savings that can be redirected to other projects. For example, a building could function as a school during the day and host community activities in the evening. This way only one facility is required instead of two.

Shared use and conservation of buildings support municipalities in working toward several climate goals, such as agenda 2030, and can improve the way sustainability is integrated into municipal operations. The need for new construction would be reduced, thereby minimizing the use of additional material and machinery, which in practice could lead to lower carbon emissions.

In many municipalities, facilities are either underutilized or left unused. Constructing new buildings is both costly and resources-intensive. By converting and sharing buildings, municipalities can meet emerging needs without increasing the total building area. This reduces the need for new construction and lowers the capital investment.

5.2.3 Strategic governing documents and supporting methods

The survey results report that a majority of respondents do not use governing documents to guide their operations. At the same time, an equal proportion agree that such documents should be used to govern property management decisions. Furthermore, the results indicate that respondents who use specific methods/models are more likely to agree to a higher extent that they are actively working with all identified challenges. In particular, cost-efficiency and improved coordination between departments/organizations within the municipality.

Governing documents such as facility supply strategies and long-term maintenance plans work as guiding documents for how municipalities are supposed to manage its premises and properties short- and long-term. These documents are politically decided and contain goals, priorities and action plans. Without proper governing documents, municipalities could risk making decisions with no long-term perspective. The facility supply plan with a 10 year perspective that Interviewee 2 has implemented, is an example of how municipalities can work strategically and secure continuity. Furthermore, facility supply strategies enable long-term planning even when the political leadership shifts every 4 years.

According to the interviewees, inefficient investments are often done when there is a lack of information regarding demographic changes. By introducing demographic scenario-based planning, municipalities could adapt the use and availability of premises for the future needs.

By using governing documents and cost-benefit analyses, municipalities can possibly make more rational decisions regarding renovations and new construction. This may prevent investments that are disproportionate to actual needs or available resources. When property management is guided by long-term and systematic models it can become easier to prioritize the right measures over time. This would support economic, social and environmental sustainability as resources are used more efficiently and in alignment with future population needs.

5.2.4 The importance of a well-functioning cooperation and communication

Well-functioning cooperation and information can be a solution to the challenges regarding delayed and more expensive projects. Interviewees highlight how clearer areas of responsibility, cooperation structure, and internal culture within property management play a crucial role in improving cooperation and communication between departments.

With clearer areas of responsibility, there is a greater possibility for employees of knowing what to do and who makes decisions. Additionally, a well-functioning cooperation is also a crucial part in reducing friction and misunderstanding between departments, which in turn prevents project delays and waste of resources. Finally, a good culture in departments is crucial for succeeding with both areas of responsibility and cooperation structure. These three factors could all together improve coordination and efficiency within departments and may be a solution to the challenge regarding delayed and expensive projects.

Another possible solution concerning delayed and expensive projects is centralization, which could lead to clearer areas of responsibility, a structured way of working and communication. Today, some municipalities have a centralized structure, while others do not. If all property matters were to be centralized into one department, it could be easier to implement governing documents and digital systems, making them more accessible and understandable across the organization. Therefore, governing documents and digital systems could result in strengthening the communication to increase the efficiency in the management. Moreover, an efficient and centralized management may lead to organizational stability and ability to work more strategically over time. It could improve the long-term planning of maintenance, investments and creates better prerequisites for follow-ups.

5.2.5 Strategic use of municipal resources

By working systematically with focus on long-term planning, prioritization and efficient resource management, this may be a potential solution to the challenges municipalities face regarding resource constraints and cost-efficiency.

Integrating economic sustainability into municipal operations means that decisions should not only consider immediate costs but also account for long-term benefits and future burdens. The survey showed that 59 % of the respondents identified energy efficiency as a challenge in their municipality. One potential strategy for improving energy performance in buildings is to invest not only financially, but also in terms of time, effort, and education. Such investments may, over time, reduce operating costs, lower environmental impact, and potentially increase the value of the property. Another effective method for making economically sustainable decisions is to implement cost analysis of properties and use that as a basis for long-term planning in property management. Cost analysis can support decision-making when resources are limited and priorities must be set between competing projects. Applying long-term planning, which includes optimizing and prioritizing needs of properties, could improve the cost-efficiency and sustainable measures.

To achieve economic sustainability, it is essential to view property management from a holistic perspective and adopt a proactive rather than a reactive approach. This can be supported by developing a long-term budget plan, such as a 10-year maintenance budget, based on scenario planning to ensure readiness for unexpected costs.

Attracting the right competence within property management is also a key factor in achieving economically sustainable operations. One way to attract skilled professionals to the municipal sector is by offering non-financial incentives. For example, providing a secure work environment with opportunities to maintain work-life balance, a fixed workplace and the chance to actively contribute to the development of society can be appealing. One possibility is for them to promote their workplace, and show that they offer these types of soft values in the municipalities.

By combining these solutions and applying long-term planning based on analysis and well-founded assumptions, municipalities can use their available resources more sustainably.

This can help reduce the growing maintenance debt that many municipalities currently struggle with.

5.2.6 Raise awareness among politicians

Municipal property management must learn to work around politics, as they operate within a democracy and it is impossible to predict which politicians will be in power next. The problem arises from the fact that politicians serve four-years terms, and if a new political leadership is elected after the period, they may have a completely different vision for property management. This creates uncertainty and makes it difficult to plan beyond a four-year horizon. However, one possible solution is to help politicians understand the importance of the decisions they make and the consequences that follow. This may increase the likelihood that projects benefiting property management may be prioritized.

5.3 Mapping solutions to property management challenges

Table 10 shows the challenges that were presented through our result. This is connected to solutions that fit and can be applied to help solve each respective challenge.

Challenge	Solution
Deprioritized maintenance of buildings	Digitalization
	Scenario planning
	Methods/Models
Competence	Promote soft values
	Sharing competence between municipalities
Organizational structure	Culture
	Governing documents or Methods/Models
	Areas of responsibility
	Centralization

Lack of resources	Holistic view
	Long-term investments
	Scenario planning
	Methods/Models
	Cost-efficiency
Sustainability	Methods/Models
Joint use of facilities	Methods/Models
Political factors	Raise awareness about strategic property management in politicians

Table 10: Mapped solutions to the challenges.

Ultimately, the study suggests that strategic property management could offer a viable framework for addressing the challenges that municipalities encounter. Strategic property management can be characterized by a long-term perspective and a holistic approach to decision-making. By gradually integrating strategic thinking and long-term planning within municipal property management practices, the proposed solutions can possibly solve the challenges that municipal property management is facing.

6. Conclusion

The aim of the study was to explore the challenges within municipal property management and how strategic property management can contribute solutions and to more sustainable outcomes. Based on the results, this study was able to identify key challenges within municipal property management and propose applicable solutions.

The findings indicate that municipalities struggle with a number of challenges. These challenges consist of large maintenance debts, lack of long-term planning, political challenges, limited financial and human resources and ineffective organizational structure. Due to the fact that many buildings were constructed approximately 40 years ago without a maintenance plan, led to high costs, maintenance debts and a reactive strategy. Despite that some municipalities have a maintenance plan today, there are still a lot of facilities that need maintenance and a more strategic approach.

The study shows that there is a correlation between the use of structured methods and better handling of challenges such as cost-efficiency, long-term planning and organizational coordination. The t-tests show that the municipalities with models and tools work more actively with challenges than the municipalities without models and governance tools.

One conclusion that can be drawn from the study is how politics has a significant influence on municipal property management. It is important to raise awareness among politicians to ensure that they understand the implications of certain projects in order to enable a more strategic approach.

In terms of competence provision, municipalities face challenges to compete with the private sector. To address these challenges municipalities can promote the soft values that they offer. One more possibility is to share knowledge and staff between neighboring municipalities so more municipalities can benefit from the existing knowledge.

Although the challenges are complex and interconnected, the findings show that strategic property management can serve as possible means to address the challenges. Strategic property management works like a framework that encourages a functional structure, long-term planning and an integration of sustainability thinking. Gradual implementation of strategic thinking and long-term planning is needed.

Ultimately this study identifies several solutions and strategies to address the challenges faced in municipal property management, it still remains a question how these solutions can actually be implemented in practice. Future research could therefore focus on how to implement the solutions within municipal organizations. Another possibility is to examine the challenges faced by municipalities in countries outside of Sweden, and to investigate whether they apply strategic property management and what models they use in their daily operations.

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Appendix

Appendix 1: Interview template

Inledande frågor

Kan du berätta om din roll och dina erfarenheter inom fastighetsförvaltning?

Hur ser förvaltningsstrukturen ut i er kommun?

- Vilka ansvarar för förvaltningen?

Frågor om dagens problem:

Vilka är de största utmaningarna du har observerat inom fastighetsförvaltning på kommunal nivå?

Vilka större utmaningar arbetar ni aktivt med just nu i er kommun?

- Hur arbetar ni med dessa utmaningar?

Anser du att det finns tillräcklig kompetens i er kommun för att arbeta strategiskt? I så fall, hur påverkar detta ditt arbete?

- Vilken kompetens inom fastighetsförvaltning krävs i er kommun för att arbeta kort- respektive långsiktigt?

Anser du att det finns tillräckliga resurser i er kommun för att arbeta strategiskt? I så fall, hur påverkar detta ditt arbete?

- Vilka resurser inom fastighetsförvaltning krävs i er kommun för att arbeta kort- respektive långsiktigt?

Vilka är de vanligaste problemen kopplade till underhåll, investeringar och hållbarhet inom kommunal fastighetsförvaltning?

Vilka faktorer påverkar kostnadseffektivitet i dagens kommunala fastighetsförvaltning?

Frågor om strategisk fastighetsförvaltning:

Hur definierar du strategisk fastighetsförvaltning?

Arbetar ni strategiskt nu?

- Vilka är (skulle behöva vara) involverade i arbetet?
 - Vilka leder arbetet?
 - Hur är politiken involverad, hur stor påverkan har de?

Vilka nyckelprinciper anser du vara viktiga inom strategisk fastighetsförvaltning?

Använder ni några modeller/metoder för att arbeta strategiskt? I så fall vilka?

Styrdokument? (Något som styr arbetet)

Hur kan strategisk fastighetsförvaltning användas för att lösa de utmaningar kommunerna står inför idag?

Finns det exempel där din kommun har implementerat strategisk fastighetsförvaltning på ett framgångsrikt sätt?

Framtiden:

Hur tror du att kommunal fastighetsförvaltning kommer att utvecklas de närmaste 10 åren och hur kan SFF vara en del av det?

Appendix 2: Survey questions

STRATEGISK KOMMUNAL FASTIGHETSFÖRVALTNING 2025						
DEL 1: BAKGRUND						
* 6. I din arbetsroll, till vilken utsträckning ägnar DU dig åt följande uppgifter?						
	Inte alls			I mycket hög grad		Ej tillämpligt
Leda team/arbetsgrupper	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Projektledning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Samverkan med externa aktörer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Verksamhetsutveckling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delta i arbete med kommunövergripande strategier	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delta i arbete med kommunövergripande planer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utveckling av nya arbetsmetoder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implementering av nya arbetsmetoder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internutbildning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sprida information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ekonomisk kalkylering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inventera fastighetsbestånd	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fatta strategiska beslut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fatta operativa beslut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Besluta om nya inriktningar på arbetet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utveckling av nya managementprocesser	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implementering av nya managementprocesser	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dokumentering och/eller dokumenthantering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hållbarhetsrapportering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Annat, ange vad						
<input type="text"/>						

* 7. När du tänker på din organisations/enhets roll i er kommun skulle du säga att ert uppdrag är som:

	Stämmer inte alls			Stämmer helt	
Beställare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Förevaltare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planerare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utförare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Projektledare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Annat, ange vad:					
<input type="text"/>					

STRATEGISK KOMMUNAL FASTIGHETSFÖRVALTNING 2025

DEL 2: UTMANINGAR

* 8. Kopplat till kommunal fastighetsförvaltning, vilka större utmaningar diskuteras inom er kommun just nu?

	Inte alls			I mycket hög grad			Vet ej
Miljö och ekologisk hållbarhet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social hållbarhet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energieffektivisering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nationella miljömål	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regionala miljömål	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Klimatförändringar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lokal energiproduktion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lokal dagvattenhantering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trygghet och säkerhet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Beredskap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Återbruk vid renovering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Avfallsförebyggande åtgärder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kostnadseffektivitet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Driftsäkerhet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Byggnadernas skick	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affärsmässighet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Samnyttjande av lokaler/samlökalisering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digitalisering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inventering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agenda 2030	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Förbättrad samordning mellan organisationer/förvaltningar inom din kommun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utökad samarbete med andra organisationer/förvaltningar inom din kommun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utökad samarbete med motsvarande organisationer/förvaltningar i andra kommuner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utökad samverkan och samarbete med privata organisationer/företag	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brukare/kundens kravställning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Långsiktig planering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation och nya koncept	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mätning och uppföljning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hållbarhetsrapportering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Annat, ange vad:

* 9. Kopplat till kommunal fastighetsförvaltning, vilka större utmaningar arbetar ni aktivt med just nu i er kommun?

	Inte alls				I mycket hög grad		Vet ej
Miljö och ekologisk hållbarhet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social hållbarhet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energieffektivisering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nationella miljömål	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regionala miljömål	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Klimatförändringar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lokal energiproduktion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lokal dagvattenhantering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trygghet och säkerhet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Beredskap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Återbruk vid renovering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Avfallsförebyggande åtgärder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kostnadseffektivitet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Driftsäkerhet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Byggnadernas skick	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affärsmässighet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Samnyttjande av lokaler/samlökalisering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digitalisering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inventering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agenda 2030	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Förbättrad samordning mellan organisationer/förvaltningar inom din kommun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utökat samarbete med andra organisationer/förvaltningar inom din kommun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utökat samarbete med motsvarande organisationer/förvaltningar i andra kommuner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utökat samarbete med privata organisationer/företag	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brukare/kundens kravställning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Långsiktig planering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation och nya koncept	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mätning och uppföljning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hållbarhetsrapportering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Annat, ange vad:

STRATEGISK KOMMUNAL FASTIGHETSFÖRVALTNING 2025

DEL 3: STRATEGISK LÅNGSIKTIGHET

* 10. Är det ett uttalat mål i din organisation att arbeta mer strategiskt långsiktigt än vad ni gör idag?

- Ja
 Nej
 Vet ej

* 11. Har din organisation/enhet tillräckligt med resurser och kompetens för att ni ska kunna arbeta strategiskt långsiktigt?

- Ja
 Nej
 Vet ej

STRATEGISK KOMMUNAL FASTIGHETSFÖRVALTNING 2025

DEL 3: STRATEGISK LÅNGSIKTIGHET

12. Om nej, vilken typ av resurser och/eller kompetens saknas?

- Ekonomiska resurser
 Lämpliga IT-system
 Expertkunskap
 Information rörande fastighetsstatus
 Personalresurser
 Stödjande organisationsstruktur
 Stödjande organisationskultur
 Politiska beslut
 Något annat, ange vad:

STRATEGISK KOMMUNAL FASTIGHETSFÖRVALTNING 2025

DEL 3: STRATEGISK LÅNGSIKTIGHET

* 13. Har era samarbetspartners tillräcklig kompetens för att ni ska kunna arbeta strategiskt långsiktigt?

- Ja
 Nej
 Vet ej

14. Om nej, vilken kompetens saknas enligt dig?

DEL 3: STRATEGISK LÅNGSIKTIGHET

* 15. Vad av nedanstående kopplar DU ihop med *strategisk fastighetsförvaltning*?

	Inte alls			I mycket hög grad			Vet ej
Organisationsförändring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kommunikation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Byggtekniska lösningar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digitalisering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Samnyttjande av lokaler/samlökalisering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Miljö och ekologisk hållbarhet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social hållbarhet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energieffektivisering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finansiering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kostnadseffektivitet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Långsiktig planering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affärsmässighet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plan- och markanvisningar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Osäkerhet i befolkningsprognoser	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kartläggning av fastighetsbeståndet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inventering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dokumentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Byggnadsstatusbedömningar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ändrat synsätt från enskild byggnad/lokal till helt fastighetsbestånd	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mätning och uppföljning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fastigheternas livslängd	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Beslutsprocesser	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Förändringsprocesser	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Samordning mellan organisationer/förvaltningar inom din kommun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hantering av intressekonflikter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Politik	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Styrdokument och planer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Annat, ange vad:

16. Använder din organisation någon specifik metod/modell när ni arbetar med strategisk fastighetsförvaltning?

- Ja
 Nej
 Vet ej
 Kommentar:

STRATEGISK KOMMUNAL FASTIGHETSFÖRVALTNING 2025

DEL 4: LEDARSKAP OCH BESLUTFATTANDE

* 17. Vem deltar i er kommuns strategiska arbete för kommunala lokaler och fastigheter?

	Inte alls			I mycket hög grad			Vet ej
Politiker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kommunledning (tjänstemän)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ledning för förvaltande enhet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Förvaltare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Verksamheten (kund/brukare)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ekonomer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strateger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planerare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Byggprojektledare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Processledare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administratörer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Externa konsulter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Annan, ange vem:

* 18. Vem leder er kommuns strategiska arbete för kommunala lokaler och fastigheter?

	Inte alls			I mycket hög grad			Vet ej
Politiker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kommunledning (tjänstemän)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ledning för förvaltande enhet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Förvaltare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Verksamheten (kund/brukare)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ekonomer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strateger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planerare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Byggprojektledare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Processledare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administratörer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Externa konsulter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Annan, ange vem:

STRATEGISK KOMMUNAL FASTIGHETSFÖRVALTNING 2025

DEL 4: LEDARSKAP OCH BESLUTFATTANDE

* 19. Relaterat till kommunövergripande styrdokument, i vilken grad:

	Inte alls			I mycket hög grad			Vet ej
styr de er verksamhet?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
borde de styra er verksamhet?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kommentar:

* 20. Har er kommun ett övergripande strategiskt styrdokument för en hållbarhetsomställning (t ex för klimat, energi, avfall, beredskap, vattentjänster)?

- Ja
 Nej
 Vet ej

STRATEGISK KOMMUNAL FASTIGHETSFÖRVALTNING 2025

DEL 4: LEDARSKAP OCH BESLUTFATTANDE

21. Är det tydligt hur styrdokumenterna för en hållbarhetsomställning ska omsättas i praktiken?

- Ja
 Nej

22. **Om ja**, vad ser du som de främsta framgångsfaktorerna?

23. **Om nej**, Vad behövs för att detta ska ske?

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DEL 5: UTVECKLING OCH FÖRÄNDRING

* 24. Har ni **förändrat ert arbetssätt** vad gäller kommunal bygg- och fastighetsförvaltning under de **senaste 5 åren**?

- Ja
 Nej

25. **Om ja**, vad stämmer in på din organisation? Flera alternativ är möjligt.

- Personal har flyttats till nya organisatoriska enheter
 Sammanslagningar av organisatoriska enheter /organisationer
 Nya arbetsroller har tillkommit
 Nya verktyg (tex IT-system) har tillkommit
 Nytt internhyressystem
 Mer digitalt
 Istället för enskilda byggnader/lokaler pratar vi om fastighetsbestånd
 Mer systematisk inventering av beståndet
 Mer fokus på hållbarhetsrapportering
 Högre grad av samverkan med verksamheten (kund/brukare)
 Något annat, ange vad:

STRATEGISK KOMMUNAL FASTIGHETSFÖRVALTNING 2025

DEL 5: UTVECKLING OCH FÖRÄNDRING

* 26. I vilken grad har någon av nedanstående aktörer/grupper fått ökat inflytande över förvaltarorganisationens arbete under de senaste fem åren?

	Inte alls				I mycket hög grad		Ej tillämpligt
Politiker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kommunledning (tjänstemän)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ledning för förvaltande enhet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Förvaltare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Verksamheten (kund/brukare)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ekonomer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strateger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planerare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Byggprojektledare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Processledare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administratörer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Externa konsulter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Annan, ange vem:

STRATEGISK KOMMUNAL FASTIGHETSFÖRVALTNING 2025

DEL 5: UTVECKLING OCH FÖRÄNDRING

* 27. Har förvaltarens roll förändrats de senaste fem åren?

- Ja
 Nej
 Vet ej

STRATEGISK KOMMUNAL FASTIGHETSFÖRVALTNING 2025

DEL 5: UTVECKLING OCH FÖRÄNDRING

* 28. Om ja, på vilket sätt har förvaltarens roll förändrats de senaste 5 åren? Förvaltare...

	Stämmer inte alls				Stämmer helt		Ej tillämplig
...har en annan utbildningsbakgrund	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...arbetar mer strategiskt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...arbetar mer långsiktigt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...arbetar mer övergripande	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... arbetar med fler fastighetsobjekt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... har mer specialiserade uppgifter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... arbetar mot en bredare kundkrets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... behöver mer avancerad byggteknisk kunskap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...behöver högre kompetens inom digitalisering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... arbetar mer med ekonomi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... har en mer koordinerande roll	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...arbetar mer med dokumentation och rapportering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Annat, ange vad:

STRATEGISK KOMMUNAL FASTIGHETSFÖRVALTNING 2025

DEL 5: UTVECKLING OCH FÖRÄNDRING

29. Om vi ser 10 år i framtiden, hur vill DU att kommunal fastighetsförvaltning ska utvecklas?

Tack för dina svar, de är viktiga för vår studie. Du avslutar enkäten genom att klicka på Klar.



CHALMERS