



Property Asset Management Capability Assessment Model (PAMCAM)



July 2014 (*Version 1.1*)

Introduction

The Property Asset Management Capability Assessment Model (PAMCAM) was jointly developed by the Office of Government Commerce (OGC) and the National Audit Office (NAO), with consultancy assistance from PricewaterhouseCoopers (PWC). It was first launched in January 2009.

PAMCAM is an on-line self-assessment tool that enables government organisations to measure their corporate property asset management capability and identify areas for improvement. It is aimed primarily at central civil government organisations but is broadly applicable to the wider public sector.


In 2013, it was decided to refresh and re-launch the tool. The result is a reduction in the number of questions (from 67 to 38) and a much simpler interface through e-PIMS, enabling continued access by nominated e-PIMS users. The new PAMCAM was launched in July 2014 and replaces the original 2009 model.

The dashboard feature of the original PAMCAM, which measured performance between Awareness through to Excellence, has been replaced with a simpler traffic light red/amber/green methodology which draws upon the No/Partial/Yes responses to the questions. This is primarily to highlight where additional activity or improvements may need to be made rather than suggesting any crisis.

About the Question set

The questions are spread across 9 chapters which represent the principal corporate management streams of a fully functioning organisation. There are 38 questions in the 2014 Survey. The number of questions may vary in subsequent years depending on a range of other factors, such as changes in policy or machinery of government. The tool examines the capability of organisations in terms of:

- Four Property Asset Management (PAM) lifecycle activities (strategy, planning, delivery, operation); and
- Five organisation and management arrangements that enable effective and efficient PAM activity and outcomes (governance, capacity & capability, policies & standards, data & MI, and performance management, audit & review).

Accompanying each question is some Help text  which provides a maturity statement for the question. The organisation can therefore judge whether this benchmark has been achieved when compiling the supporting **Evidence** and **Improvement Plan** and finally ticking either the No/Partial/Yes radio buttons.

Completing the Survey

The full question set is presented here in pdf format to help organisations start to address the issues raised by the PAMCAM before completing the survey on-line (*see pictorial guidance at Annex*). Although there has to be a nominated **User** for each subscribing organisation on e-PIMS*, the User's role is primarily to access and enter the agreed responses. It is recommended that a senior manager takes lead responsibility for drawing together the necessary knowledge across the organisation to agree and finalise the survey responses before committing on-line. Ticking the appropriate radio buttons marked No/Partial/Yes should be the final action for each question after a process of engagement and discussion with the relevant stakeholders.

The questions are intended to prompt serious consideration of capability on the part of the organisation. Therefore, before completing the survey it is very important that time is spent liaising with key stakeholders to identify supporting evidence and possible improvement plans.

How to register as a User for PAMCAM

For further information on how to gain access to PAMCAM please contact epimsservicedelivery@cabinet-office.gsi.gov.uk

For information on the PAMCAM as a capability tool please contact Andrew.Howarth@cabinet-office.gsi.gov.uk

**e-PIMS is the central database of government civil estate properties and land. e-PIMS records the precise location of the property, along with associated information such as landlord, lease details and usage. Users are able to locate individual properties on the electronic map, access and amend their core property details online, view individual properties on interactive maps, and interrogate the system to identify vacant space. e-PIMS is mandatory for all departments (including non-ministerial departments) and their executive agencies, arm's length bodies and non-departmental public bodies. It is not applicable to local authorities, the NHS (except for Special Health Authorities), public corporations, privatised railway undertaking, the Crown Estate or the Defence Estate (subject to some exceptions).*

e-PIMS is available over the GSI and a secure Internet connection enabling all government organisations to enter and maintain their data.

Document Control

Version 1	July 2014
Version 1.1 <i>Amendment from Space .GOV to Government Property Finder</i>	Aug 2014

Chapter	Sub text	Maturity	Question	Score
Strategy: Cross Government Strategy Q1	Property Asset Management	Property Asset Management boards provide a mechanism for cross-government collaboration on asset management issues. Opportunities for higher utilisation and sharing of property and facilities management resources on a cross-departmental basis are reviewed periodically as part of the asset management planning process, and joined-up asset management strategies and implementation programmes have been developed.	Does the organisation have a good understanding of its own and other government departments' current and future property needs and collaborates to ensure efficient use of property assets?	A PARTIAL score requires the following evidence: <ul style="list-style-type: none"> • Knowledge of the plans and intentions of at least closely related departments e.g. evidence of consultation with the GPU and/or closely related parent departments. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Reference in strategic planning documents of consideration of other departments' plans; and • Organisations have interrogated data within e-PIMS to identify immediate and/or future vacant or surplus property across the government estate that could address a departmental or wider public sector need, either now or in the future; • All property and land assets are recorded on e-PIMS and all relevant fields are complete and regularly updated.
Strategy: Cross- Organisation/ Family Q2	Property Asset Management	Property Asset Management boards are used to facilitate the sharing of space and management expertise leading to more efficient and effective use of resources and the delivery of VFM across the departmental family. The organisation has developed an overarching asset management strategy which provides details of how plans for accommodation across the departmental family will be co-ordinated and delivered. This addresses opportunities across the departmental family to exercise lease breaks and expiries.	Have opportunities been identified for collaboration in the provision, occupation or management of property assets and services between any members of the organisational family as well as other departments and/or wider public sector?	A PARTIAL score requires the following evidence: <ul style="list-style-type: none"> • Performance information from across the organisational family has been compared and consideration given to the reasons for differential performance; and • Data on the geographical distribution of current and future office and other operational asset requirements across the organisational family has been analysed to identify duplicated resources and opportunities for collaboration; and • Opportunities for collaboration in the provision, occupation or management of property assets and services have been considered by the asset management board within the last year (e.g. meeting agendas, minutes, action plans). <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Asset management documentation demonstrates how improvement opportunities have been, or are being taken forward e.g. co-location or shared service projects form part of the organisational family implementation programme; and • Cross-family plans are formulated into an overall strategy.

Chapter	Sub text	Maturity	Question	Score
Strategy: Business Strategy Q3	Property Asset Management	<p>The enabling role of property assets in cultural change and business transformation is explicitly recognised in business strategies and plans alongside HR and ICT.</p> <p>The asset planning implications of business strategy, initiatives and workforce plans are periodically considered by the Main Board which ensures that linkages between the property asset planning cycle and the annual business planning cycle are effective.</p>	Do the organisation's business strategy and planning processes support continuous improvement in property asset management by routinely considering asset implications of business initiatives, operational drivers and workforce plans?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Evidence of an organisational commitment to regular review of office and operational property portfolios and land; • The board responsible for business strategy includes property asset management representation (a PAM Champion) from the department or sponsored bodies; and • Senior officers for Finance, ICT, HR and Property Asset Management (PAM) are on the same board (N.B. senior responsibility for corporate resources is sometimes vested in the same person). • Written policies require the property assets and services implications of business change proposals to be routinely considered; and • Guidance for the annual business planning process refers to the need to link office assets/workplace and other operational property into business planning. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Meeting minutes record regular attendance of the PAM representative/champion at the board responsible for business strategy; and • Meeting minutes demonstrate that property-related issues have been discussed by the senior management body at least twice during the year; and • Linkages between workplace/operational property assets and corporate cross-cutting initiatives (e.g. workforce change, IT modernisation, process improvement) are routinely made, as evidenced in agenda items/minuted discussions. • Regular forward planning of property assets and services rather than solely reacting to events; and • Business strategy documentation (including board papers and minutes) consider the impact on office property/ workplace and operational property e.g. in terms of how much, what type, where and when?; and • Business change proposals and change decisions demonstrate that the property assets and services implications of business change have been considered e.g. property costs are factored into the decision to expand an existing function or provide a new service; and • The business strategy plans and papers that impact on office/ workplace plans and operational property are connected e.g. the change drivers and rationale are consistent and linkages are referred to e.g. ICT and HR strategy documentation.

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Strategy: Cross-Organisation/ Family Q4	Property Asset Management	<p>Demand challenge is a critical process in ensuring efficiency and delivering VFM.</p> <p>Demand for property services by sponsored bodies is effectively challenged by the parent department at property asset management board level to ensure that resources are efficiently utilised, that the provision of space meets the expected standards, and that service levels ensure that VFM is achieved.</p> <p>The parent department identifies potential linkages, duplication and synergies across the department family.</p>	<p>Does the organisation regularly challenge or review the accommodation and property and service requirements of its business units/sponsored bodies?</p> <p><i>(Parent Depts only)</i></p>	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • The organisation has sight of some, but not all of the draft strategies and plans of its sponsored bodies. <p>A YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Efficiency and effectiveness performance measures (KPI's) for property assets and FM services are shared across the organisational family and are regularly used by the parent department to challenge and review property asset management plans of the business units/sponsored bodies.

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Strategy: Cross-Organisation Strategy Q5	Portfolio review	<p>The organisation uses data to analyse the current office/workplace and operational property position to identify under-performing sites/accommodation and improvement opportunities.</p> <p>The organisation predicts projected property requirements based on an examination of the future size and shape of the organisation, strategic objectives, business initiatives, policies, environmental sustainability, legislation etc. This includes headcount projections. Internal business unit needs are challenged.</p> <p>The organisation identifies the 'gap' between existing and future needs and appraises a range of options from the status quo/do minimum to more radical approaches. The 'preferred option' is clearly defined in terms of broad activities and timeline and its selection.</p>	Does the organisation have an up to date property asset strategy and regularly updated annual plan that reflects the accommodation needs in the organisation's business strategy?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • The organisation has reviewed its estate within the last three years; • Future property requirements have been compared against the existing baseline, and the mismatch or 'gap' (e.g. in terms of size, location, quality, specification, environmental sustainability, FM service, affordability) identified; • The workplace requirements have been defined with reference to many of the following attributes: accessibility, future occupancy ratios (flexible working), ICT connectivity, customer access, implications of national and departmental business strategy and Government policies; • Internal business unit needs have been challenged on their property-related demands. <p>In addition, a YES score requires the following additional evidence:</p> <ul style="list-style-type: none"> • The organisation has reviewed its estate within the last twelve months; • The constraints and opportunities for addressing the 'gap' have been identified through option appraisal; and • Where an option has been agreed, it has been based on non-financial considerations (such as workplace considerations above) as well as value for money.
Strategy: Workplace Strategy Q6	Smart Working	<p>The organisation promotes and enforces office space standards that are clearly communicated to, and understood by, users.</p> <p>The basis of space occupation and management is non-territorial and non-hierarchical and desk-sharing ratios have been developed and implemented across the organisation. Smart Working is encouraged by the use of any or all of the following locations: HQ; Hub; Host; Home.</p>	Does the organisation promote an efficient and flexible office workspace environment using modern ICT to support its people and practices; and is this referred to in its business strategy and planning documentation (Q2)?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Strategies and plans that recognise workplace flexibility is linked to operational/ productivity improvements and cultural change; and • Space audits are planned or are currently underway as part of an office/workspace portfolio planning exercise; OR • Space audits/reviews have been completed within the last 3 years and have been used to inform space standards and workspace policies; <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Space standards have been implemented i.e. there is a presumption that staff desk-share unless there are compelling business reasons for individual desk allocation; and • HR and ICT policies support Smart Working (<i>The Way We Work</i>) from a range of locations, such as HQ, Hub, Host and Home; and • Stakeholders have been consulted and space standards and workplace policies are clearly communicated across the organisation; and • There has been investment in e-enabled workplaces to support people and business processes over the last 5 years and there is an ongoing commitment to invest.

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Planning to Deliver: Q7(1)	Programmes and projects	<p>Project and programme management methodologies have been established and are embedded across the organisation.</p> <p>Proper governance structures are in place to ensure responsibilities and accountabilities are defined. The Government Soft Landings (GSL) policy is applied to all central government construction projects and the GSL Champion embodies the ethos of collaboration with the aim of ensuring effective communication throughout all work stages.</p> <p>Projects are subjected to proper assurance procedures, such the Gateway process. Major projects have been approved through the required Integrated Assurance and Approval Plans (IAAPs) for each major project or programme and that the Major Projects Authority is provided with assurance at important stages in the course of a project to ensure successful delivery.</p>	Are there clear policies, procedures and governance structures for new projects and programmes?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Policy documentation sets out project and programme management methodologies; and • PPM standards and methodologies are routinely applied. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • The governance controls for all projects and programmes are in accordance with the Major Projects Authority Integrated Assurance Guidance; • A GSL Champion has been appointed for all construction projects; • There are clear procedures for escalating issues to the Main Board.

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Planning to Deliver: Q8(2)	Business cases	<p>Business cases deepen and extend the higher level business analysis and investment appraisal undertaken in 'strategy' and contain information covering five key aspects - strategic fit, options appraisal, commercial aspects, affordability and achievability. The business case demonstrates that the project meets the strategic objectives in terms of delivering the required outputs at an affordable cost. It shows that the project is sound in economic terms and that the preferred project represents value for money.</p> <p>The business case should justify the choice of service delivery route by establishing the feasibility of a suitable procurement route for the project. This involves testing options and the analysis of a range of data, judgements and assumptions all of which must be adequately evidenced.</p> <p>All projects are subject to uncertainty and risk and it is expected that this will have been recognised. The level of detail will vary according to the type and complexity of the project.</p>	Is sufficient rigour and challenge given to business cases for property asset management projects?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Value for money arguments and evidence are promulgated in the documentation; and • Alternative asset ownership options are considered; and • Delivery and funding options are evaluated, if appropriate (e.g. leasing, public private partnerships such as joint ventures and service partnerships, PFI, developer agreements). <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Business Cases provide a clear project vision to support the required business need in terms of scope and list of requirements and prepare the way for successful outcomes; • Where options have been selected, the range of commercial, economic, people and regulatory considerations have been taken into account in the research stage (e.g. affordability, deliverability, market appetite, workforce issues, environmental sustainability, legal and statutory issues, outline programme, contractual arrangements and type, time to delivery, risk exposure).

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<p>Planning to Deliver:</p> <p>Q9(3)</p>	<p>Prioritised Implementation Plans</p>	<p>Proposed projects set out in the property asset management plan are prioritised using an established capital prioritisation process that has been developed by the organisation in collaboration with members of the organisational family. Weighted financial and non-financial evaluation criteria are used to prioritise projects that meet organisational objectives within the agreed financial envelope.</p> <p>The prioritised plans are likely to cover areas such as leasehold and freehold acquisitions and disposals, sustainability, efficiency initiatives, capital works and maintenance, moving people and equipment, changes to property and facilities management services.</p> <p>The prioritised plans are consolidated into an implementation programme for property asset and service improvement that is deliverable and financially viable and integrated into the organisation's overall financial processes. The programme schedules the actions required to change the organisation's assets and services from its current to its target state.</p> <p>The organisation has prioritised capital projects across the organisational family.</p>	<p>Is there a prioritised property asset programme process for moving the organisation's assets and services to a target position?</p>	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • A prioritised property asset programme process is in place; and • The proposals are subject to whole-life option appraisal prior to corporate prioritisation; • The property asset programme is endorsed by a relevant board. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • The prioritised property asset programme is consistent with the corporate business strategy; • The programme has been updated in the last 12 months.

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Planning to Deliver: Q10(4)	Risk planning	<p>Property asset management related risks are identified through a process of assessment which considers the probability of an event and its likely consequences.</p> <p>The organisation's methodology for risk identification:</p> <ul style="list-style-type: none"> - is defined with respect to its scope, and is proactive rather than reactive; - includes, where appropriate, an assessment of how risks change over time; - provides for the classification of risks and identification of those that are to be avoided, eliminated or controlled by asset management objectives, targets and plans; - is consistent with the organisation's operating experience and capability to employ risk control measures; and - provides for the monitoring of required actions to ensure both the effectiveness and the timeliness of their implementation. <p>The outcomes from risk assessment exercises are formally captured in a risk register and control measures are implemented as appropriate. The risk register is updated and reviewed on an annual basis. Risk identification, assessment and control methods should be proportionate to the level of risk under consideration.</p>	Are risk plans put in place which address the areas critical to delivering a project successfully?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • A document endorsed by the relevant board identifies the critical success factors for the project and describes the actions that will be undertaken to address each area; and • Risks are identified and evaluated in accordance with Management of Risk (M.O.R) best practice; and • Property asset management related risks are identified through a programme of routine risk assessments which consider the probability of an event and its consequences, eg physical failure risks, operational risks, natural environmental events, stakeholder risks, contractual risk (design, specification, procurement, construction, installation, commissioning, inspection, monitoring, maintenance, refurbishment, replacement, decommissioning and disposal); and • The organisation maintains a programme/project risk register that classifies and evaluates risks and captures control measures/mitigating actions. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • The scope and business benefits are comprehensively defined, endorsed and plans made to monitor through to realisation; and • A suitably skilled team can be assembled, agreements obtained to secure internal and external resources to ensure timely decision-making supported by clear and short lines of reporting, and a plan for managing the team's performance.

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Planning to Deliver: Q11(5)	Risk management	Programmes and projects are initiated with a formal risk register (comprehensively identifying and evaluating potential risks), issues log, and control procedures. Formal risk management activities take place throughout the duration of each programme/project to keep each risk and issue under control.	Is there a regular assessment of risks, issues and controls?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Risks are identified and evaluated in accordance with Management of Risk (M.O.R) best practice; and • The organisation maintains a programme/project risk register that classifies and evaluates risks and captures control measures/mitigating actions. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Stakeholders are routinely involved at an early stage and communications managed; and • The organisation can demonstrate a track record of reviewing and updating its risk registers on an annual basis; and • The results of operational risk assessments, business continuity plans, and the effects of controls, are considered by the property asset management board at least annually as part of the strategy and planning processes. • Additional risks and issues are identified through regular appraisal; and • Risk mitigation actions are assigned to those who have the capability to implement successfully.

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Planning to Deliver: Q12(6)	Procurement strategy	<p>Procurement strategies are developed for property and workplace change programmes, capital projects, strategic and tactical property and facilities management services and related commodity categories.</p> <p>The procurement strategies are the outcome of value for money analysis (based on options appraisal) and consider where appropriate:</p> <ul style="list-style-type: none"> - the number and nature of suppliers required (including prime contracting options); - the length and type of contract and contract and supplier management issues; - whether an existing contract may be used; and - funding and risk transfer options (including PFI/PPP). <p>The strategy also considers change control processes required, supplier performance, incentivisation mechanisms, HR issues (e.g. TUPE) and appropriate procurement routes (open, restricted, competitive dialogue or negotiated).</p>	Is the procurement strategy formally endorsed by a relevant board which tests the feasibility and value for money of procurement business cases?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Appropriate board endorsement process exists but has not been tested on property assets. <p>A YES score requires the following evidence:</p> <ul style="list-style-type: none"> • A formal property asset procurement approvals process exists and links required outcomes to analysis/decisions about optimum supply route; and • the procurement strategy documentation covers: <ul style="list-style-type: none"> - new contract type and length; - standard terms and conditions; - number of suppliers required; - tender process to be used; - opportunities for bundling services; - funding and risk transfer options, eg the ability/appetite of the Intelligent Client to hold and sustain certain risks versus the cost of transferring risk; - external factors that may affect tender process (e.g. material price fluctuations, waste management and energy costs); - performance/incentivisation and payment mechanism; - human resource considerations, eg capability transfer; - supplier management considerations; - change control requirements; - alignment to business case objectives; - appropriate to market conditions; and • The strategy documentation identifies how the procurement phase will transition into the delivery phase, e.g. period of shadow running of a Partnership or other delivery vehicle, a description and understanding of what the governance arrangements will be during delivery decision making / feedback/ lines of reporting; and • Consideration of performance management KPIs to optimise economy, efficiency and effectiveness.
Planning to Deliver: Procurement Q13(7)	Specifications	Organisations provide sufficient procurement detail to allow the market to respond whilst leaving room for innovation. Output or outcome specifications are used and are developed in an iterative manner by considering high-level statements of requirement to arrive at the necessary detail needed for a final specification. The key constraints within which suppliers will need to work are clearly set out.	Are specifications developed to meet service delivery needs and overall vision, and are they in line with stakeholder expectations through consultation?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Stakeholder requirements are clearly translated into specifications which have a focus on measurable outputs/outcomes; and • The contract documentation meets the business need as defined in the business case. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • The service meets the needs of the stakeholders and desired quality levels; and • There is a clear record of how changes in scope or the external regulatory/legislative landscape are reflected in the delivery of the service.

Chapter	Sub text	Maturity	Question	Score
Deliver Change: Programme/Project delivery Q14(1)	Governance	To ensure the success of projects and programmes there needs to be clarity of understanding on the brief and the proposed objectives and outcomes. High level leadership and governance arrangements need to be in place to ensure full stakeholder engagement, quality decision-making and successful outcomes.	Are there sufficient high level leadership support and governance arrangements in place to ensure successful property and workplace change projects/programmes?	For those organisations which are currently undertaking a relevant change programme or have completed a change programme within the previous 3 years, a PARTIAL score requires the following evidence: <ul style="list-style-type: none"> • A programme board or other mechanism is in place to monitor the programme and establish linkages between property asset management and key corporate/cross-cutting initiatives e.g. changes affecting workforce size, ICT modernisation, re-definition of business objectives. In addition, a YES score requires the following evidence: <ul style="list-style-type: none"> • The programme board comprises an experienced/qualified SRO, project owner/sponsor, a project manager and project delivery team with defined roles and responsibilities; and • There are clear approvals, monitoring, governance and reporting arrangements; and • The benefits of the property change programme have been identified and are being measured and tracked.
Deliver Change: Programme/Project delivery Q15(2)	Project change control	Programmes and projects can be subject to change especially if they are medium to long term in nature. Formal change management procedures and controls are therefore present for all projects, ensuring that the effects of change are examined and consequences understood and planned for within an adjusted programme.	Is there an effective project change control process?	A PARTIAL score requires the following evidence: <ul style="list-style-type: none"> • There is a formal agreed process of change control and approval. In addition, a YES score requires the following evidence: <ul style="list-style-type: none"> • Change controls are routinely applied and adhered to; and • The impact of changes to the programme boundaries are regularly evaluated and recorded.
Deliver Change: Programme/Project delivery Q16(3)	Benefits analysis	Programmes and projects have fulfilled the business needs and objectives identified in the 'Strategy' and 'Planning to Deliver' stages of the asset management lifecycle. Data gathered through PIR/POE inform the ongoing performance improvement plan.	Have completed projects delivered successfully against objectives or against the best practice outcomes expected from an asset management change project?	A PARTIAL score requires the following evidence: <ul style="list-style-type: none"> • Project outcomes/benefits have been measured, tracked and reviewed; and • Lessons learned have been captured. In addition, a YES score requires the following evidence: <ul style="list-style-type: none"> • Post Implementation Reviews/Audits have provided assurance that the investment in the business case was justified i.e. benefits have been realised; and • An action plan for implementing lessons learned exists.

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Operate: Stakeholder relationship management Q17(1)	Communications	Stakeholder or Customer Relationship Management is characterised by activities which help the strategic service management function assess/check customer demand and behaviour in order to create stronger relationships.	Has the central unit responsible for commissioning/performance monitoring property-related services defined its customers and/or stakeholders and provides effective, regular communications?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Appropriate stakeholder engagement structures exist or are in development e.g. Building User Groups defined with terms of reference and annual meetings (at least); and • Service performance data from the helpdesk or similar system is used on an ad-hoc basis to inform efficiency improvement initiatives. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • A stakeholder engagement plan; • Service performance data from the helpdesk or similar system is routinely used together with user satisfaction data to drive efficiency in operational services in direct response to customer/stakeholder requirements; and • In transition phases, activities will include customer/stakeholder expectation management (i.e. allowing time for new service processes and systems to bed in until a steady-state point).

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Operate: Q18(2)	Contract management	<p>Consideration is given to the contract monitoring function: roles and responsibilities, and skills required, such as understanding of financial, legal, commercial management provisions, performance management, change control mechanisms, and management of stakeholder expectations.</p> <p>Formal contract administration role(s) exist and are supported by processes (e.g. regular contract monitoring meetings) and systems (e.g. performance measurement system, payment mechanism).</p> <p>Contract managers:</p> <ul style="list-style-type: none"> • have a sound technical/ commercial/ financial and legal understanding of contracts (e.g. overarching objectives, how it will deliver VFM); • ensure that services delivered are commensurate with level of payment; a payment mechanism may exist to facilitate this process; and • have processes in place to cover day-to-day duties such as dealing with complaints, asset management (e.g. equipment assets etc), reports, risk management, statutory compliance monitoring, invoice checking, authorising payments 	Is the role of contract management effectively resourced and embedded within property asset management?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Processes and resources exist for carrying out contract management duties but these are carried out on an infrequent basis (less than quarterly) and activities are limited (e.g. concentrating on invoice checking and processing). <p>A YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Appropriate processes and resources exist for carrying out contract management duties on a regular basis (e.g. at least quarterly meetings with contractors/suppliers); and • Procedures are in place for checking that service costs are commensurate with performance being delivered; invoices are cleared promptly; evidence of redressing of any issues arising; and • Procedures are in place for ensuring original contractual obligations are fulfilled (e.g. ensuring that procurement strategy objectives are upheld e.g. risk, requirements, cost, change control); and • Evidence of audit checks.

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Operate: Cross Organisation/Family Q19(3)	Service Delivery Management	Service delivery management ensures that relationships between client (commissioner) and supplier parties (includes internal service providers as well as externally contracted service providers) are open and constructive, identifying problems early so that they can be resolved.	Are formal processes in place for the proactive management and administration of all service contracts across the whole organisational family? <i>(Parent Depts only)</i>	A PARTIAL score requires the following evidence: <ul style="list-style-type: none"> • Meetings with business units/suppliers are infrequent or happen on an ad-hoc basis e.g. reacting to problems as they arise. A YES score requires the following evidence: <ul style="list-style-type: none"> • Meetings with business units/suppliers are planned and occur regularly; and • A supplier database exists which contains supporting data relating to key relationship risks and mitigating factors/activities, past performance (e.g. time, cost, quality); and • Where problems have been identified, they are recorded and remedial action taken.
Operate: Service delivery management Q20(4)	Change control management	Contract managers have access to a formally agreed change control mechanism which is part of the original contract. The pricing of variations to a contract are open and transparent and ensure that VFM is still maintained (e.g. unit prices are competitive prices). The change management process has established and embedded linkages with the Service Delivery Review process.	Are there formal change management processes for controlling contracts and optimising value for money?	A PARTIAL score requires the following evidence: <ul style="list-style-type: none"> • Change mechanisms exist but there is restricted flexibility to implement changes easily. A YES score requires the following evidence: <ul style="list-style-type: none"> • Contracts have formal change mechanisms in place which allow changes to be made in a flexible manner with transparency and control over price changes; and • Changes are checked to test if there are reasonable grounds for making a formal change e.g. performance or VFM will be improved, changes are commensurate with customer requirements; and • Alternative options are considered which may not lead to cost increases (e.g. existing labour redeployed or reprioritised to accommodate change in requirements).

Chapter	Sub text	Maturity	Question	Score
Corporate Governance: Cross Organisation/ Family Q21(1)	Advisory and decision-making structure	<p>There is a Property Asset Management Board with clear executive and advisory responsibilities. The Board's membership is drawn from across the departmental family and their responsibilities are reflected in personal objectives. The Board's focus is on setting strategic direction, resolving strategic choices, challenging the status quo or departmental family plans. It is not distracted by operational management matters which are the responsibility of operational forums.</p> <p>Property Asset Management is sponsored by a 'champion' who:</p> <ul style="list-style-type: none"> • is an executive board member; • is accountable for property asset management; • promotes a corporate view of capital expenditure; • chairs the cross departmental family (where Parent Department) property asset management board ; • encourages the departmental family (where Parent Department) to take a strategic view of estate management and property-related programmes; • oversees the implementation of property asset management plans and implementation programmes within the parent department and the family of sponsored bodies; • sets property asset management standards; • monitors key performance indicators in relation to strategic objectives; • grants approvals within delegated authority. 	<p>Is there a Property Asset Management Board, chaired by a property champion, which focuses on reviewing, challenging, setting strategic direction and resolving strategic issues across the organisational family?</p> <p><i>(Parent Depts only)</i></p>	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Terms of reference set out roles and responsibilities, membership, meeting frequency, accountabilities and reporting arrangements for strategic and operational property asset management forums; and • The property asset management board includes members from across the departmental family; • The property champion has chaired the property asset management board in the last 6 months. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • The recommendations arising from the PAM Board form an essential part of the business review process, undertaken normally within a three year time period; • Property asset management board meeting minutes show evidence of review and challenge across the departmental family; • The PAM champion can point to evidence that he/she has taken steps to promote a corporate approach to asset management and occupation e.g. through corporate asset plans, increased sharing of space by members of the departmental family, sharing of property services and evidence of overseeing the implementation of property asset plans and implementation programmes; • The property asset management board meets at least twice during the year; and • The board members' property responsibilities are reflected in personal objectives.

Chapter	Sub text	Maturity	Question	Score
Corporate Governance Q22(2)	Roles and responsibilities	Property-related roles and responsibilities are clearly documented, understood and communicated across the organisation. Internal functional units/sponsored bodies have nominated representatives who are responsible for challenging and articulating the unit's demand for accommodation/assets and property and FM related services.	Are the roles and responsibilities of key property services representatives (including at executive level, property service providers and representatives of property users) clearly documented, understood and communicated across the organisation?	A PARTIAL score requires the following evidence: <ul style="list-style-type: none"> • Job descriptions and person specifications have been created for key property-related representatives and outline their responsibilities. In addition, a YES score requires the following evidence: <ul style="list-style-type: none"> • Roles and responsibilities of key property services representatives (including property service providers and user representatives) have been communicated across the organisation; and • Customer satisfaction surveys (or other communications) indicate a good level understanding of the property/property services' role and that advice and support is provided in a timely manner.
Corporate Governance: Cross Organisation/ Family Q23(3)	Roles and responsibilities (customer liaison)	Property-related roles and responsibilities are clearly documented, understood and communicated across the organisation. Internal functional units/sponsored bodies have nominated representatives who are responsible for challenging and articulating the unit's demand for accommodation/assets and property and FM related services.	Do the organisation's internal business units/sponsored bodies have nominated property representatives* who engage in the unit's business planning process and are the point of communication with the central commissioning/ performance monitoring team? <i>(Parent Depts only)</i> <i>* For the avoidance of doubt this is not a technical property role.</i>	A PARTIAL score requires the following evidence: <ul style="list-style-type: none"> • Internal functional units have a nominated property representative; and • The responsibilities of this property representative are clearly documented e.g. as part of a job description. In addition, a YES score requires the following evidence: <ul style="list-style-type: none"> • Nominated representatives are engaged periodically in linking asset planning into business planning and attend a cross-organisation asset planning forum; and • Nominated representatives regularly challenge their unit's demand for, and performance of, space and services i.e. ensure that the standards of the goods or services requested are not over-specified.

Chapter	Sub text	Maturity	Question	Score
Capacity and Capability: Intelligent Client Function Q24(1)	Governance	<p>The Intelligent Client Function* exhibits the following characteristics:</p> <ul style="list-style-type: none"> • comprises individuals who have the requisite knowledge, skill and experience to translate (after appropriate challenge) strategic business needs into strategic property and service requirements; • promotes centrally sourced services to secure supply chain efficiencies, eliminate duplication and facilitate standardised, best practice processes; • ensures strategic corporate asset planning is co-ordinated to ensure that policies, standards and strategic choices are made in the interests of the organisation as a whole; • ensures strategic planning is distinct from the day to day delivery of service activities; • High level service agreements are in place between suppliers of property-related services and internal customers, e.g. business units/sponsored bodies. • Where a private sector sourcing/partnership model exists, there is a discrete 'intelligent client function', which has deep knowledge of the business objectives, property assets, service contracts and suppliers, and is responsible for commissioning and supplier management. <p><i>*A discrete in-house unit which has optimal capacity/resources to carry out property asset management responsibilities on behalf of the client organisation/departmental family</i></p>	Is there a central Intelligent Client Function with deep knowledge of the organisation's business objectives and its property portfolio, which is responsible for setting and monitoring corporate policies, standards, commissioning, and high level contract management?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • A central source of expertise (multi-disciplinary) on Property Asset Management (PAM) is established within the organisation and comprises experienced/qualified PAM practitioners. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • The central intelligent client function undertakes the following activities: <ul style="list-style-type: none"> - provides advice and guidance on PAM strategy, policies and standards; - commissions contracts on behalf of the organisation; - ensures legal responsibilities; - resolves disputes that cannot be resolved by internal customers - ensures financial control; - compliance with government regulations; and • Suppliers are evaluated on an ongoing basis i.e. key supplier metrics including customer satisfaction are tracked; and • Senior officers in the central intelligent client function are recognised by the Main Board as understanding the relationship between business strategy and property.

Chapter	Sub text	Maturity	Question	Score
Capacity and Capability: Intelligent Client Function Q25(2)	Resources	<p>The Intelligent Client Function* exhibits the following characteristics:</p> <ul style="list-style-type: none"> • comprises individuals who have the requisite knowledge, skill and experience to translate (after appropriate challenge) strategic business needs into strategic property and service requirements; • promotes centrally sourced services to secure supply chain efficiencies, eliminate duplication and facilitate standardised, best practice processes; • ensures strategic corporate asset planning is co-ordinated to ensure that policies, standards and strategic choices are made in the interests of the organisation as a whole; • ensures strategic planning is distinct from the day to day delivery of service activities; • High level service agreements are in place between suppliers of property-related services and internal customers, e.g. business units/sponsored bodies. • Where a private sector sourcing/partnership model exists, there is a discrete 'intelligent client function', which has deep knowledge of the business objectives, property assets, service contracts and suppliers, and is responsible for commissioning and supplier management. <p><i>*A discrete in-house unit which has optimal capacity/resources to carry out property asset management responsibilities on behalf of the client organisation/departmental family</i></p>	Are sufficient Intelligent Client Function resources in place to carry out regular property asset, business and financial planning reviews on behalf of the organisation?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Resources are allocated to strategic asset planning activities on an ad-hoc basis, though formal strategic property asset management roles do not exist; and • External specialists are commissioned/consulted on a regular basis to provide advice because of a lack of internal expertise; and • Senior decision-makers have been informed that property asset management requires a client-side professional resource commitment. <p>A YES score requires the following evidence:</p> <ul style="list-style-type: none"> • The Main Board formally recognises the expertise of the Intelligent Client Function and has received a briefing in the last 12 months on the strategic role of property; and • Suitably qualified staff carry out property asset management activities (e.g. evidence of job descriptions, accountabilities, membership of relevant boards, management of externally sourced advisors/suppliers); and • Evidence of an organisation chart showing roles, grades and qualifications (as necessary); and • A review has been undertaken within the last 12 months to consider current in-house PAM capacity and capability (and possible succession planning) in strategic asset management, contract and supplier management, and capital project management; and • There is appropriate knowledge and experience of HMT Green Book appraisals and discounted cash flow analysis.

Chapter	Sub text	Maturity	Question	Score
<p>Capacity and Capability: Cross Organisation/Family</p> <p>Q26(3)</p>	<p>Developing Capacity and Skills</p>	<p>Skills and training requirements for strategic and operational property-related roles are clearly identified across the organisation and are based on capacity and capability reviews that draw upon the Civil Service Competence Framework and the Government Property Profession Competence Framework.</p> <p>Senior managers receive briefings (at least annually) on the significance of strategic property asset management, eg highlighting the impact of property on service delivery, finances, workforce productivity, technology and sustainability.</p> <p>Outcomes from capacity and competency reviews indicate that the organisation has access to sufficient resources to develop property asset and workplace initiatives that deliver efficiencies and other benefits.</p> <p>The organisation allocates appropriate resources to address in-house capacity or capability gaps, including sharing internal and external expertise (loans and secondments).</p> <p>Advice and information upon which strategic decisions are taken is high quality and there are plans to ensure continuity of access to skills and knowledge. Equally, operational competencies are advanced, for example understanding of the property supply markets, relevant legislation (including health & safety) and the environmental sustainability agenda.</p>	<p>Is there a regular review of PAM capacity and capability (competency) across the organisational family, based on an assessment of available resource against the future requirements for strategic and operational volumes?</p> <p><i>(Parent Depts only)</i></p>	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • A formal review has been undertaken within the last three years of current in-house PAM capacity and capability in strategic asset management, contract and supplier management, capital project management <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Consideration has been given to alternative ways of addressing any capability gap including learning & development, in-house capacity building through sharing of expertise with other organisations and external sources; and • The GPP Competency Framework is reflected in job descriptions and person specifications for property asset management staff involved in commissioning, managing or providing property and facilities management services; and • The targets in the organisation's capability improvement programme are reflected in individual personal development/CPD plans.

Chapter	Sub text	Maturity	Question	Score
Policies and standards: Cross Organisation/Family Q27(1)	Occupation	<p>Comprehensive property asset management standards and policies that govern the sustainable management, occupation and use of buildings are in place and support asset strategy and corporate objectives.</p> <p>Policies and standards are effectively communicated to operational stakeholders and are clearly owned and enforced through challenge. Policies and standards are proactively used to control demand and supply.</p> <p>Framework documents between departments and business units/ sponsored bodies establish the terms governing property asset management and accountabilities for VFM across the departmental family. They set out the policies and standards to be implemented and include a requirement for business units/sponsored bodies to demonstrate efficient and effective asset management and collaborate in the planning, delivery and operation of accommodation.</p>	<p>Is there an understanding across the organisation that business units/sponsored bodies are accountable for ensuring that property assets under their control are occupied and managed in line with corporate policy?</p> <p><i>(Parent Depts only)</i></p>	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • A policy statement or framework document exists to the effect that property occupied by individual businesses is subject to corporate policy and that they are accountable for ensuring that property assets are occupied and managed efficiently and effectively; • Workplace policy documentation exists (this could be set out in estate strategy or asset management planning documents, as well as stand-alone policy documents), eg <ul style="list-style-type: none"> - space standards - working environment standards (non-territorial workspace/ open plan, Smart Working, desk sharing) - environmental sustainability • Work is being planned/in progress to implement workplace policies. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Internal business units/sponsored bodies regularly consult with the central property asset management unit and do not make asset management decisions in their own interests or act autonomously, ignoring the corporate good; • All new, refurbished and reconfigured workspace complies with National Property Controls' space standards and desk sharing/Smart Working practices (in line with <i>The Way We Work</i>) have been implemented.

Chapter	Sub text	Maturity	Question	Score
<p>Policies and standards: Cross government Q28(2)</p>	Occupation	<p>Comprehensive property asset management standards and policies that govern the sustainable management, occupation and use of buildings are in place and support asset strategy and corporate objectives.</p> <p>Policies and standards are effectively communicated to operational stakeholders and are clearly owned and enforced through challenge. Policies and standards are proactively used to control demand and supply.</p> <p>Framework documents between departments and business units/ sponsored bodies establish the terms governing property asset management and accountabilities for VFM across the departmental family. They set out the policies and standards to be implemented and include a requirement for business units/sponsored bodies to demonstrate efficient and effective asset management and collaborate in the planning, delivery and operation of accommodation.</p>	<p>Do property asset management representatives actively liaise with other government departments and their sponsored bodies on workplace strategies and portfolio planning?</p>	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Engagement in a minimum of two knowledge sharing events with other government departments/sponsored bodies in the last 12 months e.g. formal meetings, networking events; and • Regular engagement with the Government Property Unit. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Evidence of successful co-operation or co-location with other departmental organisations as part of the government’s overall property strategy.

Chapter	Sub text	Maturity	Question	Score
Data / MIS Q29(1)	Management of data	<p>Leading practice can be defined as:</p> <ul style="list-style-type: none"> • Property asset management data requirements are clearly documented and understood across the organisation. • The e-PIMS database is used for all mandated data which is comprehensively populated, accurate, secure and readily accessible to key decision-makers and managers. • In-house property and facilities management databases interface effectively, are able to be interrogated, the data analysed, and produce reports to aid decision-making. • The management of the information system, extraction of data, analysis and reporting of information is the responsibility of the central property asset management unit (Intelligent Client Function). • Roles and responsibilities for data collation, management and reporting are clear. • Property asset management information supports the performance management activities relating to each individual service provider (internal and/or external). 	Is the organisation proactive in its use of e-PIMS to inform property asset management decision-making?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • e-PIMS is fully updated with the necessary mandatory information on the organisation's land and property assets e.g. to support Government Property Finder, Government Space for Growth, and the Strategic Land and Property Review (SLPR). <p>A YES score requires the following evidence:</p> <ul style="list-style-type: none"> • e-PIMS provides data in the requisite format and standards of validity/accuracy to inform strategic decision-making.

Chapter	Sub text	Maturity	Question	Score
Data / MIS Q30(2)	Management of data	<p>Leading practice can be defined as:</p> <ul style="list-style-type: none"> • Property asset management data requirements are clearly documented and understood across the organisation. • The e-PIMS database is used for all mandated data which is comprehensively populated, accurate, secure and readily accessible to key decision-makers and managers. • In-house property and facilities management databases interface effectively, are able to be interrogated, the data analysed, and produce reports to aid decision-making. • The management of the information system, extraction of data, analysis and reporting of information is the responsibility of the central property asset management unit (Intelligent Client Function). • Roles and responsibilities for data collation, management and reporting are clear. • Property asset management information supports the performance management activities relating to each individual service provider (internal and/or external). 	Does the in-house property and FM information management system support the performance management of suppliers (e.g. by collecting data from the customer/supplier via the helpdesk)?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • An in-house database exists which provides additional management information, e.g. facilities management data. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • A property and facilities management helpdesk exists which covers a range of business and customer support service activities; and • The helpdesk is used to actively capture demand (e.g. requests) and performance management data (data/information for use in service reviews and benchmarking); and • All business units are provided with easy access to service performance reports and contract analysis; and • Evidence indicates that users (users include the property champion and internal business units/property users) have timely access to property and facilities management data to support strategic asset planning, as well as performance monitoring; and • In-house management information systems are easy to use and interrogate.

Chapter	Sub text	Maturity	Question	Score
Data / MIS Q31(3)	Content	<p>Leading practice can be defined as:</p> <ul style="list-style-type: none"> • Property asset management data requirements are clearly documented and understood across the organisation. • The e-PIMS database is used for all mandated data which is comprehensively populated, accurate, secure and readily accessible to key decision-makers and managers. • In-house property and facilities management databases interface effectively, are able to be interrogated, the data analysed, and produce reports to aid decision-making. • The management of the information system, extraction of data, analysis and reporting of information is the responsibility of the central property asset management unit (Intelligent Client Function). • Roles and responsibilities for data collation, management and reporting are clear. • Property asset management information supports the performance management activities relating to each individual service provider (internal and/or external). 	Does the in-house property and facilities information management system provide a range of performance data which is routinely used for strategic planning and performance review?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Accessible databases hold information for at least two thirds of the buildings for at least a half of the data headings set out below: <ul style="list-style-type: none"> • Floor plans/areas (occupied/vacant/surplus) • Tenure and lease details • Photographs • Valuations • Condition data including standards and targets • Legal, regulatory and statutory data, e.g. lift maintenance • Number of workstations v. FTE • Total occupancy costs (including rents, rates, utilities, facilities management services) • Workplace productivity data (e.g. facilities downtime) • Environmental sustainability data (e.g. utility usage, CO² emissions, waste recycling etc); and • Costs can be broken down by building/holding; OR • A PFI contract manages the estate and allows provision of detailed information on request. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Comparative benchmarking has been used to identify inefficient premises/services; and • Environmental sustainability data such as energy performance, water costs and recycling has been benchmarked and included in appraisals; and • Action has been taken to improve performance based on the management information.

Chapter	Sub text	Maturity	Question	Score
Performance Review and Audit Q32(1)	Performance reporting	<p>Performance indicators (KPIs) monitor and measure the performance of assets in-use including value for money, business effectiveness and sustainability across the organisation. Performance status is regularly communicated to the Intelligent Client Function, the property asset management board, and to the main board at least annually.</p> <p>There is a clear link ('golden thread') from the organisation's strategic objectives through to the asset performance indicators.</p> <p>The indicators (KPIs) relate to both financial and non-financial measurements (including customer satisfaction). Indicators map on to individual hard and soft property services and also individual service providers (both internal and externally sourced).</p> <p>The corporate balanced scorecard (or other performance measurement tool) includes property, or there is a property/FM balanced scorecard (e.g. measures may include: customer / user, building, VFM, utilisation, environmental sustainability).</p> <p>Progress is tracked against targets and performance data triggers improvement activity.</p>	Has the organisation developed a performance management framework for its property assets and associated services in order to meet the needs of the business strategy?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • A performance management framework is in development; OR • Assets are defined by class and appropriate KPIs applied; and • A corporate balanced scorecard (or other performance measurement tool) includes property, or there is a property/FM balanced scorecard (e.g. measures may include: customer/ user, building, VFM, utilisation, sustainability); and • Progress is tracked against targets. <p>A YES score requires the following evidence:</p> <ul style="list-style-type: none"> • The performance management framework reflects the corporate property aims and objectives of the organisation/sponsored bodies; and • The performance management framework incorporate a comprehensive collection of property and property services indicators*; and • Measures of the efficiency and effectiveness of workplace and operational property assets are routinely reported to strategic planners; and • The organisation is able to demonstrate that data is used, monitored and triggers actions e.g. KPIs are regularly monitored in operational asset management forums and performance issues acted upon by key stakeholders; and • The performance management system (e.g. balanced scorecard) is reported to the main board on an annual basis and performance management activities are cascaded across the organisation /departmental family; and • Measures can be reported as data which is readily accessible (e.g. it can be retrieved within 48 hours of a request) at building/holding level. <p>* e.g. efficiency measures include cost per FTE, cost per m2, m2 per FTE, workstation per FTE environmental sustainability (e.g. Kwh, CO²), and operational service outputs; effectiveness measures include workplace satisfaction and functional suitability.</p>

Chapter	Sub text	Maturity	Question	Score
Performance Review and Audit Q33(2)	Post-Implementation Review	Post Implementation Reviews (PIRs) and Post Occupancy Evaluations (POEs) are embedded and are proactively used to study the performance of property asset programmes/projects and mechanisms exist to feed learning from post implementation reviews into property asset strategy and planning processes.	Have lessons from pilot/previous property asset projects been captured and fed into strategy development and planning processes?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Post implementation reviews are completed for some, but not all, projects. <p>A YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Post implementation reviews are undertaken for all completed projects; and • Documentation identifies the targeted benefits and achievements against these e.g. whole life value has been assessed against the investment and benefits realised; and • Positive experiences and areas for improvement are widely communicated.
Performance Review and Audit Q34(3)	Audit/Peer Review	<p>The organisation has undertaken a strategic review of the performance of its property assets and services within the last three years and updates and reviews its office and operational asset strategies on a regular basis.</p> <p>The strategic review of property assets and services considers improvement options and sets out a series of recommendations that become translated into an approved action/improvement plan. The improvement plan identifies the officers responsible for the delivery of the actions highlighted and/or quantified benefits and assigns a target completion date for each activity. Progress against the improvement plan is tracked by the property asset management board on a regular basis.</p> <p>The organisation proactively engages independent audit teams and/or engages in a peer review process.</p> <p>The organisation disseminates knowledge on good practice asset management across the organisation.</p>	Has a property asset management peer review/external audit been undertaken in the last three years?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • A proposal for a property asset performance review/audit has been discussed by the property asset management board within the last 12 months; OR • A property asset performance review/audit is currently underway; • Exemplar property asset management organisations have been identified and researched to determine improvement activities. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Independent audit teams have been engaged by the organisation to facilitate the improvement process; and • A property asset performance improvement plan and/or a property asset management review/audit has been developed drawing upon risk registers and corporate governance requirements. • An improvement plan identifies the officer(s) responsible for the delivery of the action(s) and a target completion date assigned for each accepted recommendation. • Approved audit and/or improvement plans have been communicated to key stakeholders; and good practice information has been shared across the organisation. • The organisation is committed to a fundamental review (approximately every 3-4 years) of its asset plans and strategies.

Chapter	Sub text	Maturity	Question	Score
Performance Review and Audit Q35(4)	Service level agreements (SLAs)	<p>Service agreements for the provision of property-related services to business units/sponsored bodies are collaboratively developed to ensure the needs and requirements of each service area are clearly understood.</p> <p>Service agreements are regularly monitored and managed through the property asset management board or equivalent. Action plans are developed to address performance issues.</p>	Are service agreements and clear performance management processes in place between suppliers of property-related services and internal customer business units?	<p>A PARTIAL score requires the following evidence</p> <ul style="list-style-type: none"> • Review mechanisms are in development; and • Business units/internal customers commission some property-related services direct from the market but without any form of challenge from the centre. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Service agreements between customers (business units/occupiers) and the internal organisation responsible for commissioning/performance monitoring property-related services have been developed for all or the majority of services; and • The scope (what is required) and specification (volumes, frequency, timing) of each service is clearly documented using standardised formats easily accessible to stakeholders/customers e.g. intranet service menu or service catalogue; and • The scope of service is clearly linked to budgets and actual operating costs using the same category/scope headings; and • Annual review of high level service agreements between suppliers (internal and/or external) and users (i.e. scope of services and specification); and • Customer satisfaction surveys (or similar tool) indicate that user needs and requirements are appropriately captured in service agreements and that performance issues are effectively addressed through focus groups/meetings; and • Documentation that captures the management actions taken to address performance issues highlighted from the annual review of the high level service agreements.

Chapter	Sub text	Maturity	Question	Score
Performance Review and Audit: Cross Organisation/Family Q36(5)	Service review	<p>Property-related services are regularly reviewed to ensure that what is being supplied is optimally matched with stakeholder/user demand and meets best practice guidelines. Key aspects for review will be cost of service, reliability, customer satisfaction, outputs and other quality measurements.</p> <p>Service reviews are cognisant of short, medium and long term planning decisions of the wider stakeholder group (e.g. business units). Service reviews also link with an ongoing process of procurement category management.</p>	<p>Is there a service review process in place across the whole departmental family?</p> <p><i>(Parent Depts only)</i></p>	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Meeting minutes show evidence of widespread consultation (e.g. all business units / others occupying space) in relation to property-related services; and • Service level agreements / high level service agreements or Service Catalogues define service scope and provision and are actively maintained to reflect ongoing change; and • Budgets are planned/adjusted by using intelligence from knowledge of future service needs (short, medium and long term); and • Service performance data is considered by the central unit responsible for commissioning/performance monitoring along with customers/stakeholders; and • Category/commodity expenditure is comprehensively reviewed across the departmental family as part of this process. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Alternative operating models and supply chain strategies have been actively considered in the last 3 years e.g. shared services, frameworks, partnerships, outsourcing with the benefit of service-performance intelligence; and • Ideas / suggestions for innovation and efficiency are actively sought from suppliers and discussed as appropriate with users; and • Asset performance is actively considered relative to user requirements, eg the property-related services deliver the appropriate level of performance for users and economic benefit for the organisation (i.e. preventing a backlog of maintenance from materialising; ensuring Life Cycle Costs are actively monitored against plan).
Performance Review and Audit Q37(6)	Benchmarking	<p>Benchmarking methodologies are embedded and are used to drive innovation.</p> <p>Information in e-PIMS and the in-house database(s) is regularly analysed and used to:</p> <ul style="list-style-type: none"> - inform strategy and decision-making; - challenge the property asset management plans and programmes of sponsored bodies; and - identify linkages and synergies in terms of future needs and plans 	<p>Does the organisation regularly use benchmarking to identify and apply best practices from industry and government to improve the performance of its property assets and services?</p>	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Benchmark measurements are collected and compared either internally (within departmental family) or externally with other organisations e.g. cross-government, private sector; and • Benchmark measurements are not comprehensive, ie do not encompass a balance of measurements relating to economy (e.g. total costs), efficiency (e.g. resource inputs, process times) and effectiveness (output performance). <p>A YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Benchmarking measurements are comprehensive and are used to drive performance and VFM of services; and • Benchmark targets have been appropriately set by linkage to actual service level requirements; they should be considered best in class (i.e. they should present a real challenge on cost and performance by targeting any lower quartile position given all of the operating circumstances; they should not be average market levels which may not be a challenge); and • The property asset management board reviews differential performance and improvement opportunities on a regular (annual) basis.

Chapter	Sub text	Maturity	Question	Score
Performance Review and Audit Q38(7)	Sustainability	<p>Comprehensive property asset management standards and policies that govern the sustainable management, occupation and use of buildings are in place and support asset strategy and corporate objectives.</p> <p>Policies and standards are effectively communicated to operational stakeholders and are clearly owned and enforced through challenge. Policies and standards are proactively used to control demand and supply.</p> <p>Framework documents between departments and business units/ sponsored bodies establish the terms governing property asset management and accountabilities for VFM across the departmental family. They set out the policies and standards to be implemented and include a requirement for business units/sponsored bodies to demonstrate efficient and effective asset management and collaborate in the planning, delivery and operation of accommodation.</p>	Are there sustainability objectives for the property portfolio that are measured over the medium-to-long term?	<p>A PARTIAL score requires the following evidence:</p> <ul style="list-style-type: none"> • Asset planning documentation or stand-alone policies make reference to government initiatives on environmental sustainability targets for offices and other buildings, such as energy efficiency, CO² emissions, waste recycling and water consumption. <p>In addition, a YES score requires the following evidence:</p> <ul style="list-style-type: none"> • Environmental sustainability data is collected and measured as part of the organisation's performance management regime (for example Kg CO²/m²); and • Performance reviews demonstrate compliance with government sustainability commitments for public sector property (e.g. Display Energy Certificates (DECs), refurbishment/construction specifications and climate adaptation planning).


ANNEX – Pictorial Guidance for Users

PAMCAM

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Questionnaire
Console




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Questionnaire
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Console Home page

Questionnaire Name	Questionnaire Status	Submission Deadline	Submission Date	View/Amend	Submit
PAMCAM 2014	Not Started	30/04/2015		Amend	



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Questionnaire Console



PAMCAM 2014

Navigation tabs: Strategy, Planning to Deliver, Deliver Change, Capacity and Capability, Policies and standards, Data / MIS, Performance Review and...

Print questionnaire

Save answers Cancel

'Red' means questions unanswered as yet

Question answered: 1 2 3 4 5 6

Question 1. **Business Strategy**

Property Asset Management

Do the organisation's business strategy and planning processes support continuous improvement in property asset management by routinely considering asset implications of business initiatives and workforce plans?

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Questionnaire
Console

PAMCAM 2014

Strategy | Planning to Deliver | Delivery
Policies and standards | Data / MIS

Question answered: 1 2 3 4 5

Question 1. ? **Business**

Property Assets Trusted site

Do the organisation's business strategy and planning processes support continuous improvement in property asset management by routinely considering the implications of business initiatives and workforce plans?

https://www.epimstest.ogc.gov.uk/PAMCAM2/H...
https://www.epimstest.ogc.gov.uk/PAMCAM2/Help.aspx?QuestionI

The enabling role of property assets in cultural change and business transformation is explicitly recognised in business strategies and plans alongside HR and ICT.

The asset planning implications of business strategy, initiatives and workforce plans are periodically considered by the Main Board which ensures that linkages between the property asset planning cycle and the annual business planning cycle are effective

Cancel

Refer to help text to provide relevant maturity statement

Evidence:

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Text

🔧 Design ↔ HTML 🔍 Preview

Improvement Plan:

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Text


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Do the organisation's business strategy and planning processes support continuous improvement in property asset management by routinely considering asset implications of business initiatives and workforce plans?



- **A NO score does not require evidence.**
- **A PARTIAL score requires the following evidence:**
 - An organisational commitment to regular review of office and operational property portfolios; and
 - Written policies require the property assets and services implications of business change proposals to be routinely considered; and
 - Guidance for the annual business planning process refers to the need to link office assets/workplace and other operational property into planning.
- **In addition, a YES score requires the following evidence:**
 - Regular forward planning of property assets and services rather than solely reacting to events; and
 - Business strategy documentation (including board papers and minutes) consider the impact on office property/ workplace and operational property e.g. in terms of how much, what type, where and when?; and
 - Business change proposals and change decisions demonstrate that the property assets and services implications of business change have been considered e.g. property costs are factored into the decision to expand an existing function or provide a new service; and
 - The business strategy plans and papers that impact on office/ workplace plans and operational property are linked and connected e.g. the change drivers and rationale are consistent and linkages are referred to e.g. ICT and HR strategy documentation.



Select response
which best
matches the
evidence

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PAMCAM 2014

Navigation menu with buttons: Strategy (highlighted in green), Planning to Deliver, Deliver Change, Capacity and Capability, Policies and standards, Data / MIS, Performance K.

Buttons: Print questionnaire, Save answers (circled in red), Cancel

A completed Chapter turns the heading green

Question answered: 1 2 3 4 5 6

Question 1.



Business Strategy

Property Asset Management

Do the organisation's business strategy and planning processes support improvement in property asset management by routinely considering asset management of business initiatives and workforce plans?

Save answers regularly

Question 3.



Cross-Organisation/family

Property Asset Management

Does the organisation regularly challenge or review the accommodation and property and service requirements of its business units/sponsored bodies?

A NO score does not require evidence.

A PARTIAL score requires the following evidence:

- The organisation has sight of some, but not all of the draft strategies and plans of its sponsored bodies.

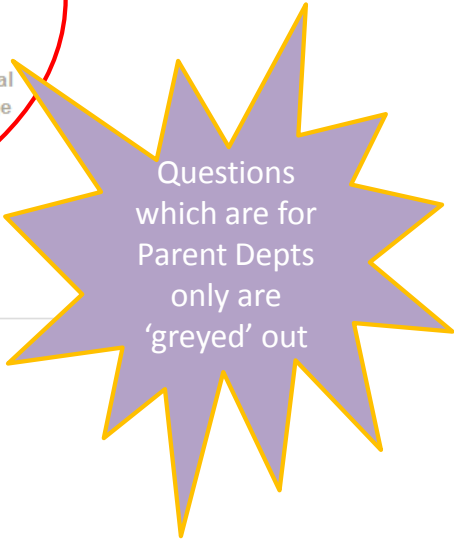


A YES score requires the following evidence:

- Efficiency and effectiveness performance measures (KPI's) for property assets and FM services are shared across the organisational family and are regularly used by the parent department to challenge and review property asset management plans of the business units/sponsored bodies.

Evidence:

Improvement Plan:



Questions which are for Parent Depts only are 'greyed' out

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Submit questionnaire **Print questionnaire**

Strategy Planning to Deliver Deliver Change Operate Corporate Governance Capacity and Capability

Policies and standards Data / MIS Performance Review and Audit

1 2 3 4 5 6
✓ ✓ ✓ ✓ ✓ ✓

Business Strategy

Property Asset Management

Do the organisation's business strategy and planning processes support continuous improvement in property asset management by routinely considering asset implications of business initiatives and workforce plans?

Save answers **Cancel**

Green headings indicate all questions answered and ready for submission