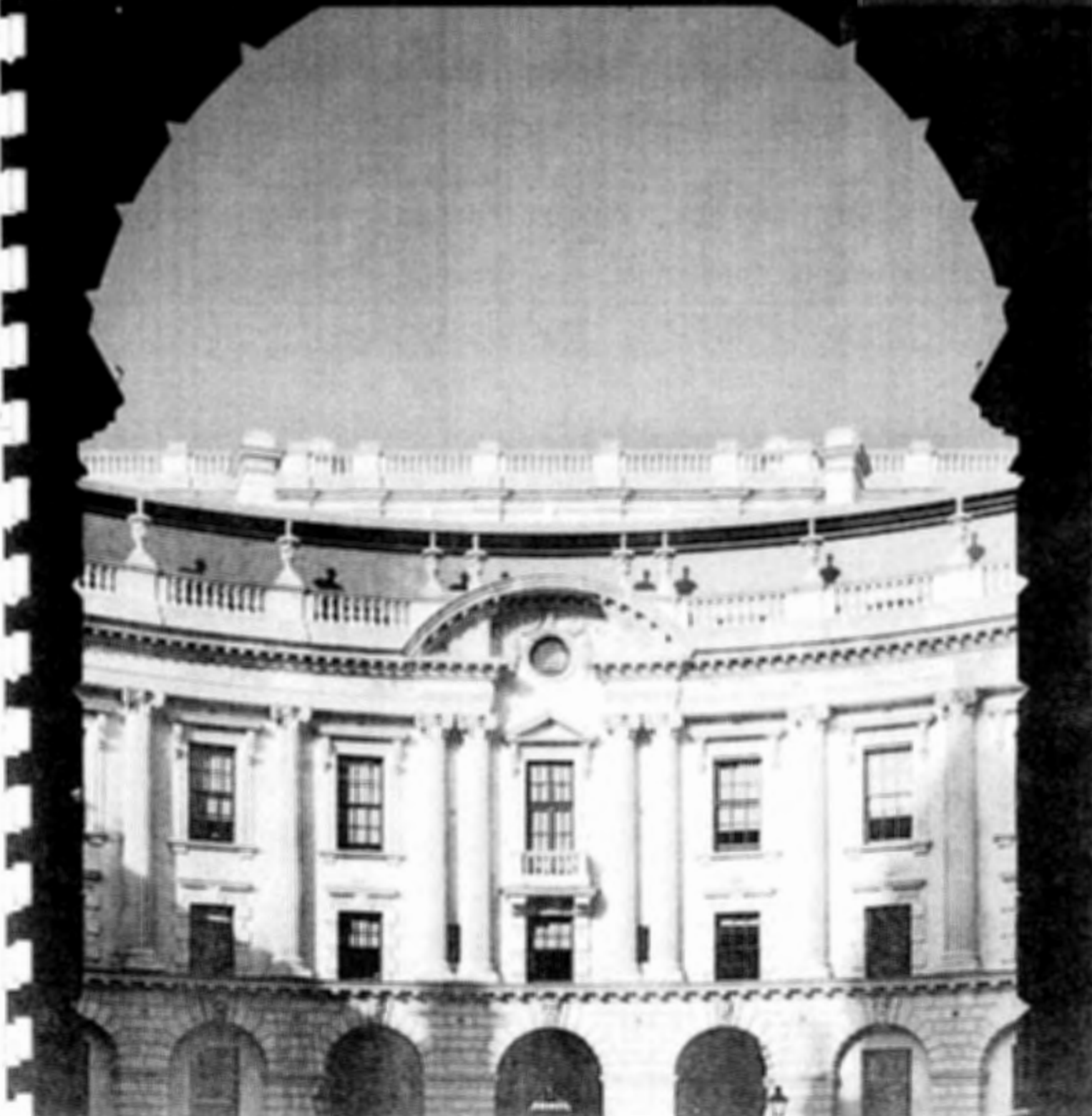


High Performing Property Implementation Plan

Delivering a transformed Government estate



High Performing Property is fundamentally a major change programme. It requires Accounting Officers to be ready to address the workforce issues that arise out of decisions about the location from which to deliver their business, and from the improvements made to the use of workspace. It requires a clear link between increased and better use of information technology and locational decisions. And it challenges the Government to bring about a deep seated and lasting improvement in estate procurement leading to a smaller more tightly managed, flexible, sustainable and agile civil estate creating value for the citizen.

High Performing Property Implementation Plan

Delivering a transformed Government estate

3

1 Summary

The Government office estate is worth £30 billion and costs £6 billion a year to run. For a large number of Departments, the estate is a significant liability and in terms of cost, second only to the Department's staff. *High Performing Property*, launched by the Chief Secretary to the Treasury in November 2006, is the Government's five year strategy for transforming the management and use of this estate. Implementing *High Performing Property* will realise savings of between £1 billion and £1.5 billion a year by 2013. It will also contribute to the Government's target of disposing of £30 billion worth of assets by 2010 and to the delivery of the Government's sustainability targets for its estate. Together these savings will allow for the release of funds to the front line that are the equivalent of building fifty new schools or ten new hospitals a year.

High Performing Property is fundamentally a major change programme. It requires Accounting Officers to be ready to address the workforce issues that arise out of decisions about the location from which to deliver their business, and from the improvements made to the use of workspace. It requires a clear link between increased and better use of information technology and locational decisions. And it challenges the Government to bring about a deep seated and lasting improvement in estate procurement leading to a smaller more tightly managed, flexible, sustainable and agile civil estate creating value for the citizen.

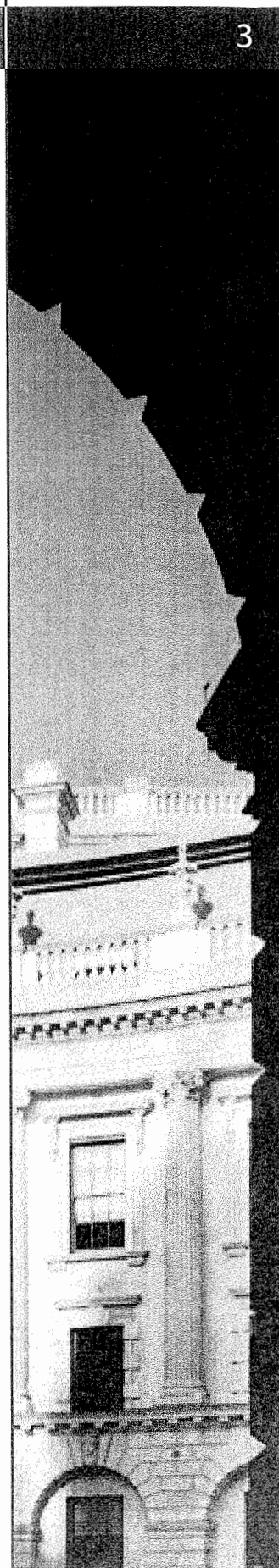
High Performing Property is integral to delivering the future of face to face service provision in Sir David Varney's review of service transformation through greater use of cross Government one stop shops and intermediaries.

Under *High Performing Property*, Government accommodation will be acquired on the basis of whole-life value to meet well-defined business needs; the estate will be used intensively and effectively; and buildings will be retained only for as long as they are performing well.

High Performing Property sets out all actions and milestones for the centre and for departments required to transfer the Government estate:

- stronger leadership and integration
- a significant programme of benchmarking and standard setting
- a drive to strengthen skills and capability
- increased powers of review and challenge.

It heralded a more detailed implementation plan that would identify more precisely those actions needed to achieve this significant step change. This implementation plan sets out the progress that has been made since the launch last November and the improvements that need to be made over the next four years. It will be the firm basis against which delivering a transformed Government estate and realising the efficiency and effectiveness gains and savings on offer, will be measured and reported.



High Performing Property Implementation Plan

Delivering a transformed Government estate

2 Introduction

2.1 Government is occupying an office portfolio that is large, complex and diverse. Its 10,000 holdings, covering 13 million square meters (just under 140 million square feet), are located in all parts of the country and run by over 300 separate property centres. Its value is some £30 billion and it costs around £6 billion a year to run. Figure 1 shows the distribution of the estate by departmental group. It represents a considerable exploitable asset, but achieving this expectation is a very significant challenge for the centre, Accounting Officers and their staff in Departments and Chief Executives of their agencies and sponsored bodies.

2.2 There have been some notable successes both by OGC and by Departments on achieving efficiencies and value for money from this spend. Some key examples are:

- the release, so far, of 2 million square feet of accommodation in London and the South East as a result of exercising controls on new acquisitions, leases and lease breaks. This has taken £20 million a year off the Government's rent bill.
- the relocation of nearly 12,000 civil service posts from London and the South East. The cost per person in London (approx £10,500) is, on average, 2.5 times higher than elsewhere in the country. This relocation will lead to some significant savings/gains in staff pay and productivity – for example DWP estimates a saving of £328 million over fifteen years, DCA a saving of £5.2 million a year and OGC a saving of £1.9 million both over the same period.

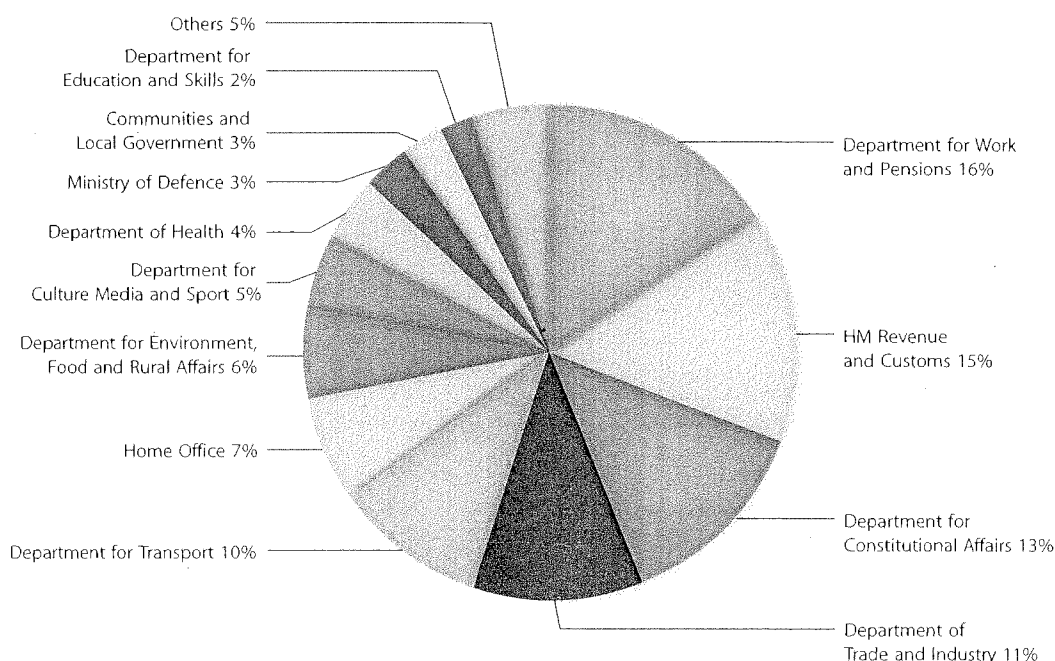


Figure 1. Share of Civil Estate by Area

- matching surplus accommodation and demand for accommodation on the Government estate achieves value for money savings of around £50 million a year
- a number of Departments (e.g. DTI, MOD and HMT) have radically transformed their accommodation in line with the workspace efficiency and effectiveness principles set out in OGC's good practice guide *Working Without Walls*. For example, DTI will achieve long term annual savings from the first phase of refurbishment of their London headquarters of £7.7 million
- OGC has developed a Government Property Benchmarking service that is being rolled out to all Departments, agencies and sponsored bodies in phases. This examines building by building efficiency (cost and use) and effectiveness (sustainability, workplace productivity and operability) and will provide the base hard edged data for decisions by Departments and the centre on whether to retain particular buildings and how to improve ("sweat") those buildings that are retained. Emerging results suggest that savings of at least 25% should be possible from a variety of cost reduction and improved space efficiency measures. OGC has already realised savings of around 17% on its estate in these areas
- the development by OGC of a centrally run core data base (the electronic Property Information Mapping Service (e-PIMS)) that captures details of government estate holdings and surplus land, and is the primary tool for coordinating the Government estate. Use of e-PIMS was mandated to all Departments, agencies and sponsored bodies in 2005.

2.3 Important though these examples are, the significant savings on offer from the Government estate will derive from a coherent and strategic approach to "corporate" property portfolio management and a stronger strategic management and coordination role for the centre (both OGC and HM Treasury). This is the strong theme that runs through the two reviews undertaken by Sir Michael Lyons in 2004 (on the relocation of civil service posts from London and the South East, and on the better management of public sector assets), a report from Leeds University, commissioned by OGC in 2006 on improving property asset management in the central civil Government estate, a report by the National Audit Office in June 2006 on getting the best from public sector accommodation and the report, in December 2006, by Sir David Varney on Government to citizen service transformation which includes the transformation of face to face (bricks and mortar) Government outlets.

2.4 *High Performing Property*, launched by the Chief Secretary to the Treasury in November 2006, is the response to those calls for stronger management of the estate and for the delivery of significant savings and improvements from that estate. The expectation is that annual savings of between £1 billion and £1.5 billion can be achieved by 2013 through a combination of:

- reduction in the space required and occupied (£625 million/year)
- increased and improved space utilisation in retained property assets (£518 million/year)
- improved procurement of facilities management contracts (£27 million/year)
- improved procurement of leasehold contracts (£174 million/year).

High Performing Property Implementation Plan

Delivering a transformed Government estate

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2.5 Fundamentally, *High Performing Property* is a major change programme that requires Accounting Officers to be ready to address workforce issues that arise from decisions about the location from which to deliver their business, and from the improvements made to the use of workspace. Achieving these improvements and realising these efficiency and effectiveness gains requires a concerted effort by Departments, their agencies and sponsored bodies, and at the centre. Critical to success is delivering the four key enablers that underpin *High Performing Property*. These are:

- a clear and comprehensive approach to the integration of property asset management in the organisation's strategic business delivery and resource management
- clearly defined asset management responsibilities matched by skilled and capable staff, and board level representation, where appropriate
- performance measurement and management to deliver continuous improvement
- maximising the use and operation of an organisation's estate, including early identification and disposal of surplus accommodation, optimum use of buildings and workspace strategies, and delivery against the Government's sustainable operations targets. This includes acquiring Government accommodation on the basis of whole life value to meet well defined business needs.

2.6 The role of OGC in the transformation of the Government estate was set out in *Transforming Government Procurement*. The new OGC will:

- set out the standards Departments need to meet

- monitor Departments' performance against them, and ensure remedial action is taken where necessary
- make sure that people with the right skills are in the right jobs with the right incentives.

2.7 *High Performing Property* sets out the high level milestones and targets that need to be achieved in order to transform the Government estate. This implementation plan sets out the detailed transformation plan that will need to be met by the centre and by all Government organisations.

3 Progress on implementing High Performing Property

3.1 The focus of the initial delivery action since the launch of *High Performing Property*, is on putting in place the governance and structures to ensure that estate transformation is embedded in the approach that Government organisations need to take to strategic management and business delivery. Critical to ensuring effective implementation is the establishment of the following and good progress is being made:

- **Departmental Property Champions and a Champions' Steering Group.** Departments that represent around 90% of civil estate occupations have all nominated champions at Director General or Chief Operating Officer (or equivalent) level. These are DWP (John Codling – Principal Finance Officer), HMRC (Mike Hanson – Director General Estates and Workforce Change), DCA (Barbara Moorhouse – Director General Finance and Commercial), DTI (Hilary Douglas – Director General Operations Group), DfT (Simon Webb – Director General of Delivery and Security Group), HO (Helen Kilpatrick – Director General Finance and

Commercial), DEFRA (Andrew Burchell – Chief Operating Officer), DCMS (Nicholas Holgate – Chief Operating Officer), DoH (Alan Doran – Director General for Departmental Management), MoD (Ian Andrews – Second Permanent Under Secretary of State), DfES – (Jon Thompson – Director General Corporate Services), CLG (Hunada Nours – Director General of Finance and Corporate Service Delivery). In addition, a further twelve organisations have nominated champions. Champions are therefore in place for the vast bulk of the Government civil estate and their role in leading on implementing *High Performing Property* and driving forward transformation of their estates. The terms of reference of the Champions' Steering Group have been agreed and the first meeting will take place in May

■ Departmental Implementation Plans.

Initial plans have been submitted by a number of Departments and others are developing theirs. These plans are fundamental to setting out the actions that departments need to take to deliver *High Performing Property*, and to monitor progress. They link to asset management strategies and investment plans submitted by Departments in the context of CSR07.

■ Property Asset Management Boards (or their equivalent).

These are fundamental to ensuring a coherent and comprehensive approach to property asset management within a Department and across its agencies and sponsored bodies. Departments are now establishing these structures or developing them from existing boards – for example, DfT and DWP.

■ Government Property Benchmarking.

This is being rolled out to all Departments, agencies and sponsored bodies in phases. So far 31 Departments have benchmarked 375 buildings housing 95,000 staff. The results are showing that:

(a) the cost per employee in London is two and a half times more expensive than in the rest of the country

(b) there are large variations in the way that office space is used. On average Government buildings are 10% less well used than the private sector

(c) potential efficiency gains of at least 25% should be possible from the estate from a variety of both cost saving and space efficiency measures, for example, by capping space per workstation at 12 square metres

(d) data on sustainability issues (energy and water consumption and waste recycling) is very patchy. There is a clear message here for Departments about data collection and management in order to deliver the Government's sustainability targets announced last June. Nevertheless, the benchmarking results show that energy and water consumption in significant parts of the estate are excessive.

3.2 Additional areas where work is underway include the development of a Property Asset Management template to assist Departments with asset management strategies and plans, the mandated use of Government property benchmarking, and the development of a skills and capability maturity matrix.

High Performing Property Implementation Plan

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Delivering a transformed Government estate

4 Delivering the benefits – implementing High Performing Property

4.1 *High Performing Property* delivers a framework for estate transformation and an improvement routemap over the next four to five years. Fully implemented, it will deliver:

- a rationalised “fit for purpose” Government estate
- 20% annual efficiency savings from an estate costing £6 billion a year to run, with anticipated savings of up to £500 million by March 2009, up to £800 million by March 2011, and up to £1.5 billion by March 2013
- resources released to the front line equivalent to building fifty new schools or ten new hospitals a year
- an estate that is better aligned to delivering more efficient and effective service to the citizen.

4.2 To achieve that, however, Accounting Officers and senior officials in Departments will need to:

- be aware and ready to deal with the workforce issues that arise from decisions about the location from which to deliver business, including the link with increased and better use of information technology and communications, and from improvements in the use of workspace
- ensure that their nominated Property Asset Management Champion is driving estate transformation in the Department and across the Departments’ agencies and sponsored bodies. **Key target:** All Departments, agencies and sponsored bodies have champions in place by December 2007

- engage fully in property performance measurement and benchmarking, and bring forward plans for improving the utilisation of space in their buildings (where relevant), and for meeting the Government’s targets for improving sustainability on the civil estate in particular on CO² emissions and other energy usage, water consumption and waste recycling measures. **Key target:** All Government Departments, agencies and sponsored bodies are using benchmarks and standards, acceptable to OGC, to drive continuous improvement in the management and use of their estates by March 2009
- ensure that they have the right skills and staff in place to deliver real transformation, measured against OGC’s maturity matrix. **Key target:** Departments with significant estates, and representing more than 80% of the total estate, have achieved a high level of skill and capability by March 2009.
- ensure that their Departments make full use of OGC’s e-PIMS database to allow cross Government estate co-ordination, and have complete and up to date robust data on the performance of the buildings they occupy and therefore on their whole estate as the hard edged basis for driving improvement and transformation. **Key target:** Details of all Government holdings (property and land) entered on e-PIMS by March 2007. All Departments, agencies and sponsored bodies engaged in performance measurement and benchmarking by March 2009.

4.3 These, and other actions, are set out in the attached detailed implementation plan that will be the basis for departments to review their own progress and for the centre (OGC, HM Treasury and NAO) to monitor and challenge delivery.

4.4 A comparable plan is being developed to implement the recommendations of the Varney service transformation report. In time, work on rationalising and improving the face to face (bricks and mortar) Government service outlets to the citizen, will be subsumed in the implementation of *High Performing Property*.

5 Conclusion

5.1 The Government civil estate is a significant asset that will deliver real efficiencies, transform the working environment for civil servants and the provision of Government services to the citizen, if managed and used effectively. *High Performing Property* sets out the strategy and action plans for delivering this transformation. The Implementation Plan attached to this document sets out the more detailed actions and targets for the centre and for Departments, agencies and sponsored bodies which they will need to meet if this transformation is to be achieved.

High Performing Property Implementation Plan

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Routemap to asset management excellence

Component 1: Leadership and Integration

- Offset the effects of fragmentation of the estate by strong leadership from the centre and an integrated property strategy
- Integrate asset management into strategic business planning and policy delivery across government departments and their arms length bodies

In the Centre

A Set standards and embed improvements

B Integrate departmental strategies with cross-cutting initiatives

C Revisit governance including that for Arms Length Bodies

In Government Organisations

D Identify Board level Champion

E Establish Property Asset Boards

F Link property assets explicitly to service delivery

Component 2: Benchmarks and Standards

- Provide a framework of standards and benchmarks that set out best practice, performance objectives and aspirations
- Provide tools, guidance and support to help government organisations implement best practice and meet objectives

Standards

A Develop quality standards for Asset Management Strategies

B Develop Maturity Matrix to define capability

C Establish delivery standards and benchmarks

D Set property asset performance and delivery targets

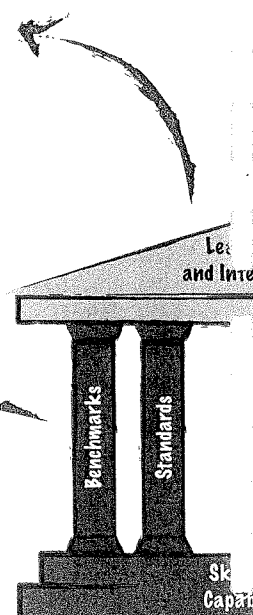
Tools and Guidance

E Establish property benchmarking service

F Maintain and expand the government property database e-PIMS

G Maintain and enhance central government property co-ordination

H Develop good practice guidance and support



Component 3: Skills and Capability

- Ensure that all senior managers in government have an understanding of asset management among their core skills
- Ensure that there are sufficient skilled property 'professionals' to implement best practice across government organisations

In the Centre

A Recognise and support asset management as a core skill for senior civil servants

In Government Organisations

B Achieve optimum capability levels

C Promote a property asset management career development route

Component 4: Review and Challenge

- Create a culture of evidence based review, challenge and continuous improvement
- Improve accountability and transparency in property asset decision making

In the Centre

A Scrutiny of performance and capability through checks and challenges

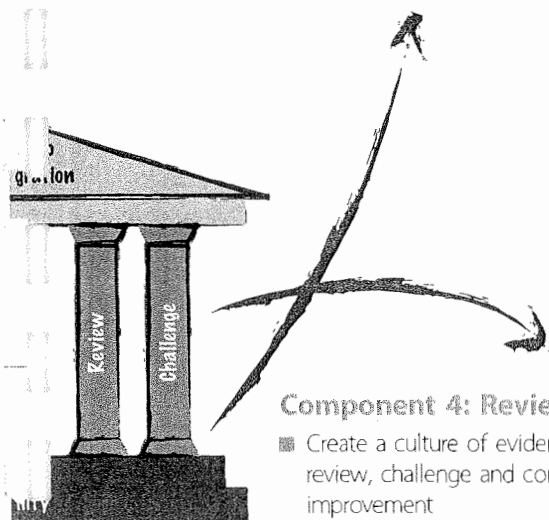
B National Audit Office support

C Publication of annual performance trends report

In Government Organisations

D Use performance indicators to monitor and ensure visibility to stakeholders

E Internal audits of performance carried out



Component 1: Leadership and Integration

12

Action

In the Centre

Lead in setting standards and embedding improvements across government

March
2007

- Senior Stakeholder Group endorses and launches Routemap (November 2006)
- OGC develop and put in place an Implementation Plan (March 2007)
- OGC define the role requirement for departmental Champions (Action 1D) (December 2006)
- OGC identify requirement options for departmental Property Asset Management (PAM) Boards for consideration by the Senior Stakeholder Group. (Action 1E) (December 2006)
- Senior Stakeholder Group approves the role of Champions (January 2007)
- OGC invite all parent departments to nominate Champions at Executive Board level with overview responsibility for ICT / finance / HR and property resources (December 2006)

March
2009

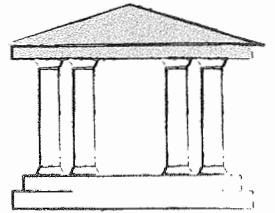
- OGC set up a Champions' Steering Group and network (May 2007)
- OGC arrange six monthly bilateral meetings with major parent departments to cover progress on actions on departments and sponsored bodies under HPP (June 2007 ongoing)
- OGC, working with HM Treasury; establish appropriate central monitoring, challenge, and support processes focused on securing and embedding high standards in asset management capability and performance (December 2007)
- OGC publish the principles for monitoring, challenge, and support processes (December 2007)
- OGC and HPP Programme Board report progress being made in achieving improvements to asset management capability and performance to Champions' Steering Group on a quarterly basis, or, in line with the CSR 2007 reporting cycle (September 2007 ongoing)
- OGC produce, consult on and publish an Interim Report detailing improvements achieved across government and set out early forward view of objectives for next CSR (March 2009)

March
2011

- OGC and HPP Programme Board report progress being made in achieving improvements to asset management capability and performance to Champions' Steering Group on a quarterly basis, or, in line with the CSR 2007 reporting cycle (Ongoing)
- OGC contribute to a CSR07 'Final Report' detailing all the improvements achieved across government over the cycle and set out objectives for the next CSR (March 2011)
- OGC and HMT reassess future role for central intervention (March 2011)

Measures

- Routemap established and in place
- Central leadership role established
- Standards published



Component 1: Leadership and Integration

14

Action

In the Centre

Integrate departmental strategies with cross-cutting initiatives and policies impacting on public sector property assets

March
2007

- OGC define the role requirement for the Champions' Steering Group (December 2006)
- Senior Stakeholder Group approves the model and terms of reference for the Champions' Steering Group (January 2007)

March
2009

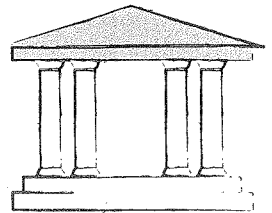
- OGC and Champions' Steering Group agree a forward programme of issues requiring senior collaboration and integration including for example, the response to sustainability targets and Varney (April 2007)
- Champions' Steering Group considers impact of Varney implementation planning on national property asset strategy (December 2007)
- Champions' Steering Group, working with OGC and the HPP Programme Board develops, agrees and promotes a national property asset strategy framework for departmental strategies and cross government collaboration, including response to sustainability targets and Varney face-to-face implementation (March 2009)

March
2011

- Champions' Steering Group, through OGC and HPP Programme, produces, consults on and publishes a report on the performance of the national property asset strategy framework (March 2011)

Measures

- An appropriate forum
- Cross government collaboration taking place in the context of a national property asset strategy



Component 1: Leadership and Integration

16

Action

In the Centre

Revisit frameworks for governance and financial management including arms length sponsored body frameworks

March
2007

- OGC review current sources of information and guidance, including Government Accounting, covering financial management and governance arrangements between departments and their sponsored bodies to identify opportunities for incorporating key HPP messages around strategic property management (March 2007 and ongoing)
- OGC review existing frameworks for financial management and governance arrangements between a selection of parent departments and their sponsored bodies to identify best practice and opportunities for introducing stronger, strategic property management principles (March 2007)

March
2009

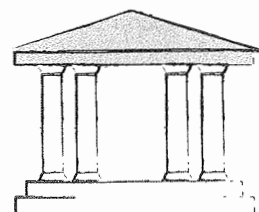
- OGC consult with parent departments on proposals for strengthening strategic property management approaches under existing frameworks and governance arrangements (September 2007)
- OGC produce a report, including case studies, based on consultation findings with recommendations on the changes needed to governance arrangements relating to accountability for strategic property asset management (January 2008)
- OGC agree revisions to information sources and guidance with owners (September 2008)
- OGC, working through the HPP Programme Board and Champions' Steering Group as necessary, agree inclusion of stronger strategic property management models in existing financial management and governance arrangements (March 2009)

March
2011

- OGC initiate a programme to review existing financial management and governance arrangements to assess need for further improvements to revised financial management and governance arrangements using the new model (September 2010)
- OGC produce and publish annual reports on the %age of frameworks reflecting the revised governance model, following its framework review programme (January 2010, January 2011)

Measures

- %age of frameworks reflecting the revised governance model



Component 1: Leadership and Integration

18

Action In Government Organisations	March 2007	March 2009
Name individual champions with responsibility at Executive Board level	<ul style="list-style-type: none"> ■ Main parent departments identify and nominate a departmental Champion in line with the role defined at 1B above (March 2007) 	<ul style="list-style-type: none"> ■ Parent departments and sponsored bodies with significant property usage to have champions in place (July 2007) ■ Departments ensure all their sponsored bodies have a champion in place (December 2007)
Lead and integrate strategy and scrutiny within government organisations and across their departmental families through Property Asset Management (PAM) Boards or equivalent	<ul style="list-style-type: none"> ■ A selection of parent departments agree with OGC to model and pilot departmental PAM Board structures and roles based on the set of identified core principles and best practice approaches to test their effectiveness (March 2007) 	<ul style="list-style-type: none"> ■ Working with OGC departments report findings from the PAM Board pilots and agree principles and best practice approaches for PAM Boards or their equivalent (July 2007) ■ All main parent departments put in place a departmental PAM Board or equivalent, incorporating the agreed core principles and best practice approaches (October 2007) ■ Main departments, review, identify and schedule the key areas PAM Boards need to improve against the expectations set out in the PAM Board Principles (December 2007) ■ Departments ensure their sponsored bodies with significant property usage have a PAM Board or equivalent in place and all their sponsored bodies have appropriate links in place to a PAM Board or equivalent (March 2008)

March
2011

- Champions' Steering Group, through OGC and HPP Programme Board, publish a report on the effectiveness of champions in achieving transformation (March 2011)

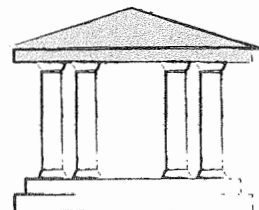
Measures

- %age of parent departments with a champion in place
- %age of sponsored bodies with champion in place

- Departments contribute to OGC's annual report on the implementation of PAM Boards (January 2010, January 2011)

Measures

- %age of parent departments that have a PAM Board or equivalent in place.
- %age of sponsored bodies having similar PAM Boards or appropriate links in place



Component 1: Leadership and Integration

20

Action

In Government Organisations

Link the role of property explicitly to Departmental Strategic Objectives and service delivery through published business plans.

March 2007

- Departments ensure their published asset management, vfm and business plans begin to identify the requirement for property and make this link explicit through alignment to service delivery (March 2007)

March 2009

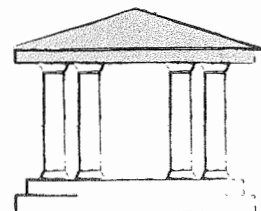
- Parent departments, and all sponsored bodies with significant property usage, ensure that
 - (a) the requirement for property is explicitly linked to and aligned with strategic property asset management objectives, collaborative procurement, transformational service delivery, relocation, sustainable development and other government priorities,
 - (b) opportunities for savings are appropriately detailed,
 - (c) these aspects are incorporated in published business plans (December 2007 onwards)
- Parent departments and their sponsored bodies with significant property usage illustrate the above in progress reviews (March 2008 ongoing)

March
2011

- Parent departments and their sponsored bodies continue to ensure that all their relevant plans and progress reports
 - (a) identify the links with and are explicitly aligned to strategic property asset management objectives, sustainable development and other government priorities
 - (b) fully identify the opportunities for savings
 - (c) these aspects are incorporated in their published business plans (ongoing)
- Parent departments and their sponsored bodies illustrate the above through progress reviews (March 2010 and ongoing)

Measures

- Number of published business plans that identify the link between property, Departmental Strategic Objectives and service delivery



Component 2: Benchmarks and Standards

22

Action

Standards for Planning

March
2007

March
2009

Develop quality standards for Asset Management Strategies and property asset management planning and incorporate into central guidance

- HMT provide Central Asset Management Strategy guidance in CSR07 (December 2006)
- OGC develop an outline model PAM Plan Template, and issue for consultation with all departments and sponsored bodies (March 2007)

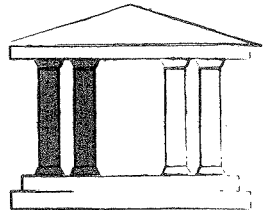
- HMT incorporate standards for asset management strategies and vfm planning into CSR 2007, Government Accounting and other relevant central financial management standards (June 2007)
- OGC contributes to RICS good practice guidelines for PAM in the public sector and RICS Guide published (July 2007)
- All parent departments and their sponsored bodies with significant property usage produce a first cut asset management plan based on the Property Asset Management Plan Template (December 2007)
- OGC review PAM Plans to
 - (a) identify opportunities to develop the Template further
 - (b) issue a revised version, together with any appropriately updated supporting guidance (December 2007)
- All parent departments and their sponsored bodies with significant property usage have asset management plans based on the PAM Plan Template in place (September 2008)
- Parent departments provide feedback on the effectiveness of the PAM Plan Template in use (March 2009)

**March
2011**

- Parent departments provide feedback on the effectiveness of the PAM Plan Templates as part of the programme of six-monthly bilateral meetings (ongoing)
- Updated PAM Plan Template (March 2010)

Measures

- Reference to property asset management in central guidance
- A best practice template is available
- Adoption of standards



Component 2: Benchmarks and Standards

24

Action

Standards for Capability

March 2007

March 2009

Develop the property asset management Maturity Matrix to define capability standards and skills across the five capability levels as set out in the Maturity Matrix

■ OGC scope the requirement for developing the Maturity Matrix as a standard for capability (March 2007)

■ OGC commission the development of the Maturity Matrix (April 2007)

■ OGC consults to define asset management skills (June 2007)

■ Maturity Matrix developed as a standard (June 2007)

■ OGC and Champions' Steering Group agree a PAM capability assessment methodology for organisational capability aligned to the Maturity Matrix and OGC's Procurement Capability Reviews (December 2007)

■ A selection of main departments pilot the methodology and assess their capability profile and their optimum profile in relation to the Matrix (March 2008)

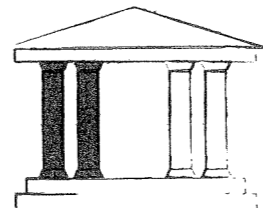
■ PAM capability review and profiling methodology is incorporated into an appropriate Capability Profiling Service (Action 3B) (March 2009)

**March
2011**

Departments and OGC discuss progress and action on capability improvement as part of the programme of six-monthly bilateral meetings (ongoing)

Measures

- Property asset management Maturity Matrix developed as a standard
- Guidance available
- Maturity Matrix capability and skills standards in use



Component 2: Benchmarks and Standards

26

Action

Standards for Delivery

March
2007

March
2009

Establish delivery standards and benchmarks

- Benchmarks for judging the efficiency and effectiveness of workspace and other significant government property types
- Sustainability targets for government
- Common Minimum Standards for procurement of built environments in the public sector

- Benchmark available for workspace efficiency (March 2007)
- Sustainability targets in place (March 2007)
- Common Minimum Standards for construction are used for property asset management decisions (March 2007)

- Formal consultation on proposed workspace efficiency standards (May 2007)
- Workspace efficiency standards launched (July 2007)
- Develop and agree benchmarks for specialist property (March 2008)
- Formal review process for common minimum standards established (September 2007)
- Updated Common Minimum Standards incorporating cross-government initiatives, including Varney and national property asset strategy framework (March 2009)
- The main property using government organisations use benchmarks and standards to develop targets to drive improvement to the management and use of their property estate (March 2009)

Government organisations set property asset performance and delivery targets taking account of recognised benchmarks and standards

- Government organisations begin to adopt targets (a) against the actions under HPP including benchmarks and standards and (b) for savings and other targets (March 2007)
- Main parent departments include planned actions in HPP implementation plans (February 2007)
- OGC incorporate target areas in PAM Template, linked with principles for challenge (Action 4A) (March 2007)

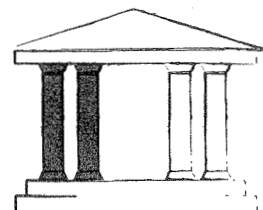
- Parent departments and their sponsored bodies with significant property usage report progress on adopted improvement targets (June 2007)
- Parent departments and their sponsored bodies with significant property usage use performance targets to drive improvement and report successes (September 2007 onwards)

**March
2011**

- Updated Common Minimum Standards incorporating cross-government initiatives (March 2011)

Measures

- Appropriate benchmarks, standards and targets are in place
- Benchmarks, standards and targets are in use



- Government organisation use performance targets to drive improvement and report successes (September 2009 onwards)

Measures

- %age of organisations adopting targets against which they measure their own property asset performance and delivery

Component 2: Benchmarks and Standards

28

Action

Tools and Guidance

March
2007

March
2009

Set up and maintain a property benchmarking service

- Benchmarking Project Board agree mandating of benchmarking for office property over 500sq m (March 2007)
- OGC review level of engagement of government organisations in benchmarking service in accordance with programme delivery (March 2007)

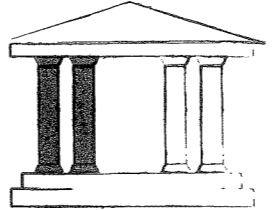
- HMT issue DAO Letter or equivalent to confirm mandate (April 2007)
- OGC Property Benchmarking Service completes move to a subscription based "Property Benchmarking Group" (March 2008)
- OGC review the effectiveness of the project (April 2008)
- OGC review the contract service provisions and re-tender supplier contract (April 2008)
- OGC review the feasibility of extending to further property types and extend where feasible (June 2008)
- OGC continue to review level of engagement of government organisations against phased plan for participation (ongoing)

**March
2011**

- OGC continue to review level of engagement of government organisations against benchmarking as part of ongoing bilateral meetings (ongoing)

Measures

- Number of organisations participating
- % of holdings
- % of office estate
- Service availability
- Property type coverage



Component 2: Benchmarks and Standards

30

Action

Tools and Guidance

March
2007

March
2009

Maintain and expand the government property database e-PIMS to improve collaboration with property management across the central civil estate

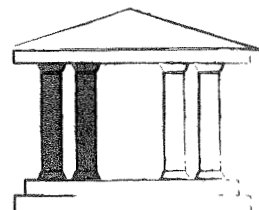
- OGC work with departments to establish common data links to the property benchmarking service (November 2006)
- Departments, working with OGC, verify and provide assurance on all the office estate data (March 2007)
- Departments ensure all office and non-office holdings included on e-PIMS (March 2007)
- OGC commission enhancements to the e-PIMS benchmarking service module to include specific "PFI" survey (March 2007)
- OGC, working with participating local authorities and in partnership with Communities and Local Government implement pilot to link local authority property asset information onto e-PIMS (March 2007)
- OGC build data quality checks within e-PIMS with active user prompts to promote better data quality (September 2007)
- OGC ensures integration of Benchmarking survey data into e-PIMS core data set (January 2008)
- OGC, through use of e-PIMS, support collection of DEFRA's annual sustainability survey data (March 2008)
- OGC enhance the look and feel (GUI) of e-PIMS to make navigation easier for Departmental Users (March 2008)
- OGC commission enhanced mapping functionality and software to enable integration with latest mapping products and potential delivery of NLUD (May 2008)
- OGC continue roll out to a selection of local authorities including both high level property data and vacant space (March 2008)
- Consider including National Land Use Database as part of the data capture from local authorities as a process managed with e-PIMS (July 2008)

**March
2011**

- Widen the pilot to wider public sector data held on e-PIMS, including NHS and police authorities (March 2010)
- Review engagement with Local Authorities (April 2009)

Measures

- Accuracy of data
- %age of organisations included
- Extent of systems integration



Component 2: Benchmarks and Standards

32

Action

Tools and Guidance

March
2007

March
2009

G Co-ordinate the central civil government property market and consider extending existing property relocation controls to the whole country

- OGC establish co-ordination savings targets as a contribution to HPP target (March 2007)
- Parent departments report annual savings achieved through co-ordination and reuse of their own organisation's accommodation and report successes to OGC (March 2007 ongoing)
- OGC scope the potential for extending property controls to enhance the management and co-ordination of the government estate avoiding excessive bureaucracy and central supervision (February 2007)
- Chief Secretary to the Treasury approves the mechanism and thresholds for extension of property controls (March 2007)

- Parent departments contribute to OGC's annual trends and performance report (December 2007, December 2008)

Workstation sharing arrangements

- OGC review and test options for interdepartmental charging and sharing of workstations (March 2008)
- OGC revise and extend Civil Estate Occupancy Agreement to enable more flexible sharing arrangements (March 2009)
- OGC review and update Civil Estate Co-ordination Protocol (March 2009)
- OGC develop a workspace clearing house function (March 2009)

Extension of Property Controls

- HMT and OGC revise guidance on operation of property controls and launch revised controls (June 2007)
- Parent department PAM Boards implement property controls at levels below threshold (Action 1E) (June 2007)

Crown Sharing Provisions

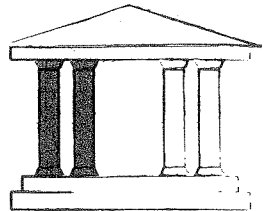
- OGC and HMT review options for the inclusion of all arms length bodies in crown sharing provisions (July 2008)
- Subject to outcomes of review, OGC and HMT implement Crown sharing provisions (March 2009)

**March
2011**

- Parent departments contribute to OGC's annual trends and performance report (December 2009, December 2010)
- Government organisations, HMT and OGC review effectiveness of property controls and revise operation as required (March 2010)

Measures

- Framework of standards and controls exists to enable effective and efficient space sharing and market co-ordination
- Exchequer savings
- Utilisation rates



Component 2: Benchmarks and Standards

34

Action

Tools and Guidance

March
2007

March
2009

Provide government organisations with good practice guidance, case studies and knowledge sharing opportunities

- OGC plan guidance and case study development, advice and knowledge sharing services to support the programme (March 2007)

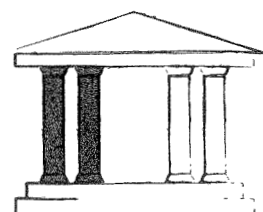
- Government organisations and OGC work together to develop and publish appropriate guidance and case studies including:
 - ✦ Co-location (July 2007)
 - ✦ Property Co-ordination (July 2007)
 - ✦ Non-Territorial Working (October 2007)
 - ✦ Property Performance Measurement (October 2007)
 - ✦ Development of Co-location Toolkit (March 2008)
 - ✦ Sequel to *Working Without Walls* (June 2008)
- OGC develop and promote knowledge sharing opportunities (ongoing)
- A redeveloped "asset management portal" on OGC website (March 2008)

March
2011

- OGC and government organisations review the effectiveness and need for further guidance (ongoing)

Measures

- Products are produced in accordance with the plan.



Component 3: Skills and Capability

36

Action In the Centre

Recognise asset management in Professional Skills for Government within the core skills for senior civil servants, and consider the need for a 'Head of Profession'.

March
2007

- OGC review need and options for a 'Head of Profession' (March 2007)

March
2009

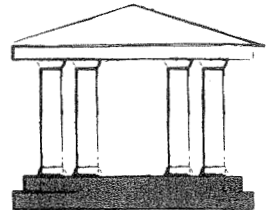
- Head of Profession in place if necessary (August 2007)
- OGC agree requirement for change and a series of plans with owners of core skill areas (Leadership, strategic thinking, analysis and use of evidence, financial management, people management, programme and project management, communication and marketing) for incorporating asset management into future revisions (March 2008)
- OGC work with owners of Professional Skills for Government core skills areas to identify gaps in development programmes and implement action to enable programmes to be adapted (July 2008)

**March
2011**

- OGC work with owners of Professional Skills for Government core skills areas to ensure that Property Asset management is incorporated into all appropriate Professional Skills for Government development programmes (April 2009)

Measures

- Asset management written into the Professional Skills for Government syllabus for core skills
- Range of Professional Skills for Government linked development courses incorporating asset management
- Head of Profession in place



Component 3: Skills and Capability

38

Action

In Government Organisations

March 2007

March 2009

Use the Maturity Matrix and Professional Skills for Government to achieve optimal capability and property asset management skills profiles
(See Action 28)

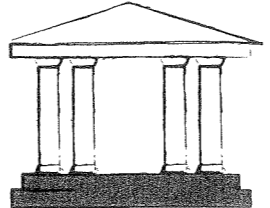
- Property professionals in government participate with OGC to define skill sets (July 2007)
- Departments work with OGC to develop a capability profiling methodology aligned to the Maturity Matrix and OGC Procurement Capability Reviews (December 2007)
- Selection of departments pilot capability profiling within the department and with sponsored bodies (March 2008)
- OGC launch a Capability Profiling Service with departmental support and participation (March 2009)
- Some significant holders or users of property have achieved Maturity Matrix level 5 'excellence' (March 2009)

**March
2011**

- More than half of government organisations use Capability Profiling Service (March 2010)
- All the pilot organisations have reached optimum profile (March 2010)
- All significant holders or users of property have achieved level 5 'excellence' (March 2011)

Measures

- 'Age of organisations using Maturity Matrix based capability profiling
- 'Age of significant property users achieving capability level 5 'excellence'



Component 3: Skills and Capability

40

Action

In Government Organisations

March 2007

March 2009

Promote property asset management career development route with appropriate qualifications/ accreditations through Professional Skills for Government at professional level

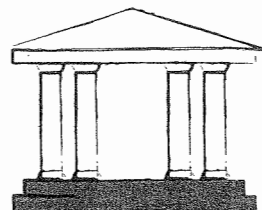
- Champions' Steering Group, through OGC, works with partners to explore PAM qualification routes and make recommendations (March 2008)
- Main departments work with OGC and Cabinet Office to establish a career development path for property professionals within Professional Skills for Government (July 2008)
- External providers develop new Property Asset Management qualifications and adapt existing professional qualifications in line with proposals (March 2009)

March
2011

- OGC review professional skill levels in government and assess impact on the delivery of HPP (March 2011)

Measures

- Professional Skills for Government sets out knowledge levels
- Professional qualifications available



Component 4: Review and Challenge

42

Action In the Centre

Scrutinise government organisations' property asset management performance and capability through checks and challenges

March 2007

- OGC and HMT agree principles for challenging organisations on their asset management strategies and vfm plans (January 2007)
- OGC require main departments to provide HPP Implementation Plans and commitments in the following areas:
 - Anticipated CSR07 vfm savings
 - Anticipated CSR07 disposal receipts
 - Planned/estimated reduction in space requirement
 - Additional relocation plans
 - Sustainability improvement targets
 - Service improvement targets (February 2007)
- OGC review and provide feedback to HMT on departmental asset strategies and vfm plans to identify gaps in current planning where the impact of policies on property and opportunities for property related savings are not sufficiently detailed (March 2007, July 2007)
- OGC develop review and reporting mechanism covering strategies, plans, governance arrangements and performance (March 2007)

March 2009

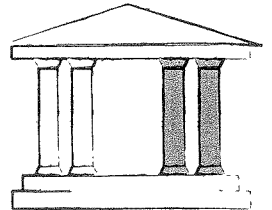
- OGC require main departments and sponsored bodies with significant property usage to provide complete HPP Implementation Plans and commitments in the following areas:
 - Anticipated CSR07 vfm savings
 - Anticipated CSR07 disposal receipts
 - Planned/estimated reduction in space requirement
 - Additional relocation plans
 - Sustainability improvement targets
 - Service improvement targets (June 2007)
- OGC challenge business cases as part of extended property controls including use of standards and option appraisals (June 2007 onwards)
- OGC discuss progress and action on departmental capability improvement as part of the programme of six-monthly bilateral meetings (March 2008 ongoing)
- OGC report progress on compliance to Champions' Steering Group (quarterly ongoing)

**March
2011**

- Departments and OGC discuss progress and action on capability improvement as part of the programme of six-monthly bilateral meetings (ongoing)
- OGC review the challenges of property asset management performance and capability built in to central scrutiny and make proposals for the future (June 2010)

Measures

- Quality review of plans against template
- Property performance compared to benchmarks
- Record of delivering benefits/value from property assets
- Appropriate governance structures
- Maturity Matrix capability profiles



Component 4: Review and Challenge

44

Action

In the Centre

March
2007

March
2009

NAO support improved asset management performance programme through their work for Parliament

- NAO, in discussion with OGC, set out its role in relation to the programme (March 2007)

- Development of a tool for assessing office accommodation management strategies, and implementation plans; and an assessment of performance and capability (July 2007)
- Cross government office accommodation review, leading to a report to parliament (November 2007)
- Use of the assessment tool to carry out 'stocktakes' either by NAO (reporting to organisations individually) or by organisations themselves (ongoing)

Present performance trends through an annual 'State of the Nation' report

- Benchmarking service provider prepares 1st annual report on performance trends in departments and their sponsored bodies (March 2007)

- Benchmarking service provider prepare and publish further trends reports to assess the efficiency, effectiveness and sustainability of the central government property estate (March 2008, March 2009)
- OGC, working with the HPP Programme Board, prepare and publish an annual trends report and civil estate performance over a range of indicators (December 2007, December 2008)

**March
2011**

- Further NAO 'stocktakes' of office accommodation management strategies and implementation plans including a review of performance and capability, with possible reporting to Parliament (ongoing)

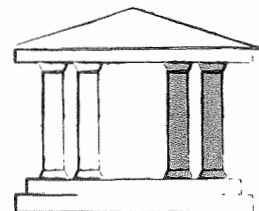
Measures

- Independent audits comment on asset management and make recommendations for improvement

- Benchmarking service provider prepare and publish further trends reports to assess the efficiency, effectiveness and sustainability of the central government property estate.
(March 2010, March 2011)
- OGC, working with the HPP Programme Board, prepare and publish an annual trends report and civil estate performance over a range of indicators
(December 2009, December 2010)

Measures

- Appropriate indicators



Component 4: Review and Challenge

46

Action

In Government Organisations

March 2007

March 2009

Use evidence and tools including e-PIMS, benchmarking and the Maturity Matrix to monitor and improve property performance, and make performance visible at departmental board level, the centre of government and to the taxpayer.

(See Actions 2B, 2E & 2F)

- Departments and their sponsored bodies ensure all their office and non-office holdings are entered on e-PIMS system (March 2007)
- Departments and their sponsored bodies participating in the Property Benchmarking Service begin using the data and evidence from their bespoke Benchmarking Reports to inform their strategic asset management plans and property decisions (March 2007)

- Government organisations verify e-PIMS data annually and supply verification of data letters or copies of internal audit reports to OGC (June 2007, June 2008)
- Departments and their sponsored bodies use PAM performance data to inform policy, strategy and business decision making (ongoing)
- Departments meet OGC as part of programme of six-monthly bilateral meetings to discuss progress (June 2007 Ongoing)

Departmental internal audit units undertake audits of property asset management performance

- Government organisations develop property asset management performance audit methodologies (December 2007)
- Champions' network shares audit methodologies with other departments (March 2008)
- Reviews of property asset management performance included in audit programmes (March 2009)

**March
2011**

- Government organisations verify e-PIMS data annually and supply verification of data letters or copies of internal audit reports to OGC (June 2009, June 2010)
- All parent departments report on property asset performance, including that of their sponsored bodies (March 2011)

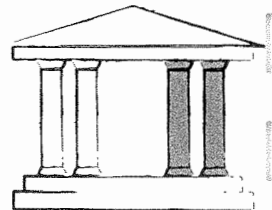
Measures

- %age of parent departments producing published annual reports on property performance
- %age including sponsored bodies in reports
- Evidence of use of property asset management tools in Board level decision making

- Reviews of property asset management performance included in audit programmes (ongoing)

Measures

- %age of internal audit programmes containing reviews of property asset management performance





Alumni Club

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