

# The PAM Plan Template

## Property Asset Management

### The [organisation name] Property Asset Management Plan

**A. Foreword** (guide: maximum 0.5 page) by Senior Manager, for example the PAM Champion or Minister

An explanation of why good property asset management is important to the operation and performance of the organisation and, where relevant, its sponsored bodies. It should state the purpose of the Property Asset Management Plan (PAM Plan) and also demonstrate that the organisation is committed to implementing its Plan.

**B. Introduction** (guide: maximum one page)

An overview of the organisation should be provided. This should cover the context in which the PAM Plan is being developed or updated together with (1) a high level indication of the purpose of the organisation, (2) a broad summary of the property asset base to which the Plan relates (in tabular form with any necessary explanatory narrative). This should include sponsored bodies where the PAM Plan relates to the departmental family of organisations.

For example:

Type	No. of holdings and %	Size Sq M/Ha and %	Tenure	Location By GO Region
Office			LH/FH/PFI	
Lab			LH/FH/PFI	
Court			LH/FH/PFI	
Land			LH/FH/PFI	
Total				

**C. Business Aims and Objectives, Property Asset Implications and Property Asset Aims and Objectives** (guide: maximum 3 pages),

c.1 A statement of the core business aims and objectives of the organisation. This should include the organisation's main activities, who its customers are, the way the organisation sees its activities changing in the future, including the projected lifespan of the organisation. This should be clearly and concisely stated together with the overall accommodation and property asset implications, focusing on where and how the business is delivered, expressing, for example, why it needs to be present in certain locations and plans for relocating outside London and the South East.

c.2 From the organisation's business plans, financial context, central performance targets and wider Government priorities a description should be given of the organisation's current and future operating environment and operating constraints including budgetary issues.

c.3 Appropriate standards of property assets/accommodation/workplace land holdings should be explained tempered by value for money considerations. As a minimum, flexible working practices, sustainability and service transformation should be covered. Reasoned arguments are required where standards set are particularly high or low.

*Note: This section should culminate in a clear statement of the organisation's vision, strategic goals and objectives for its accommodation and/or its property asset base and future demand for property and accommodation*

**D. Review of Current Property Assets (guide: maximum 3 pages).**

An assessment of the existing property assets and accommodation should be made for their suitability to support the organisation's business, property objectives and future demand. The gap between the organisation's vision for its property asset base and its existing supply or estate should be expressed in quantifiable terms. As a minimum this should include quantity (including over supply), location, functionality, quality and cost. Where appropriate, performance data from the OGC Property Benchmarking Service should be used. Where property assets fail to meet any objective(s) the reason(s) for the gap should be analysed and a broad strategy or broad strategy options should be clearly identified to close or narrow the gap.

*When applied to a family of organisations this section should be summarised by organisation.*

**E. Strategy Options Testing (guide: maximum two pages)**

High level financial and non-financial assessment of costs and benefits of the broad strategy or strategy options identified in D above including, if appropriate, options for non-property asset based solutions. This section should result in the identification of the broad strategy option that is to be pursued in more detail. At this stage the strategy options testing should not be either outline or full business cases (as described in HM Treasury "Green Book") but preliminary financial and non-financial modeling of the strategy options. However, the relative priorities for decision-making should be made explicit. No more than one strategy option should be identified as the property asset strategy to be pursued by the organisation at this time and this should be described clearly.

**F. An Overview of Property Asset Management Implementation Programmes (guide: maximum 2 pages),**

The broad PAM programme, which is designed to implement the property asset strategy, should be set out including high level programmes of new construction, acquisitions, disposals, maintenance, improvement and increased use/exploitation. Any broad programme and project management, procurement and supply chain management issues should also be explained. In some cases an implementation programme may identify a programme of work that is needed to refine the PAM Plan.

**G. Roles and Responsibilities (guide: maximum 1 page)**

This sets out the organisational arrangements for property asset management, illustrating responsibilities, linkages and governance mechanisms. It should include diagrams to make it clearer and should cover;

- Organisation structure for managing property
- Roles and responsibilities
- Relationships of property asset management with other relevant organisational business processes
- The performance measurement and management system for property and linkages to business performance measurement
- Links to other organisations' planning and management
- Capability transition strategies developed from the PAM Maturity Matrix

Reference should be made to how the organisation will improve property asset management and also, where it is a parent Department, how it will influence sponsored bodies to practice good property asset management and to operate an efficient and effective property asset base to the benefit of the exchequer.

**H. Review and Challenge (guide: maximum 1 page)**

This section should cover review and evaluation of the performance of the estate and of property asset management practices in the organisation against Key Performance Indicators (KPIs) and the KPI targets. It should clearly state current performance levels against those KPI targets, any relevant historic performance data and action to be taken to improve performance. Relevant high level benchmarking information, with conclusions, should be provided. Targets and review should cover HPP actions and improved use of property and workspace.