Reviewed by:

DELIVERING:

A UK INDUSTRY STANDARD FOR
PROPERTY ASSET MANAGEMENT

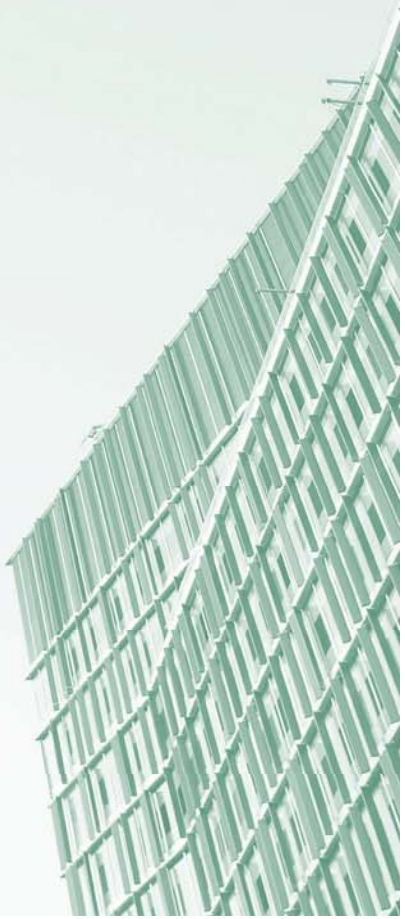
GREEN PAPER A1

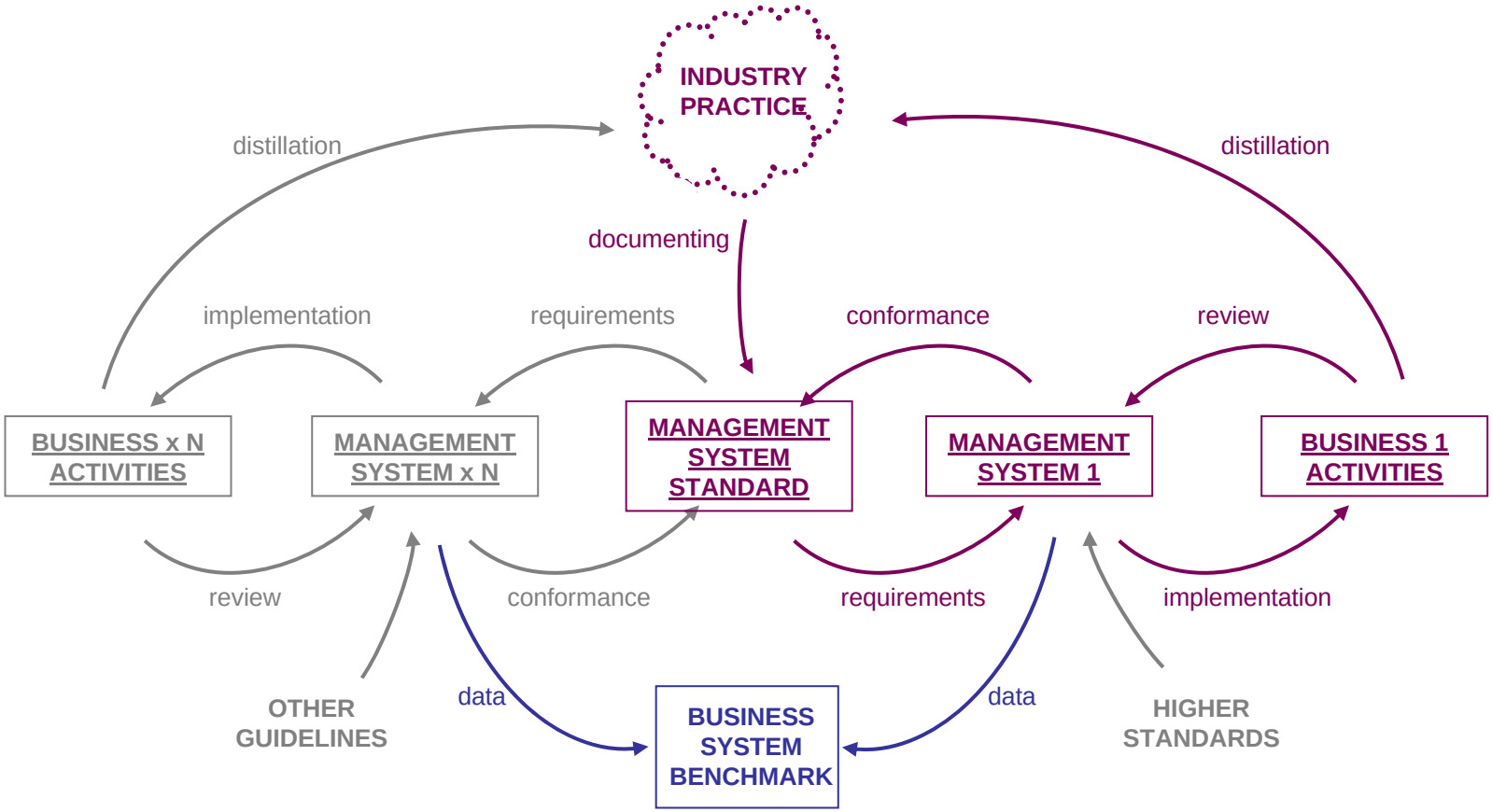
BUSINESS MANAGEMENT SYSTEMS

CONSILIAN
BUILDING SOLUTIONS FOR BUSINESS PROBLEMS-

BUSINESS MANAGEMENT SYSTEMS

1. Specification for a generic system and a set of procedures
2. Systems / process approach – links and networks
3. Operates at a strategic planning level
    - link to organisational structure
    - link to organisational learning
4. Autonomous control - rather than command-and-control
5. Recursive structure – hierarchy of systems within systems




INDUSTRY PRACTICE
distillation
distillation
documenting
implementation
requirements
conformance
review
BUSINESS x N ACTIVITIES
MANAGEMENT SYSTEM x N
MANAGEMENT SYSTEM STANDARD
MANAGEMENT SYSTEM 1
BUSINESS 1 ACTIVITIES
review
conformance
requirements
implementation
OTHER GUIDELINES
data
data
HIGHER STANDARDS
BUSINESS SYSTEM BENCHMARK

BUSINESS MANAGEMENT SYSTEMS

Means by which an organisation sets out to achieve its goals:

REGULATING – keeping on course

CONTROLLING – steering towards an objective

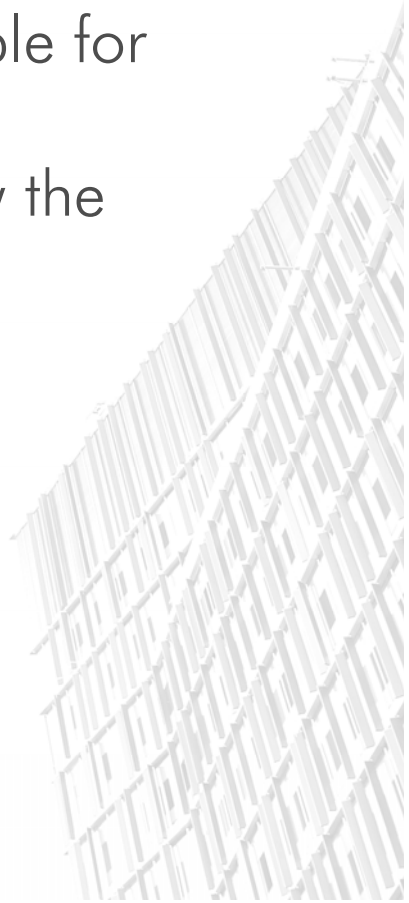
COMMUNICATING – co-ordination between different parts of the system

ADAPTING – learning to match external environment and remain viable

SYTEMS APPROACH

‘Do not assume that people can be held responsible for performance, for their performance is governed by the system within which they work.’

W EDWARDS DEMING



SYTEMS APPROACH

‘Any initiative that illuminates the dynamic between business and its assets, and provides practical approaches to improve the management of this process is welcome.’

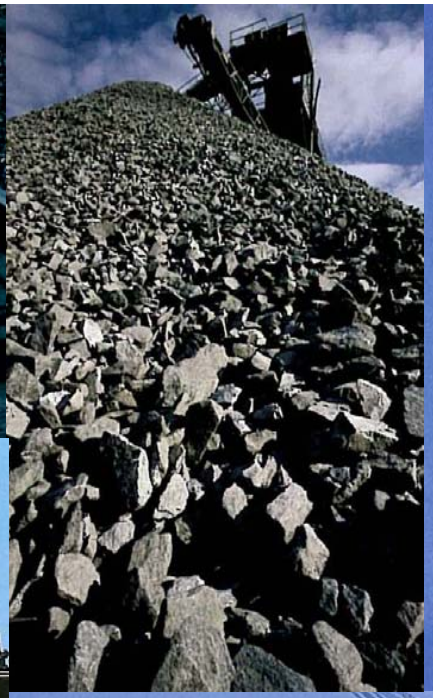
SIR DAVID VARNEY

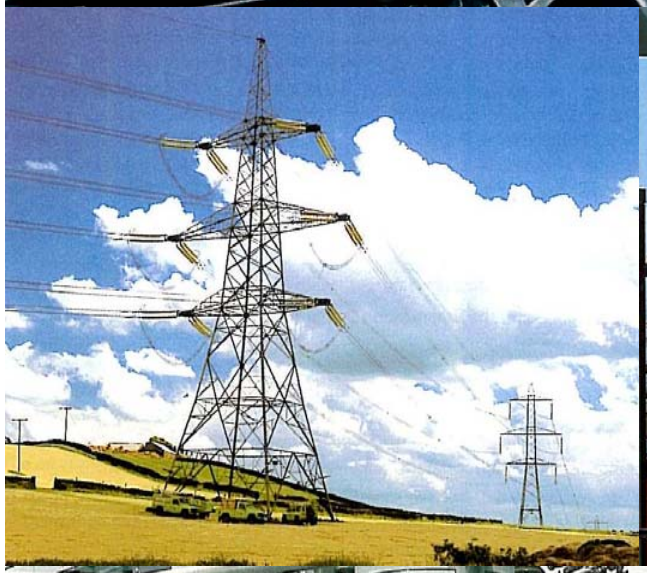
SYSTEM

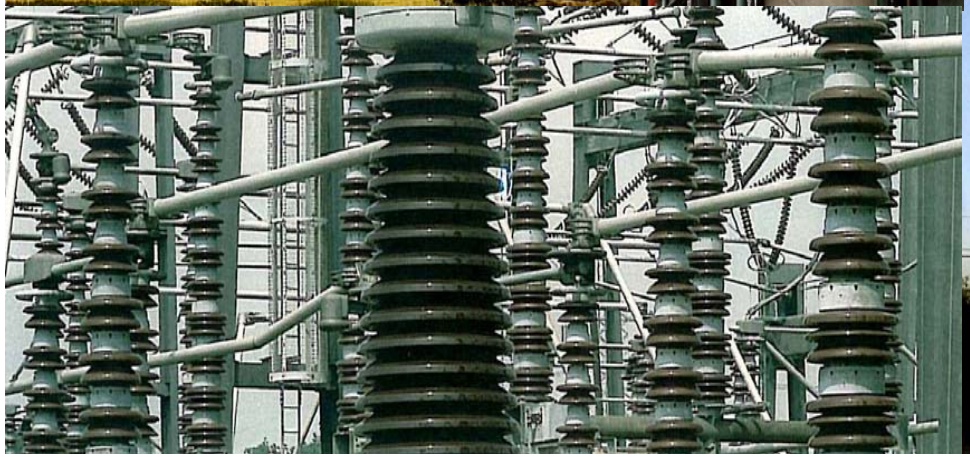
A set of inter-related parts with a common purpose:

1. All parts must be present for the system to carry out its purpose optimally
2. Parts must be arranged in a specific way – links are very important
3. Systems have specific purposes within larger systems
4. Systems use feedback to make adjustments and maintain their stability

PHYSICAL ASSETS





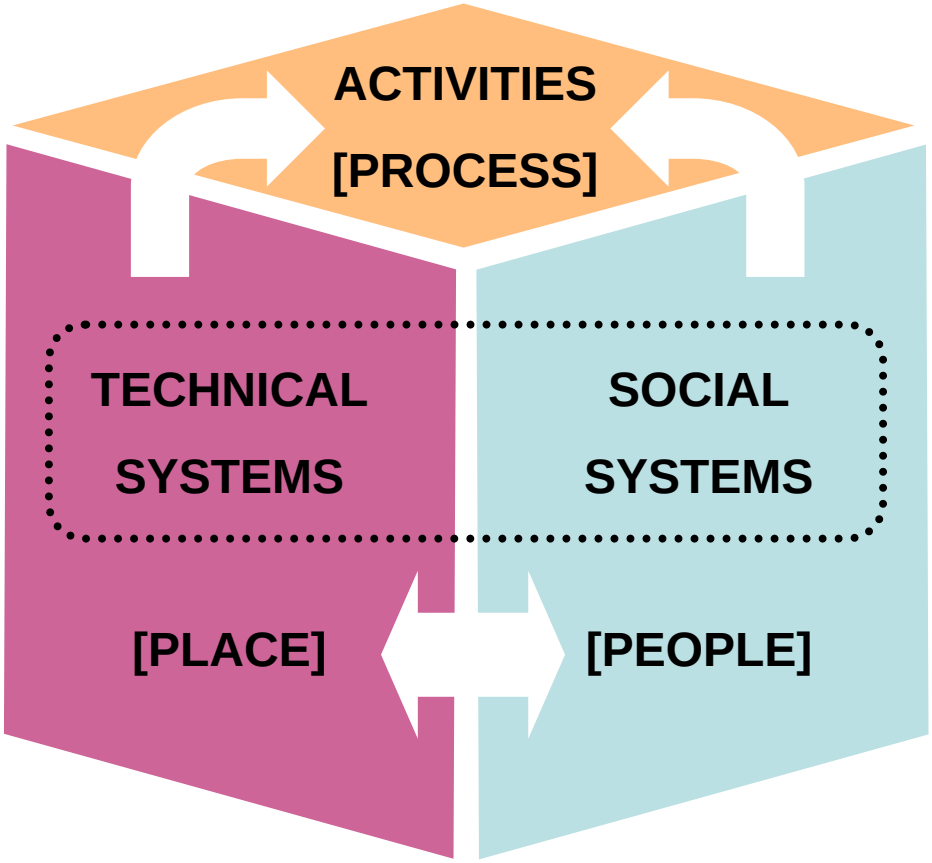


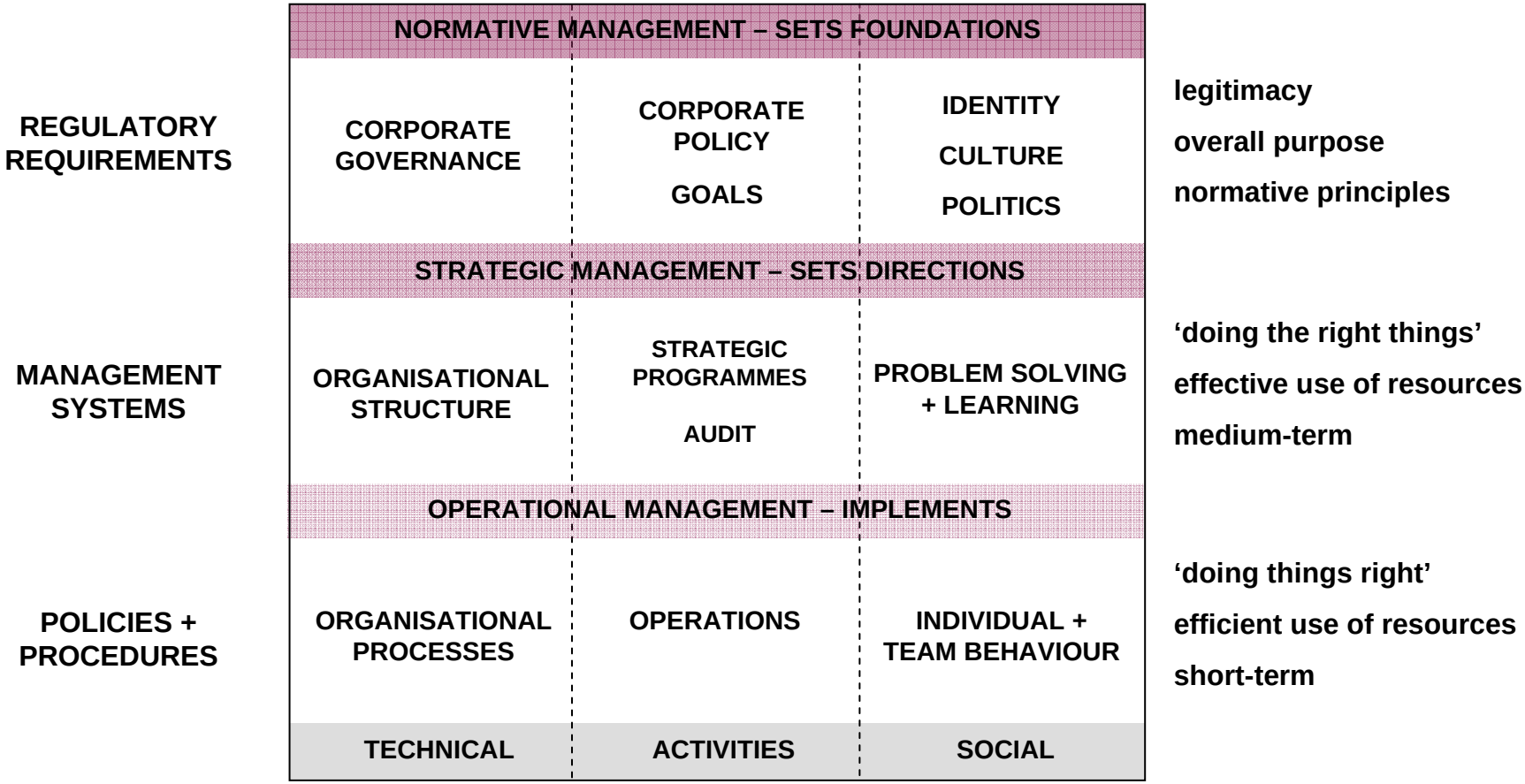
ACCOMMODATION

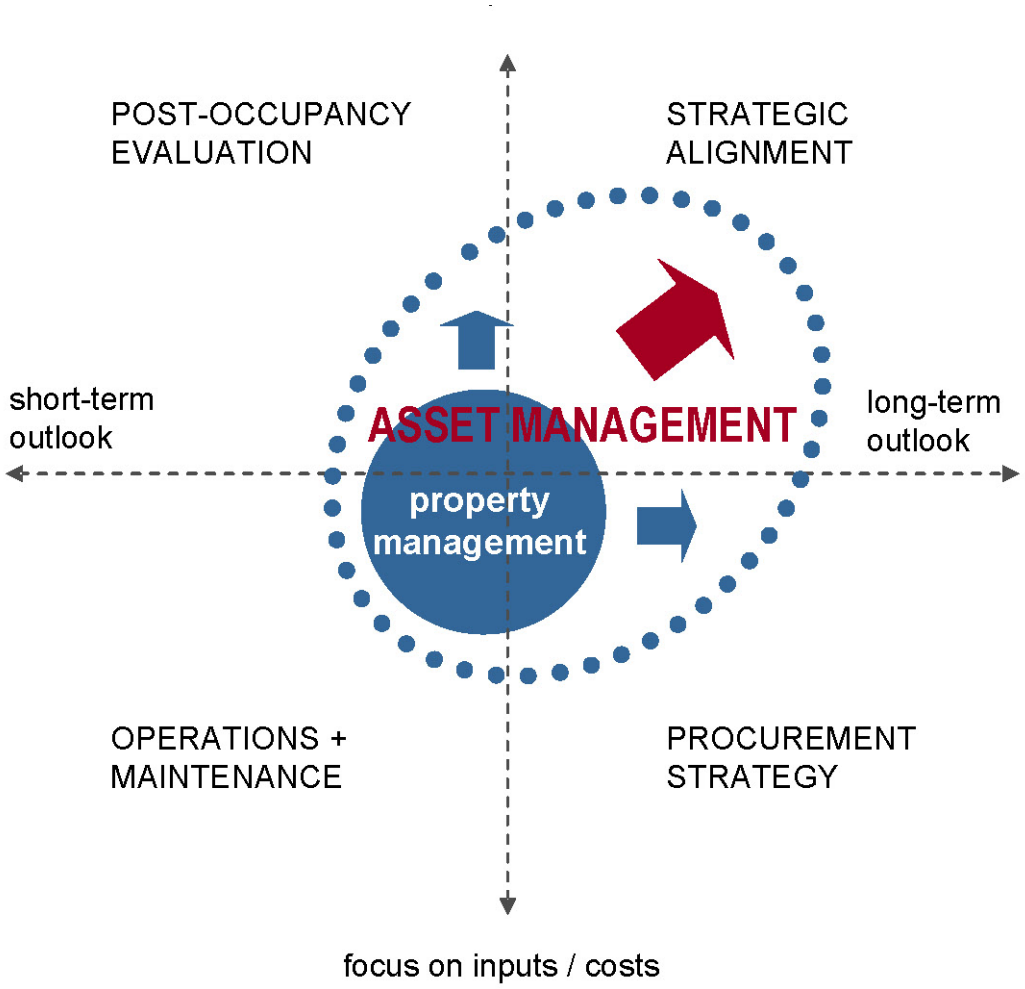
PEOPLE …

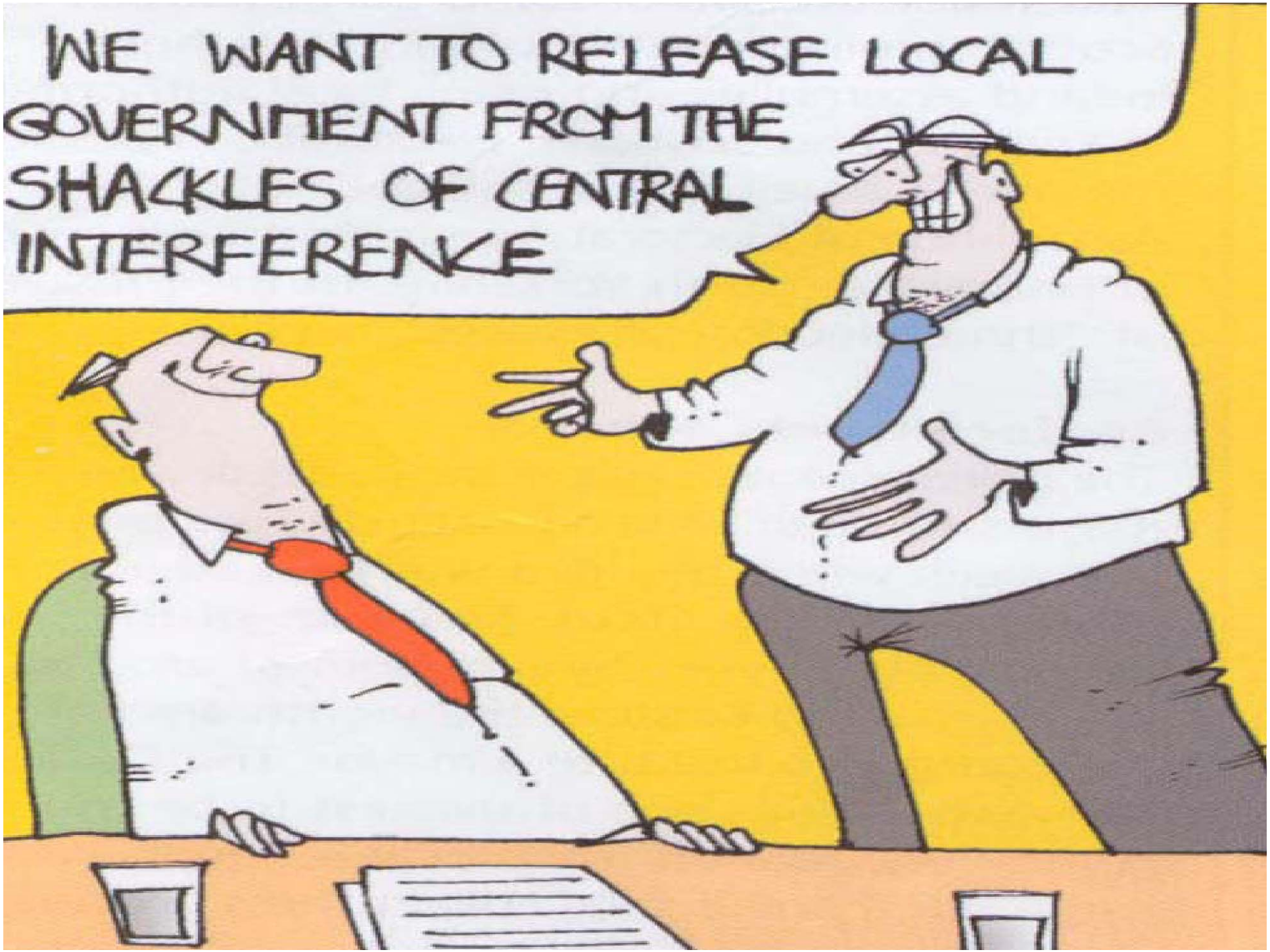
PROCESS …

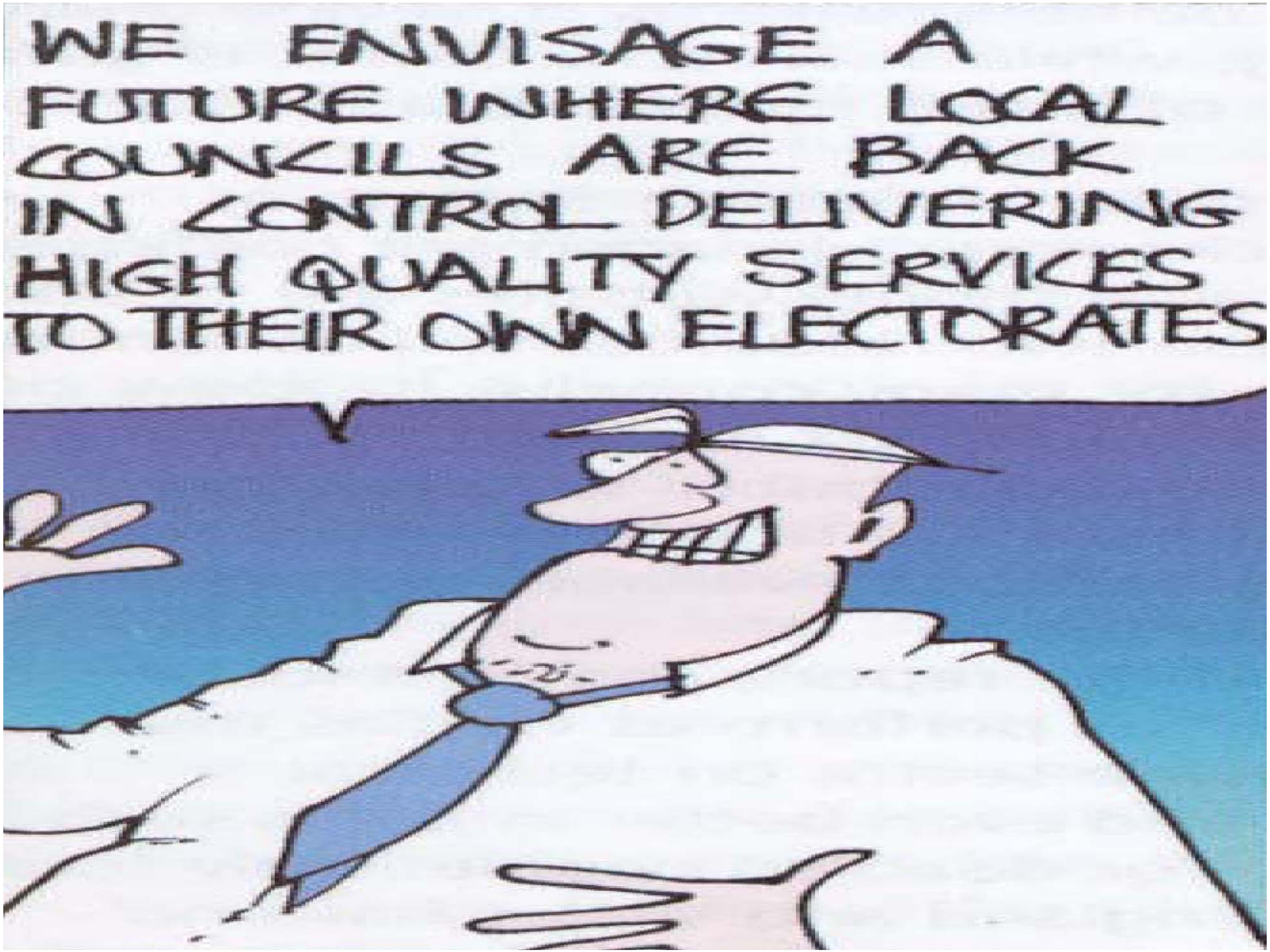
… PLACE

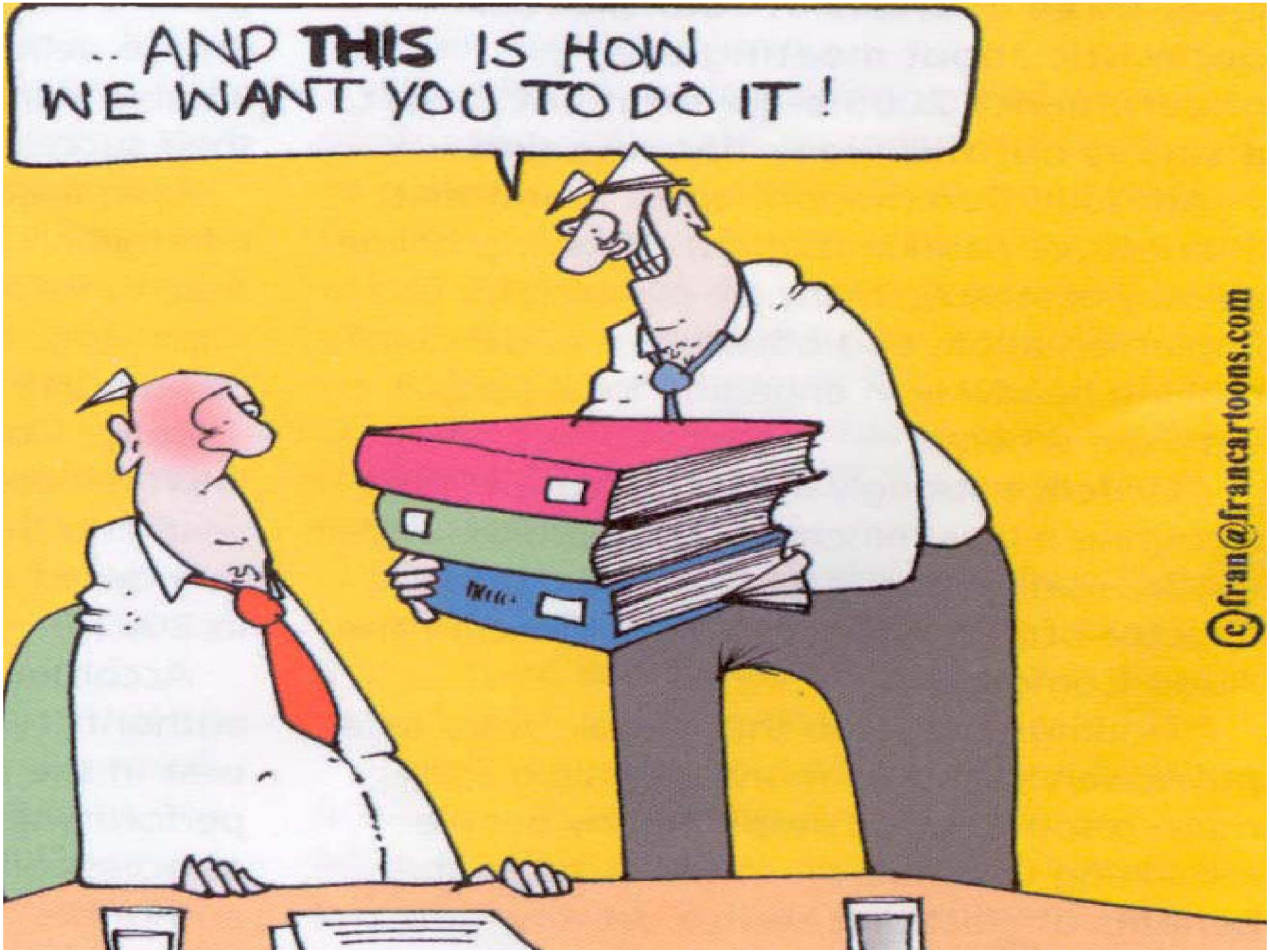

ACTIVITIES
[PROCESS]
TECHNICAL
SYSTEMS
SOCIAL
SYSTEMS
[PLACE]
[PEOPLE]


NORMATIVE MANAGEMENT – SETS FOUNDATIONS
CORPORATE GOVERNANCE
CORPORATE POLICY
GOALS
IDENTITY
CULTURE
POLITICS
STRATEGIC MANAGEMENT – SETS DIRECTIONS
ORGANISATIONAL STRUCTURE
STRATEGIC PROGRAMMES
AUDIT
PROBLEM SOLVING + LEARNING
OPERATIONAL MANAGEMENT – IMPLEMENTS
ORGANISATIONAL PROCESSES
OPERATIONS
INDIVIDUAL + TEAM BEHAVIOUR
TECHNICAL
ACTIVITIES
SOCIAL
REGULATORY REQUIREMENTS
MANAGEMENT SYSTEMS
POLICIES + PROCEDURES
legitimacy
overall purpose
normative principles
'doing the right things'
effective use of resources
medium-term
'doing things right'
efficient use of resources
short-term


POST-OCCUPANCY
EVALUATION
STRATEGIC
ALIGNMENT
short-term
outlook
ASSET MANAGEMENT
property
management
long-term
outlook
OPERATIONS +
MAINTENANCE
PROCUREMENT
STRATEGY
focus on inputs / costs


WE WANT TO RELEASE LOCAL GOVERNMENT FROM THE SHACKLES OF CENTRAL INTERFERENCE


WE ENVISAGE A FUTURE WHERE LOCAL COUNCILS ARE BACK IN CONTROL DELIVERING HIGH QUALITY SERVICES TO THEIR OWN ELECTORATES


.. AND THIS IS HOW WE WANT YOU TO DO IT !
©fran@francartoons.com

My advice about the ‘standard’

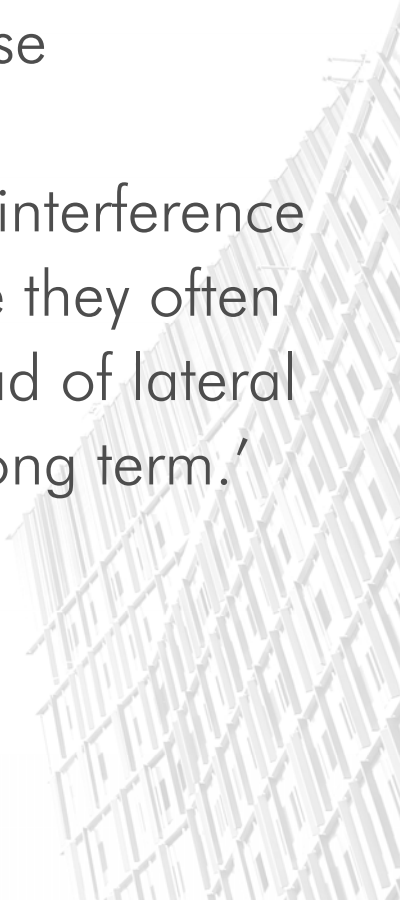
It should be unlike any other standard

Any requirement should be expressed only in broad terms:
It is expected that the user takes a systems approach to understanding and improvement

COMMAND-AND-CONTROL

‘Sadly, it is not unusual that people, especially those operating in traditional, hierarchically structured organisations, perceive standards as bureaucratic interference with their personal freedom. This is partly because they often appear as instructions coming down the line instead of lateral support, designed to make their life easier in the long term.’

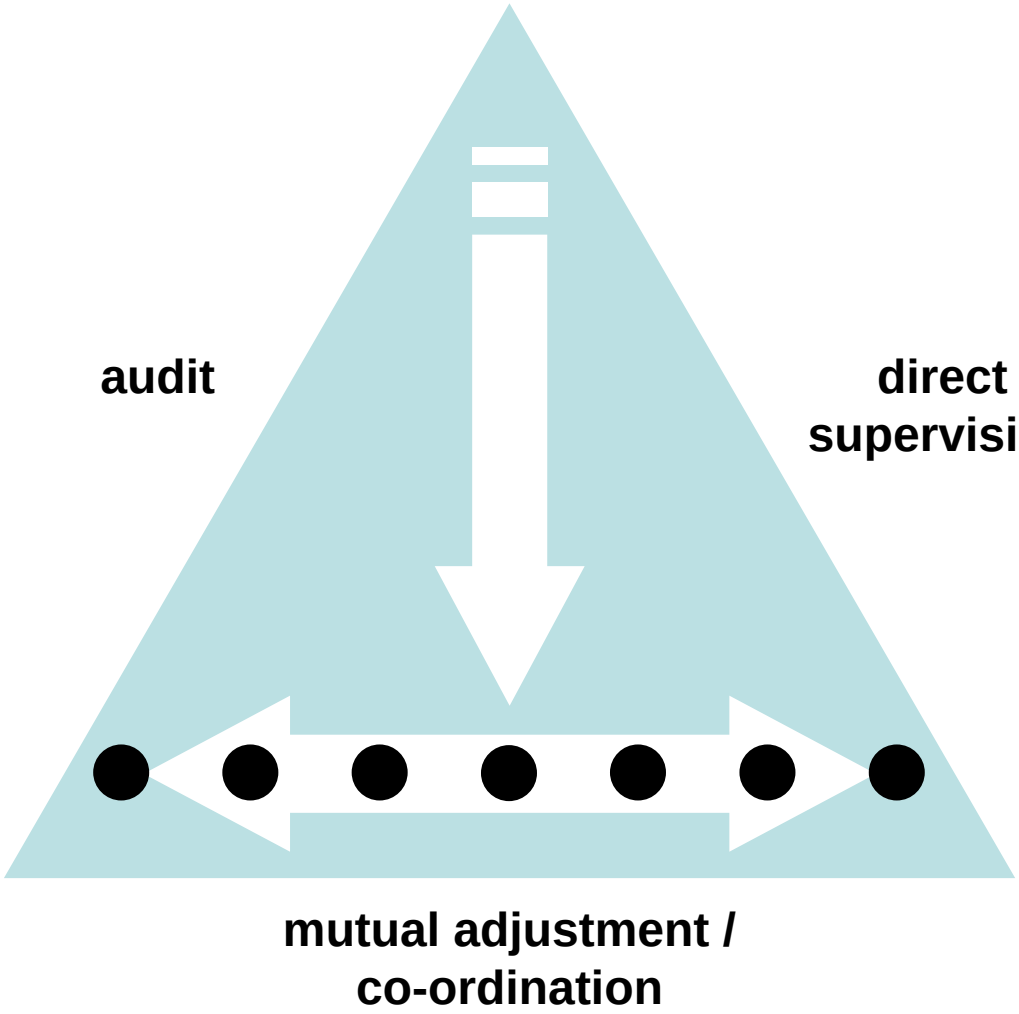
RAUL ESPOJO

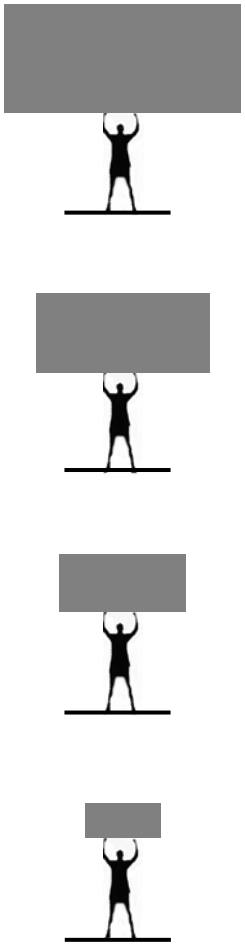


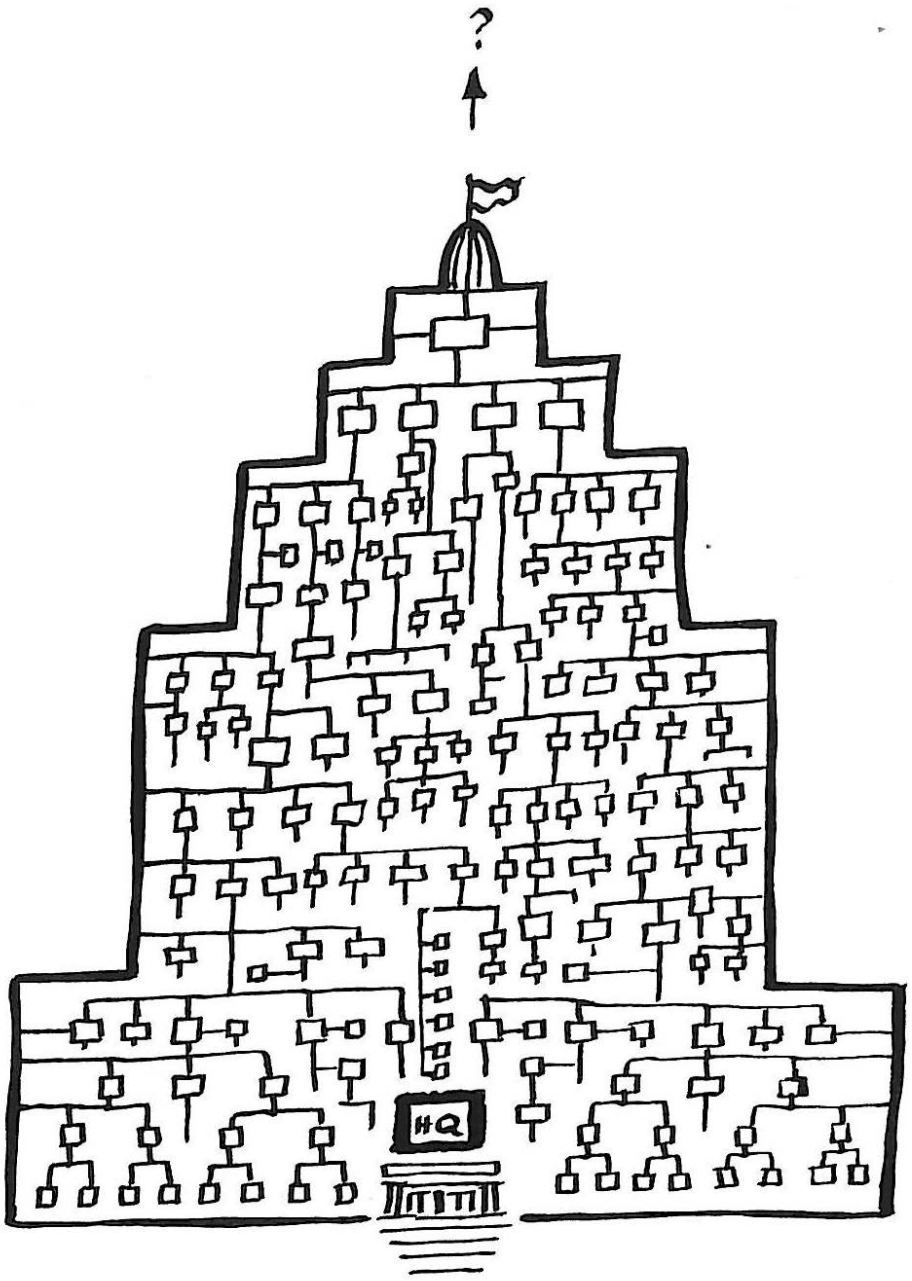
AUTONOMOUS CONTROL

‘However, if [managers] can learn to support [autonomous] co-ordination, communicating their purpose with greater clarity, they may begin to change this attitude, and if such guidelines are clearly couched in language different from that of direct commands and instructions, their acceptance may increase.’

RAUL ESPOJO


audit
direct
supervision
mutual adjustment /
co-ordination

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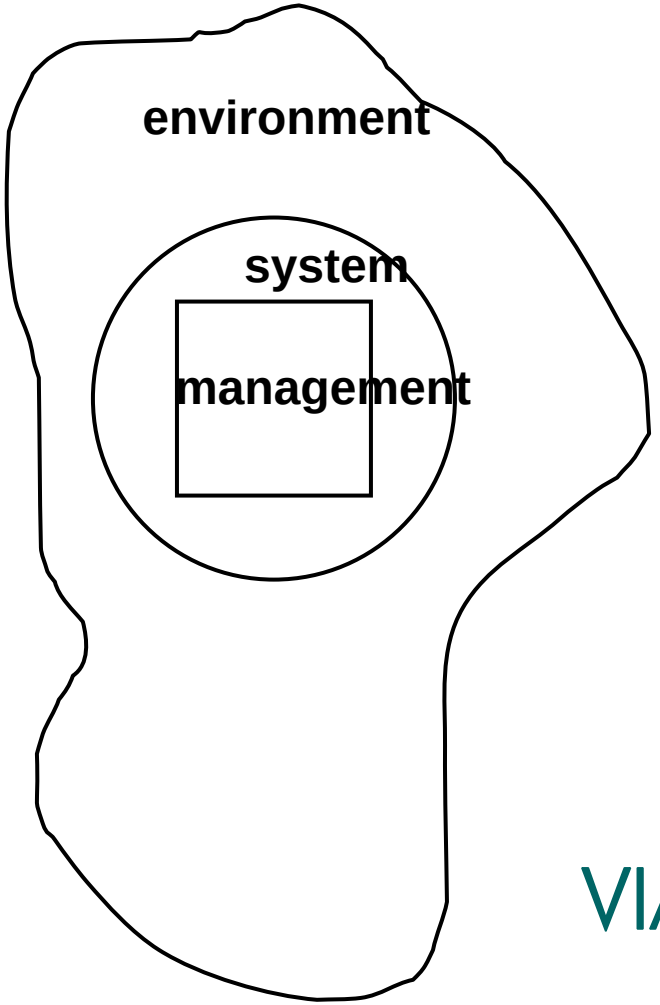
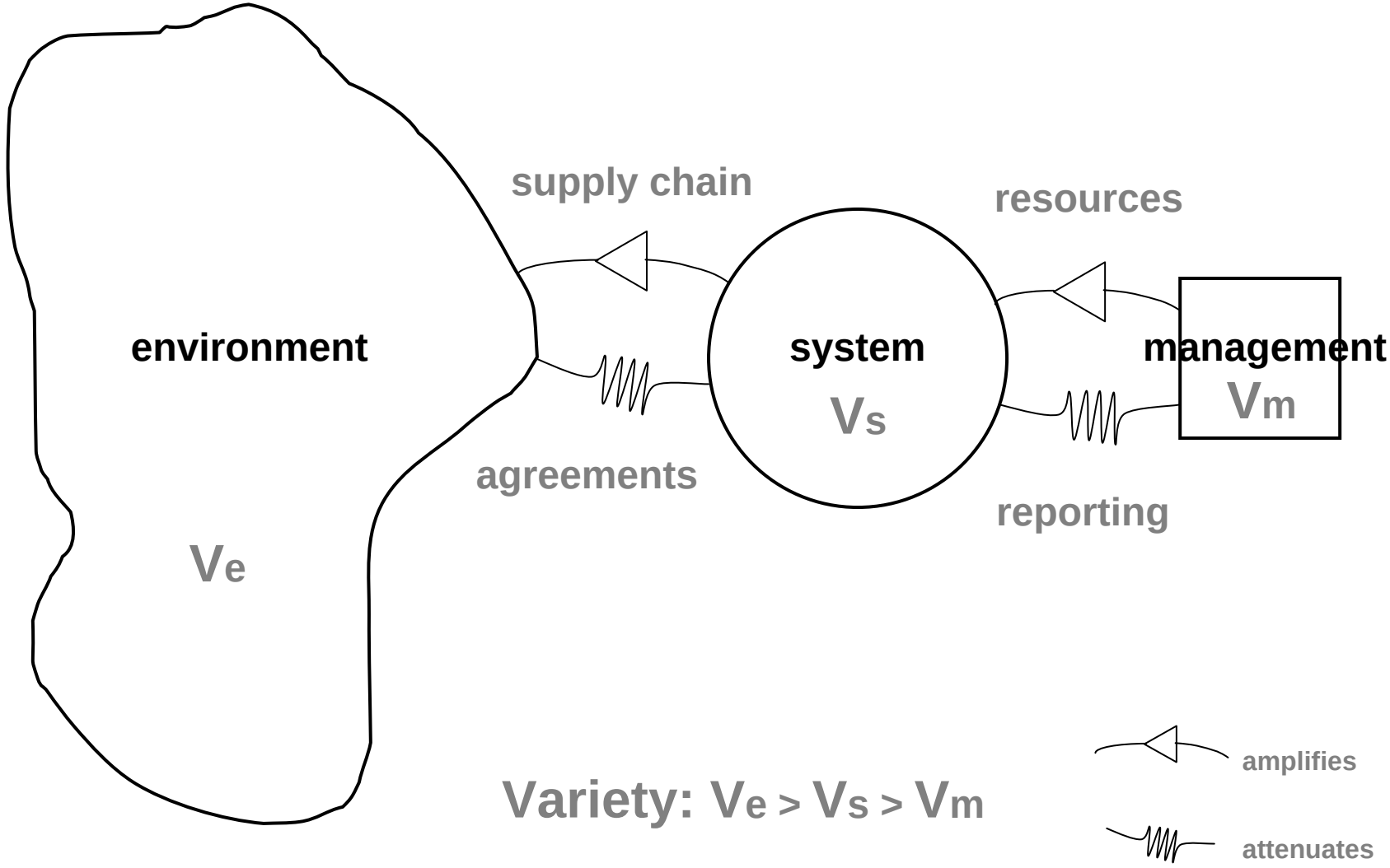


VIABLE SYSTEM

MANAGING COMPLEXITY



Variety: $V_e > V_s > V_m$

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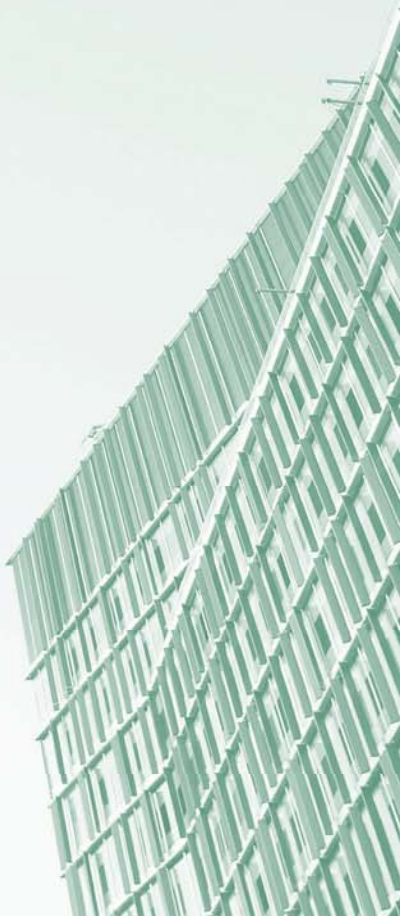
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