

Reviewed by:

DELIVERING:

A UK INDUSTRY STANDARD FOR PROPERTY
ASSET MANAGEMENT

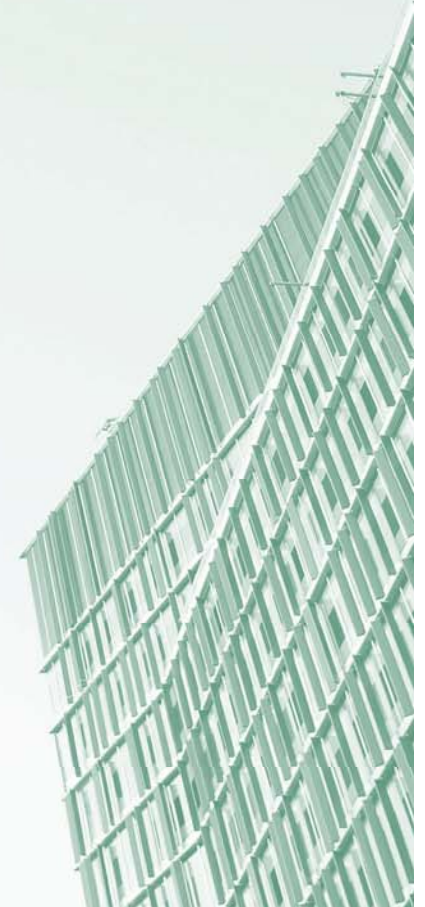
GREEN PAPER A3

INDUSTRY STANDARD FRAMEWORK



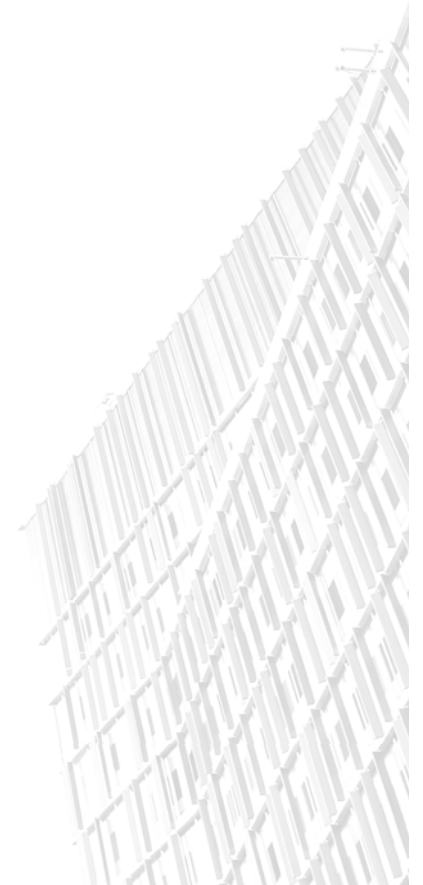
BUSINESS MANAGEMENT SYSTEMS

1. Fit within / alongside existing standards and models
2. PDCA Cycle
3. Process Approach
4. Recursive structure – system within a system
5. Agree main headings / components
6. Develop components using a systems approach



CONTENT

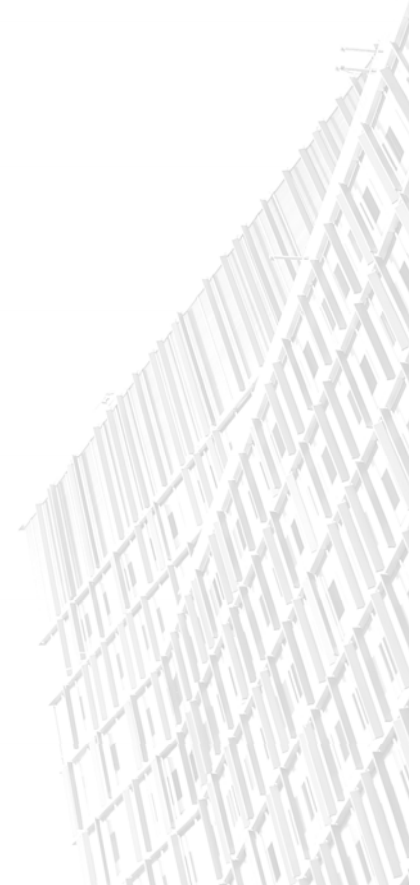
- DEFINITIONS, ABBREVIATIONS AND SYMBOLS
- METHODS OF MEASUREMENT
- PERFORMANCE REQUIREMENTS
- A CODE OF PRACTICE
- GUIDANCE



PROLIFERATION

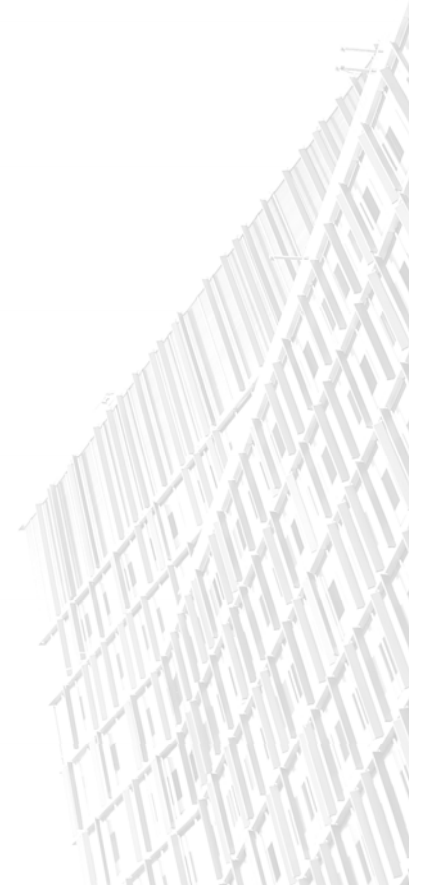
Most organisations have separate management system standards for:

- Quality Management [ISO 9000 series]
- Environmental Management [ISO 14000 series]
- Health & Safety Management [OHSAS 18000 series]
- Data Management [ISO 27000 series]
- Financial Management [e.g. CIPFA model]
- Human Resources Management
- etc



ALIGNMENT

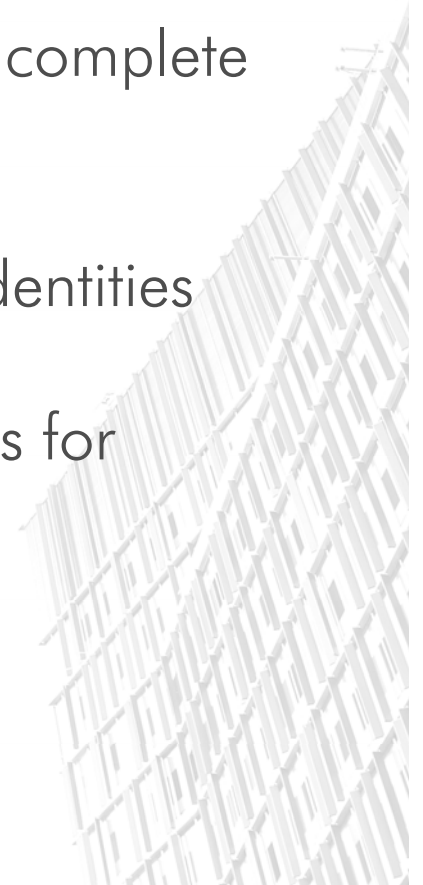
Process that places things in a relationship of agreement or alliance with other things

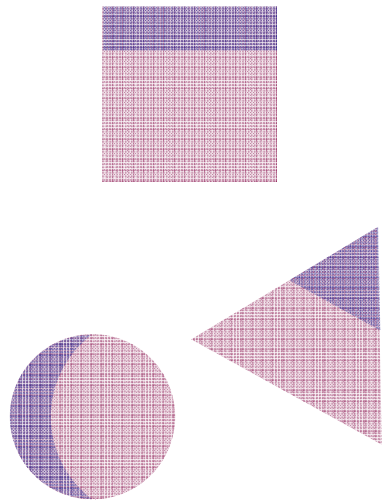


INTEGRATION

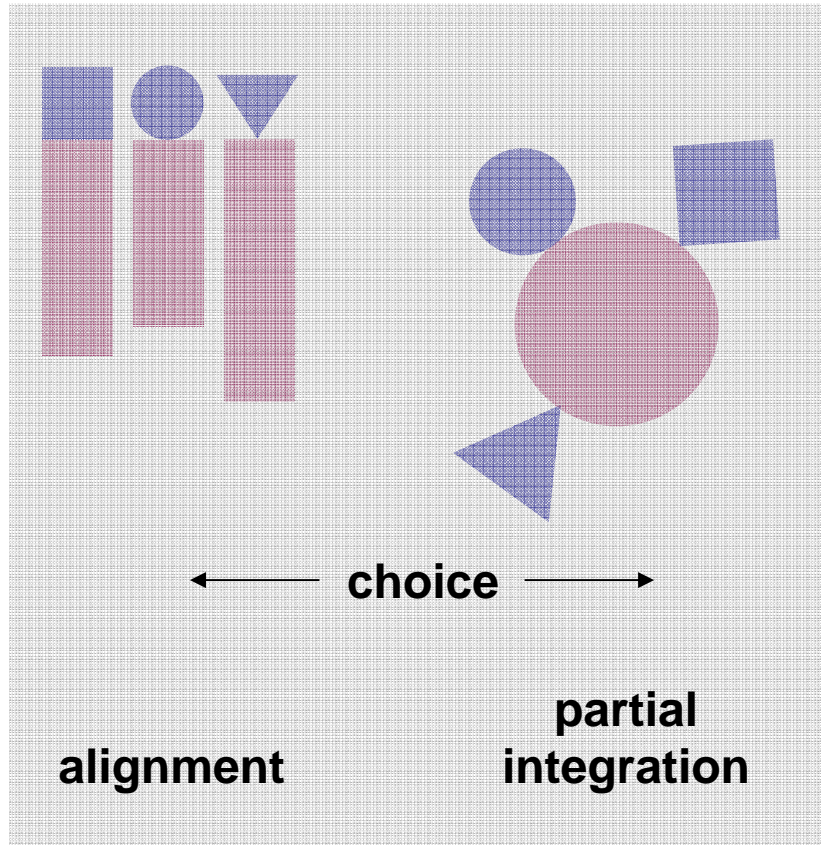
Process that combines things to create a whole or complete entity:

- FULL - constituting systems lose their unique identities
- PARTIAL – optional modular supporting systems for specific purposes



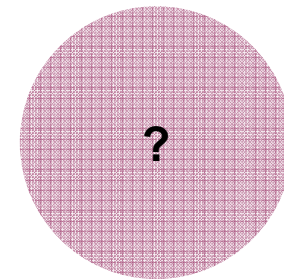


proliferation



alignment

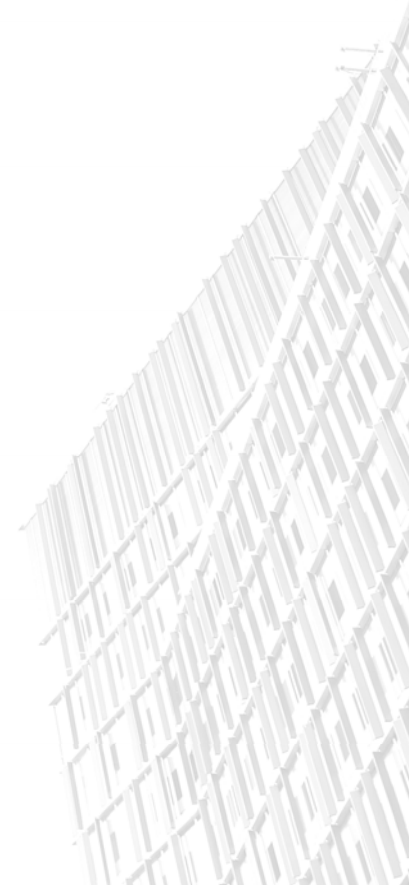
**partial
integration**



**full
integration**

BSI 'Integrated' Management System

- 0 MANAGEMENT SYSTEM
- 1 POLICY
- 2 PLANNING
- 3 IMPLEMENTATION + OPERATION
- 4 PERFORMANCE ASSESSMENT
- 5 IMPROVEMENT
- 6 MANAGEMENT REVIEW



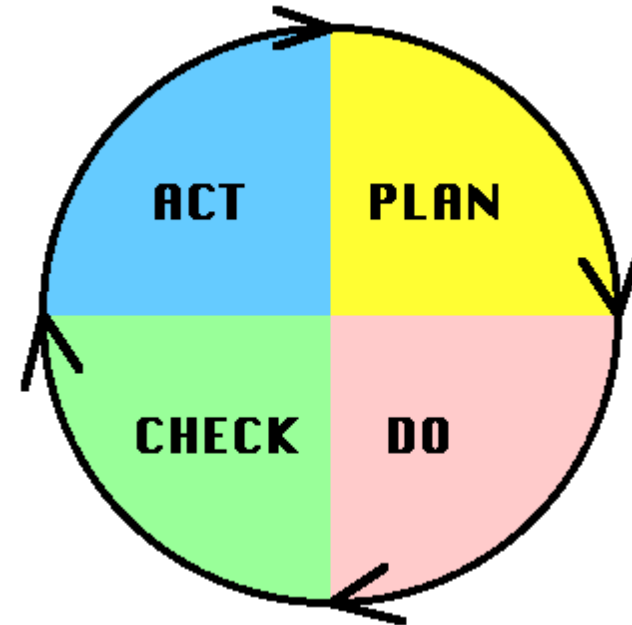
PDCA CYCLE

PLAN design or revise the process components to improve results

DO implement the plan and monitor its performance

CHECK assess performance and report the results to managers

ACT decide on changes needed to improve the process



e.g. ISO 14000 series + BSI PAS55

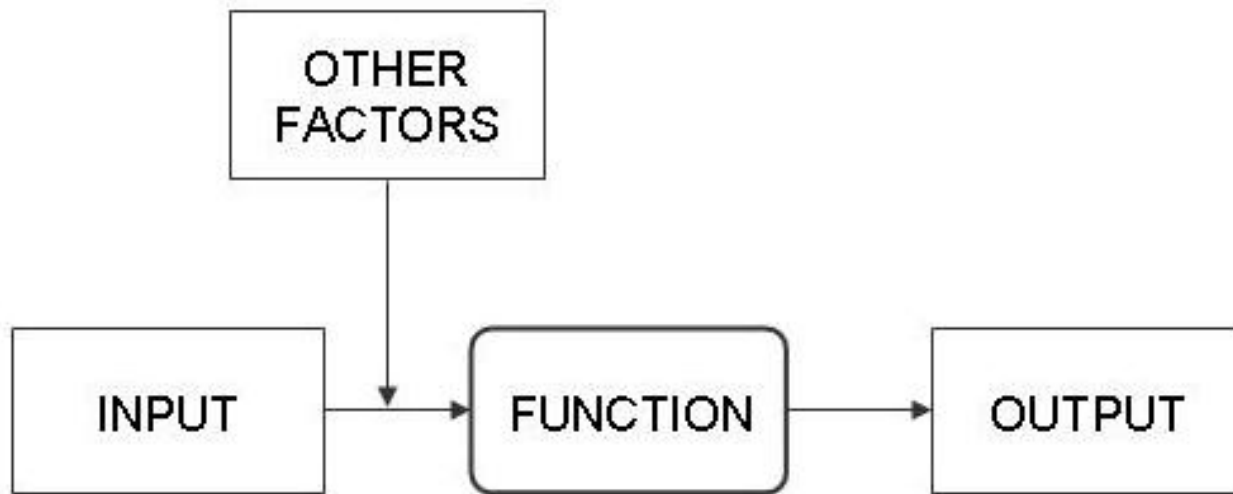
IMS + PDCA CYCLE

0	MANAGEMENT SYSTEM	ALL
1	POLICY	ALL
2	PLANNING	PLAN
3	IMPLEMENTATION + OPERATION	DO
4	PERFORMANCE ASSESSMENT	CHECK
5	IMPROVEMENT	ACT
6	MANAGEMENT REVIEW	ALL

BSI Management System Integration

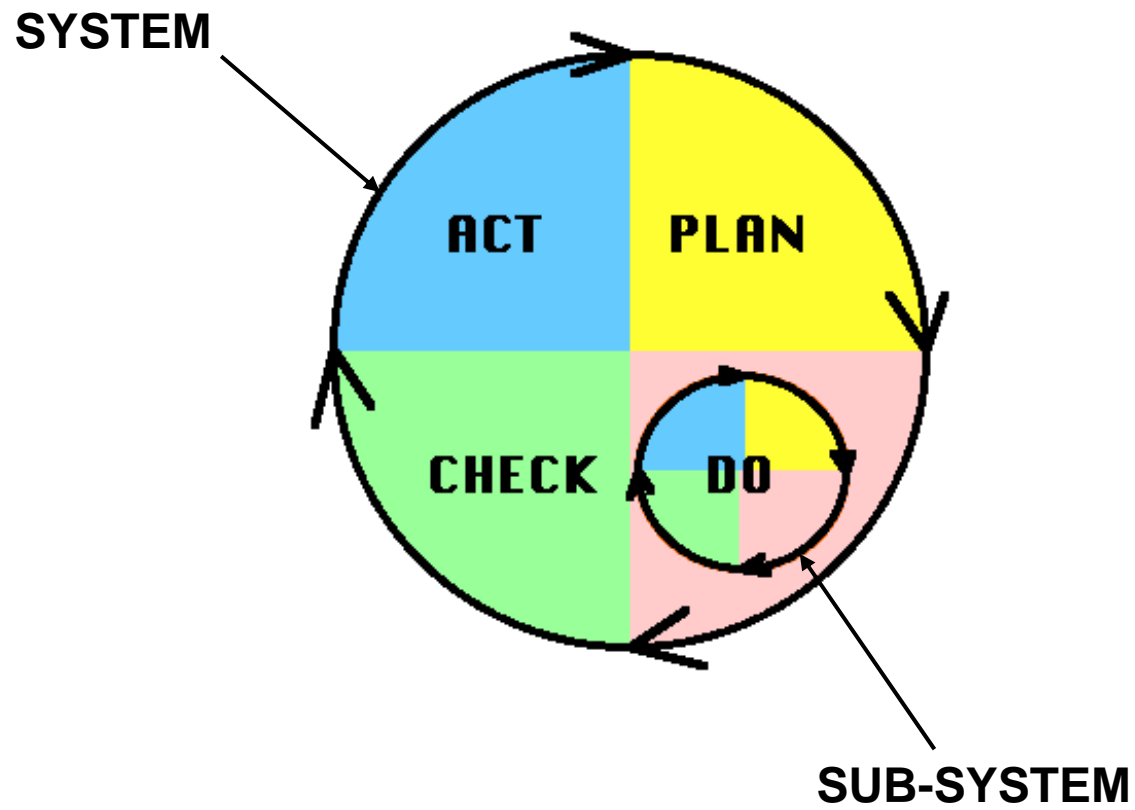
1	Management responsibility and leadership	ALL
2	Identification and analysis of needs	PLAN
3	Policy and objectives	PLAN
4	System planning and implementation	PLAN
5	Allocation of resources	PLAN
6	Communication and Information Systems	PLAN
7	Process and Activity Management	DO
8	Measurement and Monitoring	CHECK
9	Management Review and Improvement Plan	ACT

PROCESS APPROACH

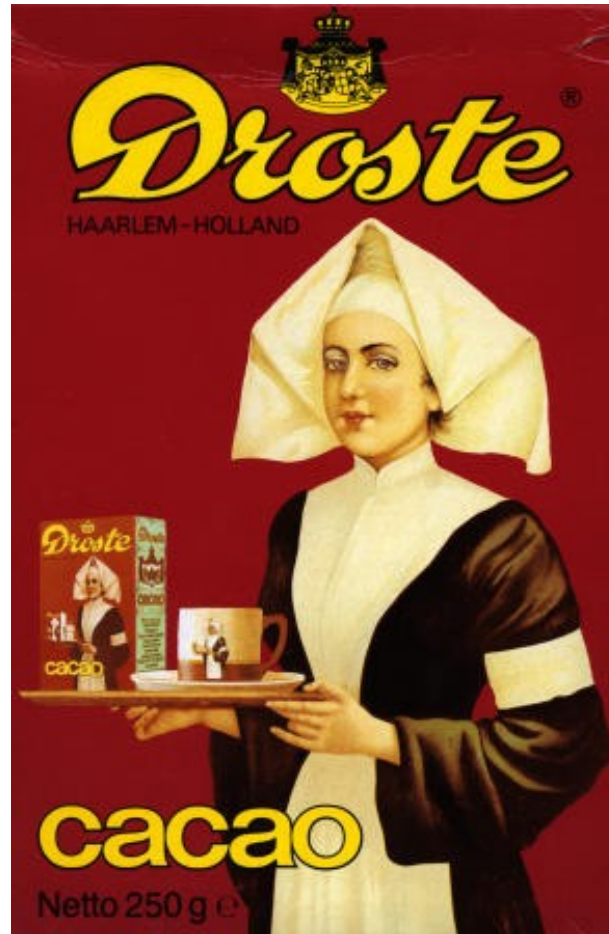


e.g. ISO 9000 series

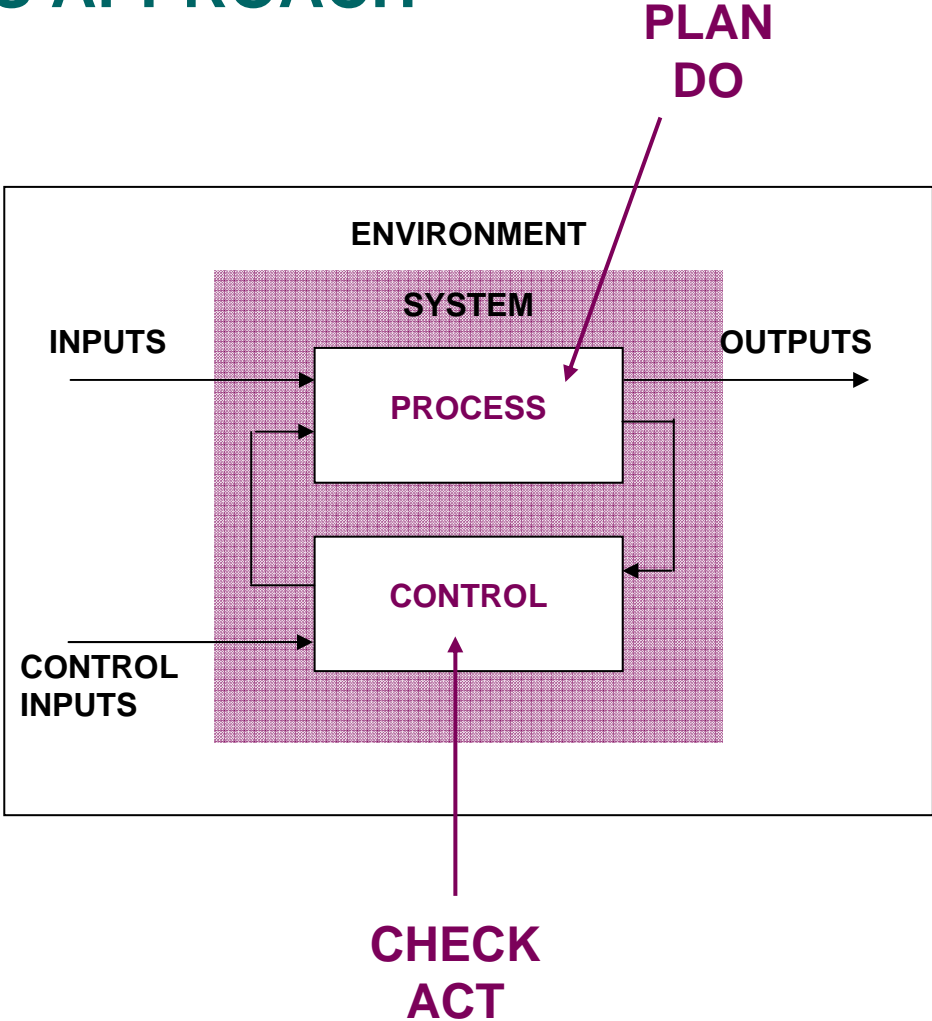
PROCESS APPROACH + PDCA



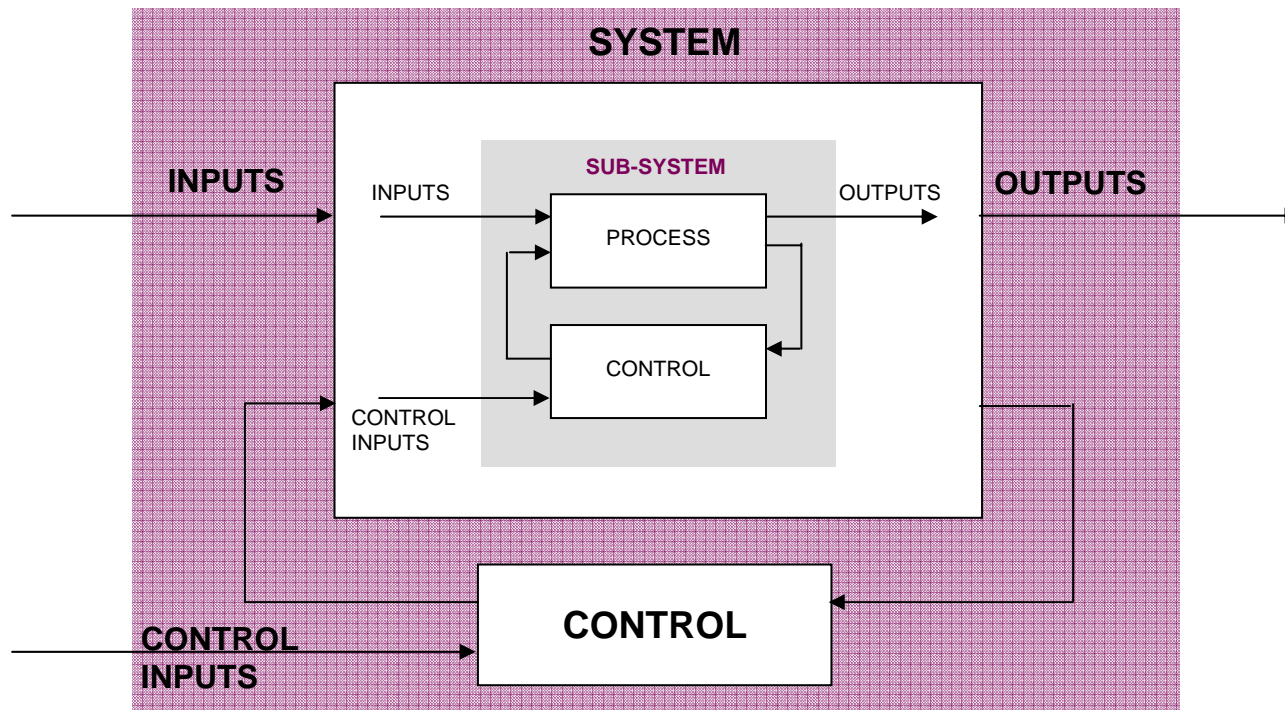
RECURSIVE:

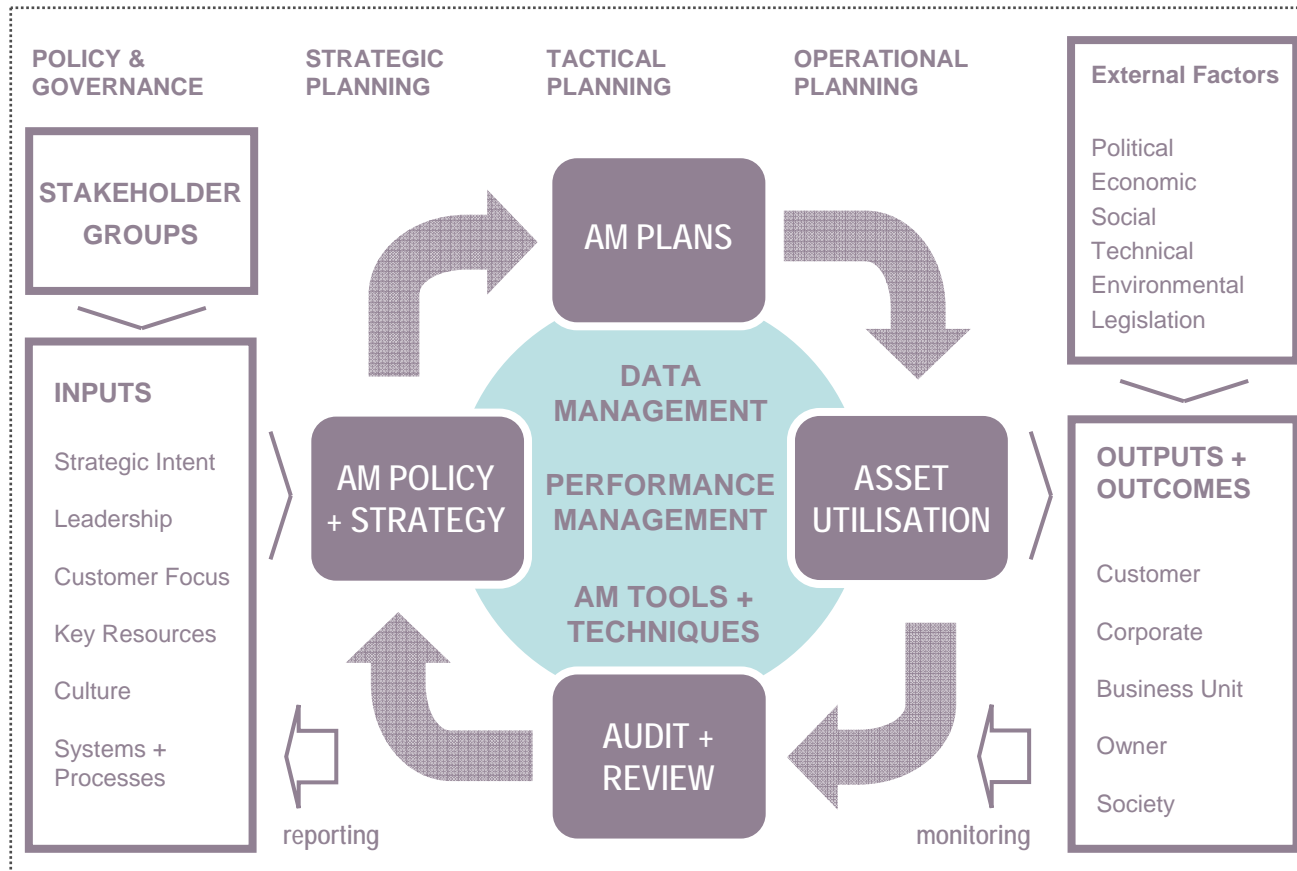


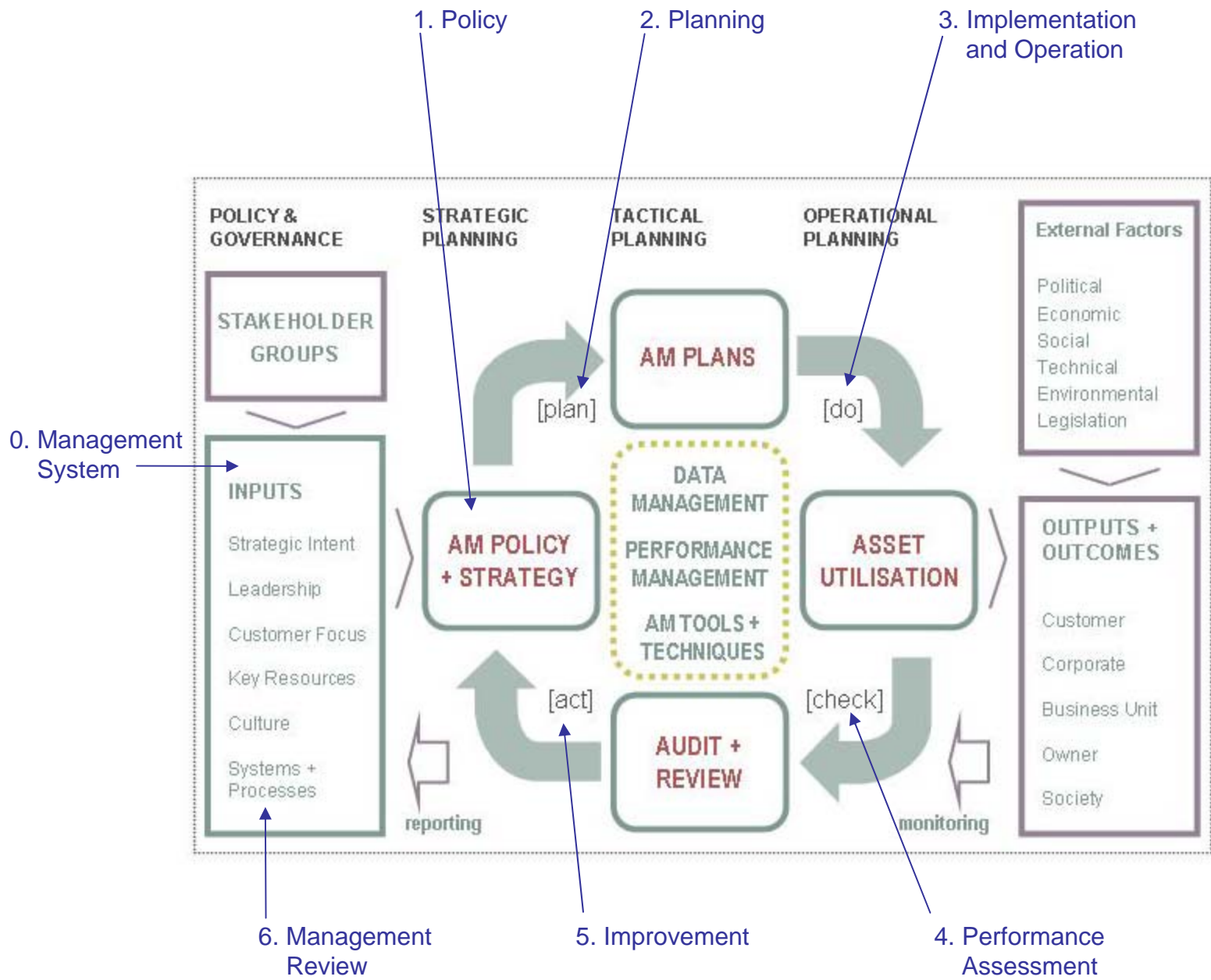
PROCESS APPROACH

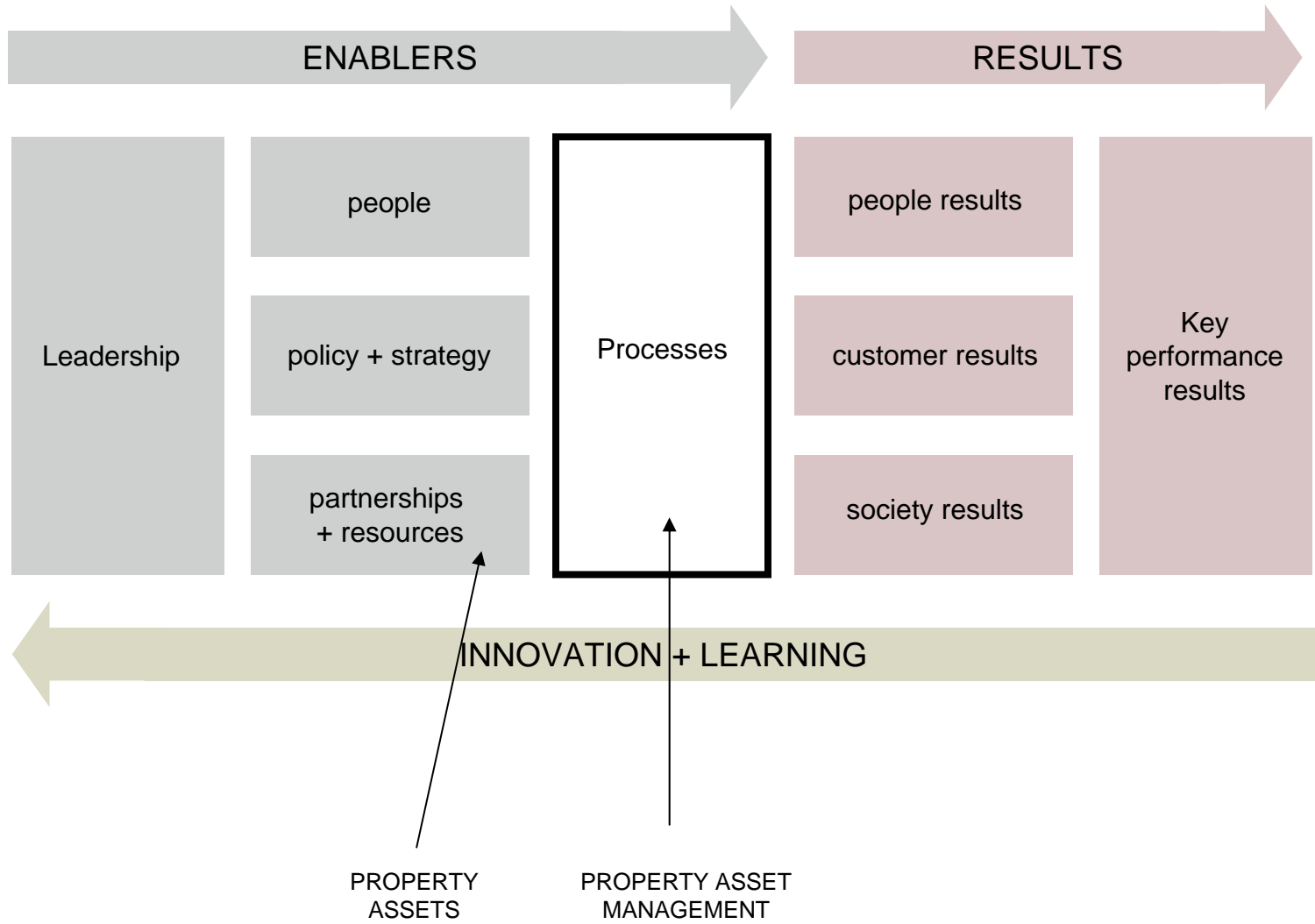


PROCESS APPROACH - RECURSIVE

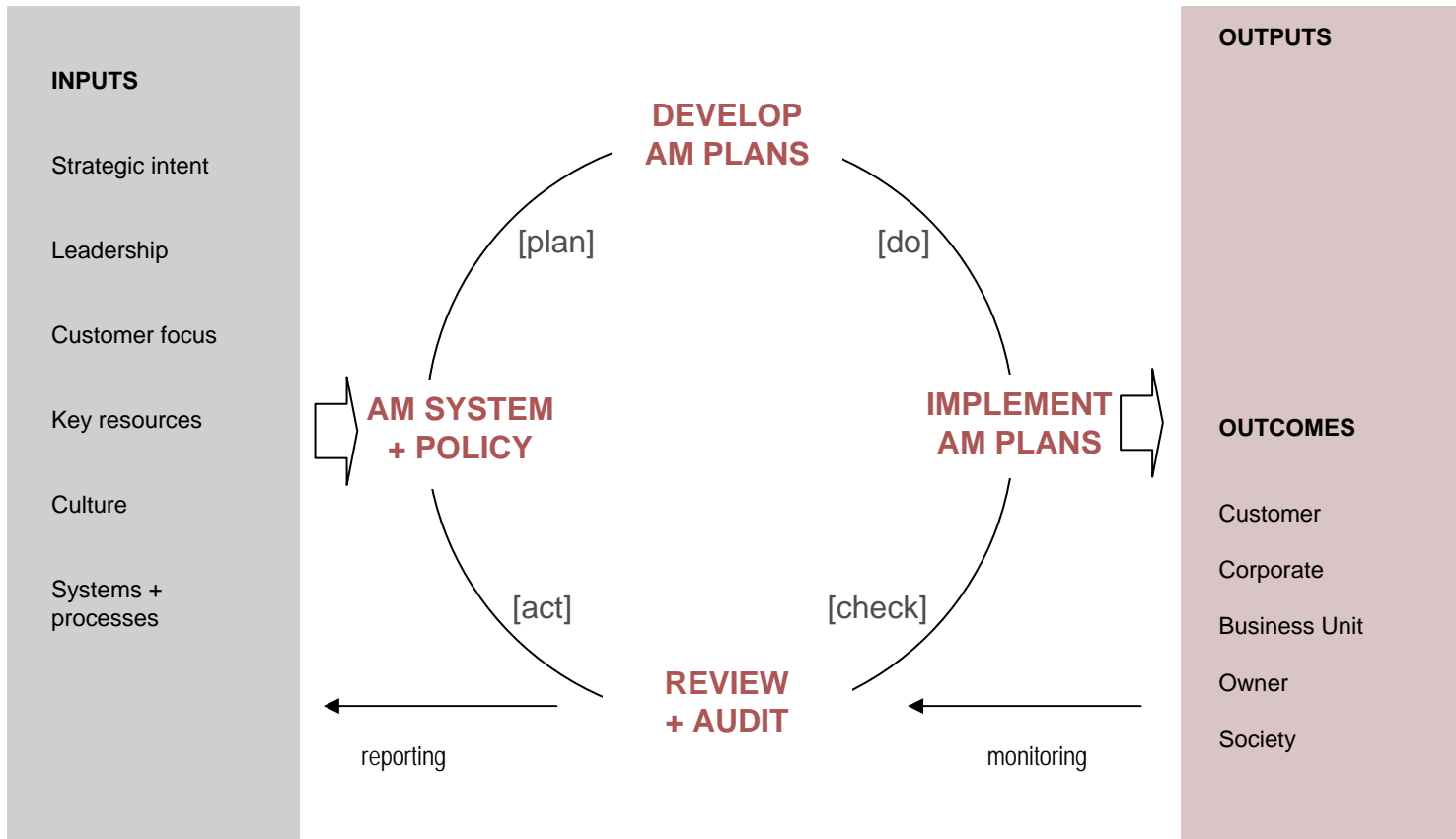




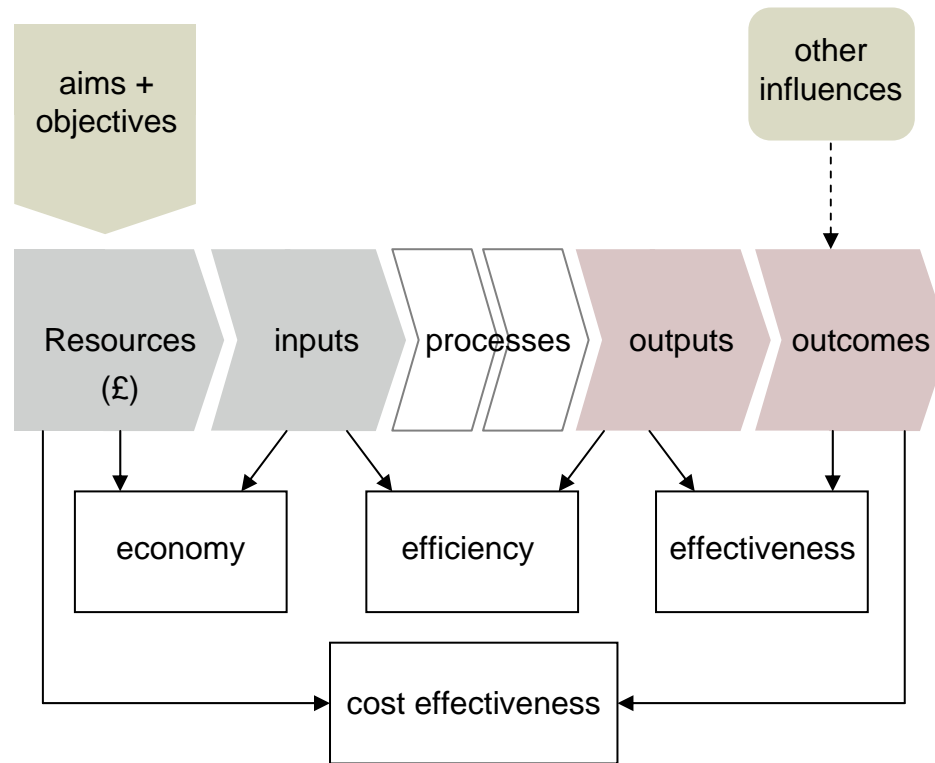




The EFQM Excellence Model



Property Asset Management Process - outline



Public Sector Value Chain

Management System Integration
AS/NZS 4581:1999

PDCA
CYCLE

Quality Management Systems
ISO 9000:2000

Physical Asset Management
BSI PAS 55

1	Management responsibility and leadership	ALL	5.1	4.4.1
2	Identification and analysis of needs	PLAN	5.2, 7.2	4.1, 4.3.3
3	Policy and objectives	PLAN	5.3, 5.4	4.2, 4.3.4
4	System planning and implementation	PLAN	4.1, 4.2, 7.1	4.1, 4.3.6, 4.4.4
5	Allocation of resources	PLAN	6.1, 6.2, 6.3, 6.4	4.4.2
6	Communication and information systems	PLAN	5.5	4.3.1, 4.4.5, 4.4.7
7	Process and activity management	DO	4.2, 7.3, 7.4, 7.5,	4.4
8	Measurement and monitoring	CHECK	4.2.4, 8.1, 8.2, 8.3, 8.4, 8.5	4.5
9	Management review and improvement plan	ACT	5.6	4.6



Changing management thinking

Command and Control thinking

Top-down

Functional specialisation

Separated from work

Budget, targets, standards, service levels, activity etc.

Manage budgets and people

perspective

design

decision-making

measures

ethic

Systems thinking

Outside-in

Demand, value and flow

Integrated with work

Capability versus purpose, variation

Act on system

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