

IMPROVING PROPERTY ASSET MANAGEMENT IN THE CENTRAL CIVIL GOVERNMENT ESTATE

UK Office Of Government Commerce Research Study

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“Collaborating Through Standards”
Her Majesty’s Courts Service
Court 38
The Royal Courts of Justice,
The Strand



Presentation

- UK Government Drivers for Change in Property Asset Management
- Our Generic Approach
- Precursor to the OGC Study – PAM for an Executive Agency
- OGC Study
- Summary & Conclusions



Steven Male

- Trained as a surveyor; joined Leeds in 1993
- Currently Professor of Construction Management at Leeds
- Sponsored by Balfour Beatty plc between 1993 - 2004
- Twenty years research experience in VfM methodologies – USA / Australia / UK / Europe; fifteen years experience in conducting VfM studies in industry and government



Steven Male

- Strategic & Tactical studies
- All forms of procurement
- Non sector specific industrial activity, political and iconic studies
 - Thameslink 2000 rail project; London Underground PFI on building related work for new £1bn telecomms system
 - Restructured and re-launched Leeds University Works & Services Department into Estates Services
 - Flagship projects: outline concept VfM study Wembley Stadium; Royal Arsenal Woolwich redevelopment, tunnelling feasibility study Stonehenge, new flagship library Open University, London Docklands Crown Court, facilities to house new telecoms system for London Metropolitan Police; Insurance Company HQ Edinburgh
 - NHS Procure 21, MoD Prime Contracting, PPP/PFI, partnering
 - Schools, Courts, commercial offices, Housing Associations, roads, airports (BAA Heathrow 5-year investment programme)
- Formed a comprehensive approach to property asset management



UK Government Drivers for Change

- Series of Government Initiatives over the last decade on Procurement; 8 in total commencing in 1994, 1995, 1998, 2002, including two reviews of PFI/PPP and two conducted by the National Audit Office into construction (2001, 2005)
- Gershon review (2004) – “Releasing Resources to the front line” - seeking efficiencies in the public sector, predominantly back-office delivery, of which property management function is one aspect
- In parallel, the Best Value Initiative was launched in 1999/2000; dealing with delivering VfM across the board in LG services and also now a requirement at local government level to produce asset management plans



UK Government Drivers for Change Property Asset Management

- Sir Michael Lyons – Well Placed to Deliver? Shaping the Pattern of Government Service (March 2004)
- **Terms of reference**
 - to make recommendations to the Deputy Prime Minister and the Chancellor of the Exchequer for the relocation of civil service and other public sector workers to inform the next spending review (CSR 2007)
 - Whilst taking account of the need to improve the delivery and efficiency of public services; the regional balance of economic activity and departmental pay and workforce strategies
- Provided a strategic opportunity and put property and asset management on the government agenda



UK Government Drivers for Change Property Asset Management

- Sir Michael Lyons – “Towards Better Public Sector Management of Public Sector Assets” (December 2004), was an outcome of the first report
- Sir Michael Lyons’ December report concluded that the targets set in his report are achievable but stretching, and that “the public sector will need to raise its game to be sure of meeting the challenge” by 2010
- Clearly put PAM on the government agenda
- This provided the strategic and political context of OGC research study – a target of £760m saving by 2010 in the management of the central civil government administrative estate (ie. commercial office space)



Leeds Generic Approach

**Programme;
Project Strategy
& Management**

**Insights from
Manufacturing
and Services**

**Use Value-Based,
Stakeholder Engagement
in any change process**

*Develop, Review or Audit Linkages Between
Business Strategy; Asset Management; and /or,
Programme & Project Strategy for Construction*

**Business Strategy,
Process Improvement
& Re-engineering**

**Strategic Management of Property
as Buildings and Infrastructure
Procurement of Supply Chain
Whole Life Performance**

**Organisational
Behaviour & Change**



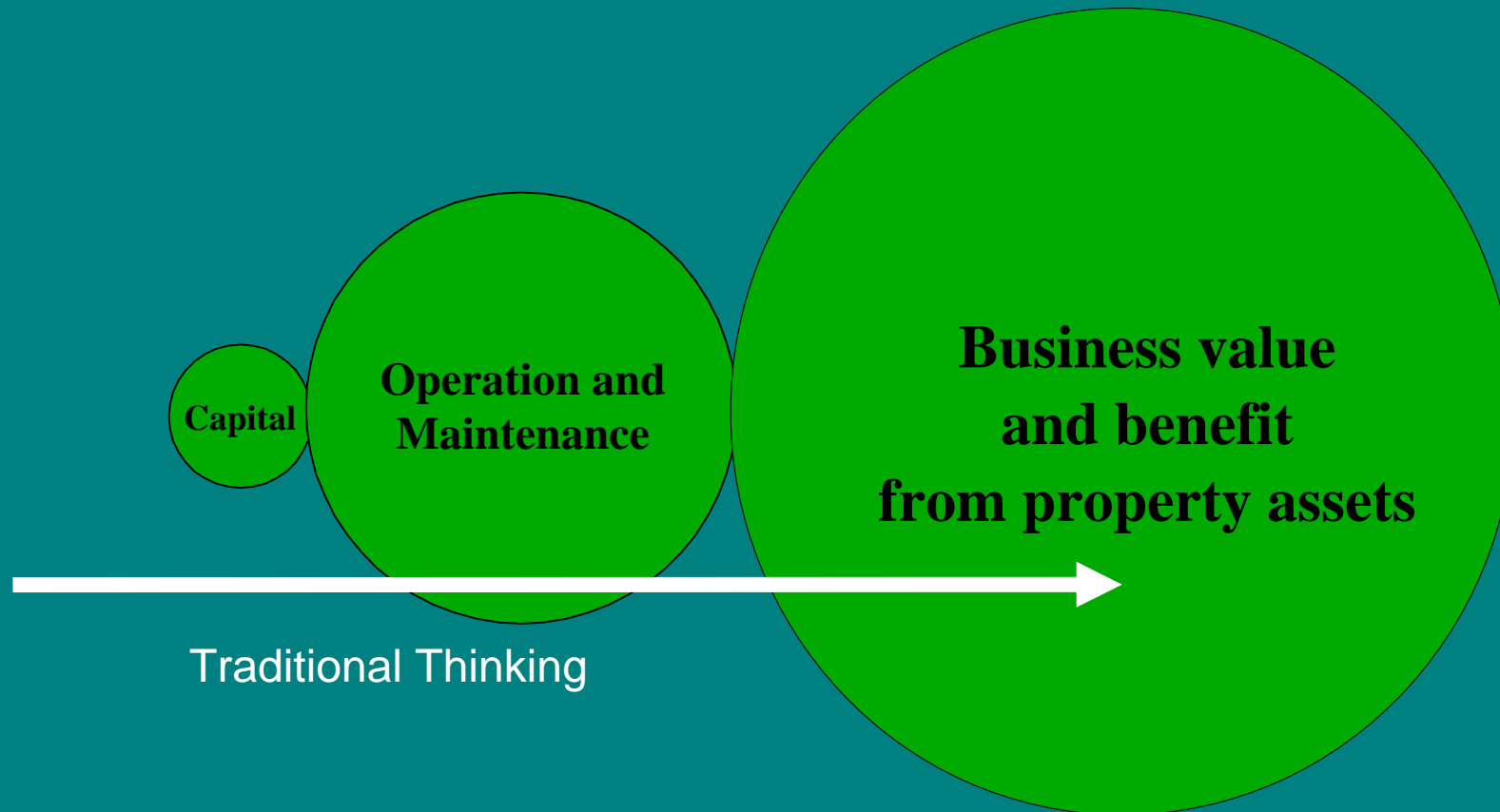
Leeds Generic Approach

- Value-based property asset management
 - Top Down, strategic and holistic
 - Links to Tactical delivery
 - Basic premise of approach
 - Why invest in assets at all, for what purpose; on which assets, why, where and when
 - What are the benefits, can they be articulated explicitly, if not why not and should you be investing at all?
 - Links to risk and investment strategy
 - Stakeholder involvement throughout
 - Team based, systematic, structured and systemic
 - Unlocks the specialist knowledge of teams, structures it and analyses it by challenging assumption
 - Identifies challenges, value drivers and builds solutions, creates ownership using existing and specialist knowledge



The Impact of Reverse Engineering on Assets?

Ratio: 1 to 10 to 200

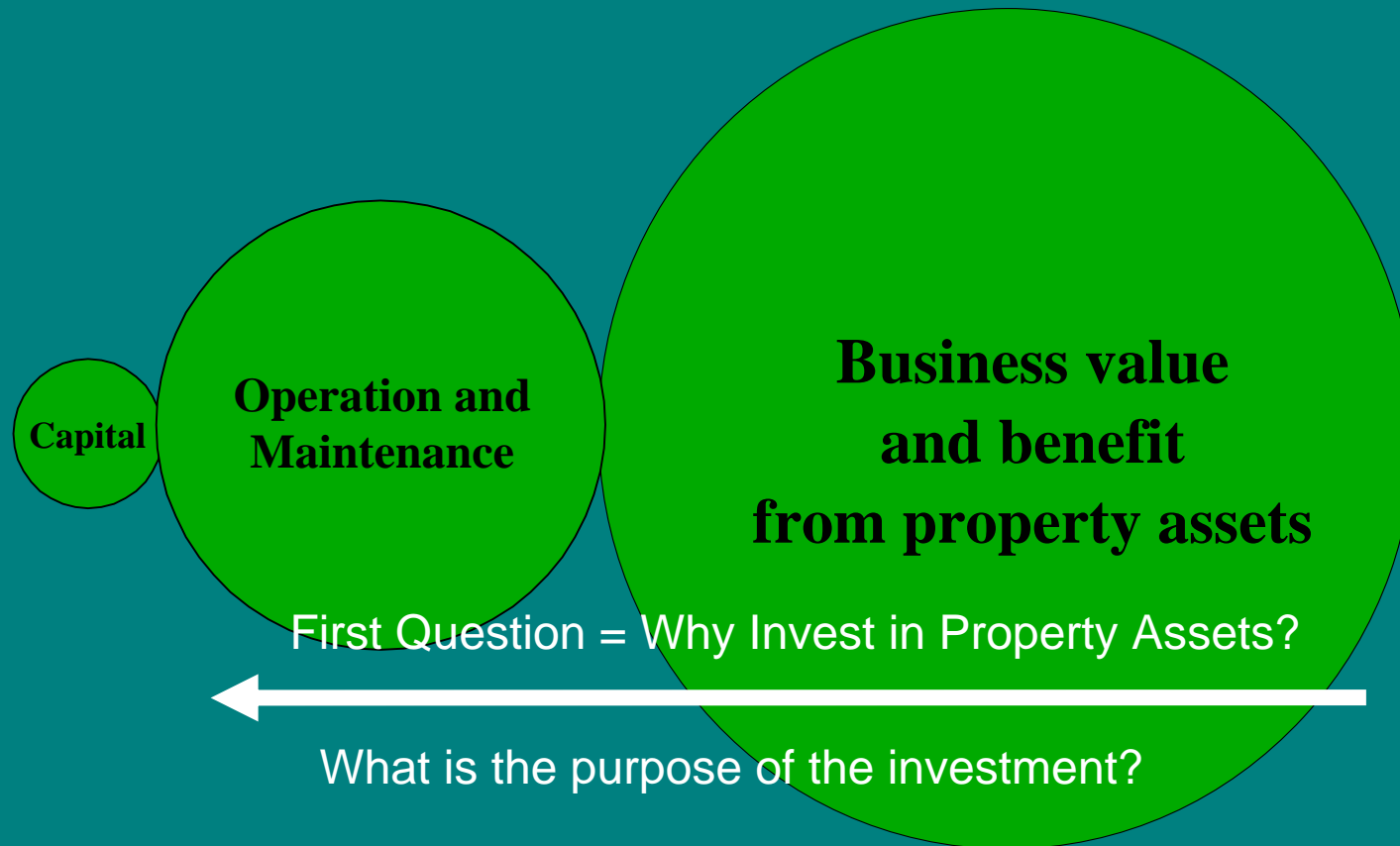


Sources: Professor Ken Treadaway
Royal Academy of Engineering



The Impact of Reverse Engineering on Assets?

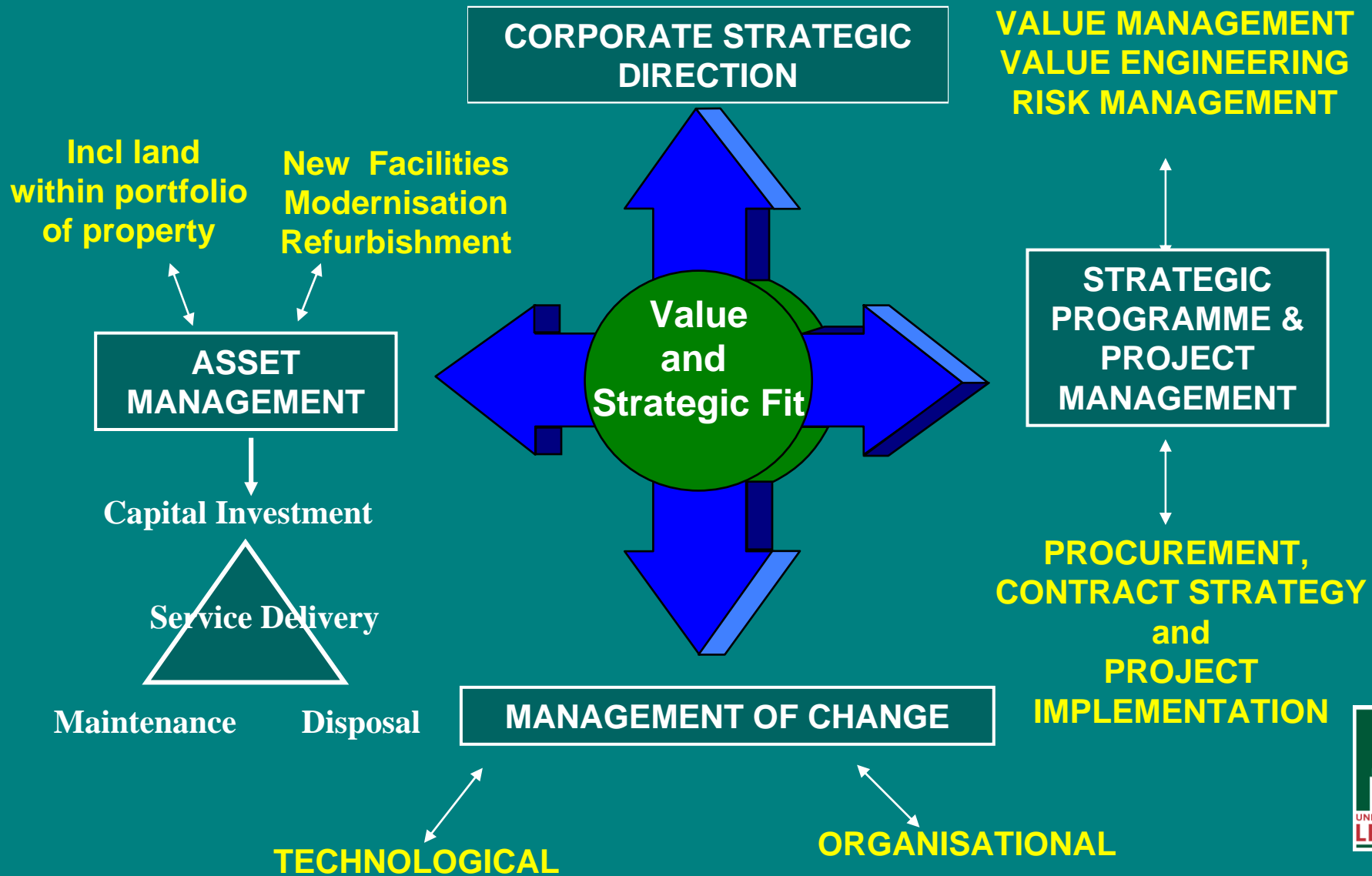
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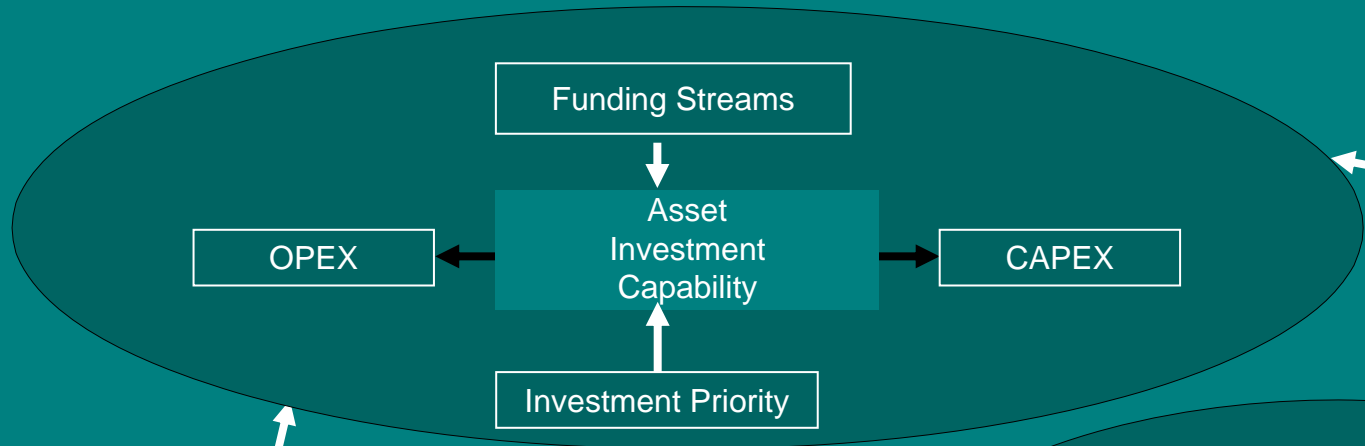


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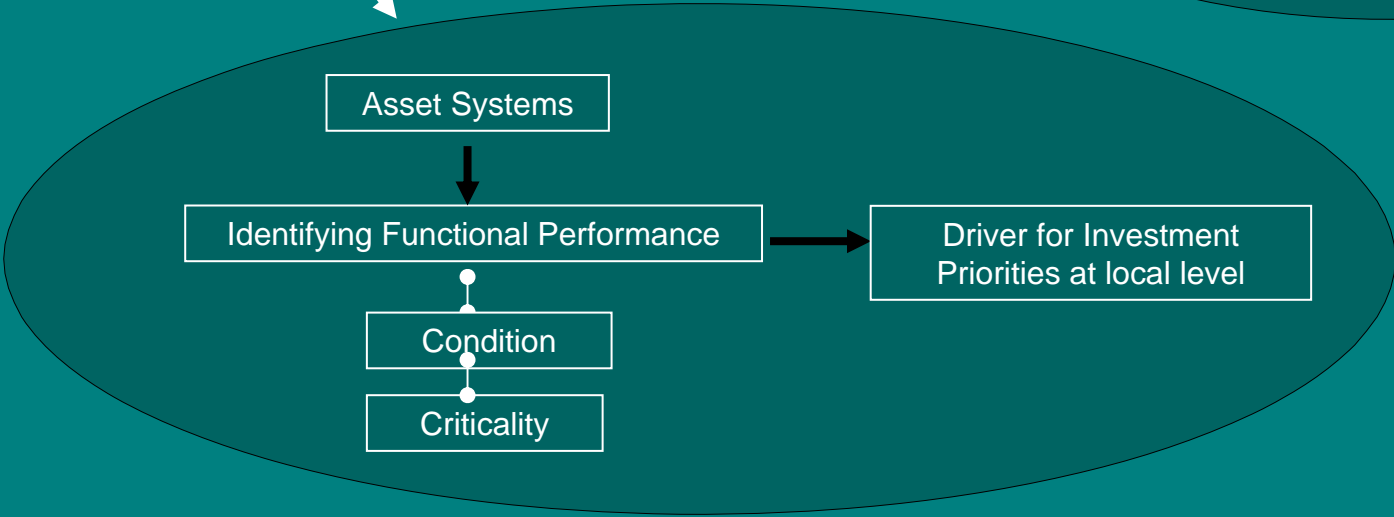
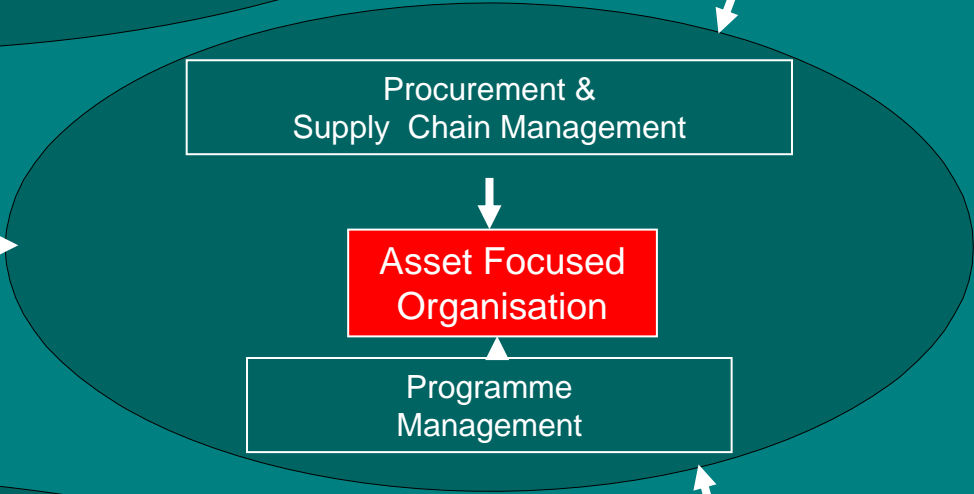


Whole Life Asset Management & Value Based Thinking





Assets as Corporate Resource



The Precursor to the OGC Study Conducted late 2003 – Mid 2004

Policy Focused Research

Executive Agency

Subject to the Gershon Review

Subject to at least one NAO Study



Comparative Starting Point: An Asset Strategy enables an organisation to establish the asset portfolio that most appropriately, effectively and efficiently meets its service delivery requirements.

This perspective drives an organisation to consider why it wants to invest in certain physical assets and divest itself of others.

Having established an asset strategy and the associated scope of the asset portfolio, this then needs to be managed through time using an Asset Management Planning process

Source: New South Wales TAM2000



The Leeds Team

- Tailored Team, combines Research Consultants and Industrialists
- Core Team
 - Steve Male & Marcus Gronqvist, University of Leeds
 - AM, VM, RM, cross sectoral
 - Drummond Graham, Thomson Bethune, Cost, AM, VM, Projects & Procurement, cross sectoral
 - James Reid, Initiate Consulting, Programme and Project Management, cross sectoral
 - Andrew Crossley, ServQ, Water Utilities, AM, Programme and Project Management, cross sectoral
 - Mike Connaughton, MBA; AM strategy and delivery for major utilities company
- Specialist workshop input
 - Alan Boswell, Corporate Governance, VM & RM
 - Ron Steel, Systems, Process & Procedure, (ISO 9000), VM, RM, PFI, AM, cross sectoral



'Challenges Surrounding Asset Management in the Organisation'

- Agency is an 'Asset Rich' Organisation
 - £23bn of replacement value assets
 - It relies on but does not have direct control over 3rd party assets which effect it 'doing business'
 - Spends approx £300-400m pa on CAPEX and OPEX, or, £1.75bn over a five year period
 - Over 80 000 individual assets of various types and plus over 24000km of linear assets
 - Asset base comprises components and assets in systems
- The complexity of the organisation's asset base resides alongside Network Rail, BAA and LUL, Water Utilities, but, for different reasons – it deals with the impact of the environment on society, communities, business and the natural world in general

Study Method

- Three stage methodology
- *Stage 1- Fact Finding Phase; Identification of the Value 'Challenges' facing the organisation*
 - Documentation review, interviews (some 40 senior managers across the organisation)
 - Kick-off workshop with 20 representatives from the major asset division (one of three)
 - Joint project team working session, including three organisation representatives
 - Integration of information
 - Exploration of issues and identifying challenges
 - Structuring major Asset Management workshop
 - Issue agenda and briefing note for major workshop



Study Method

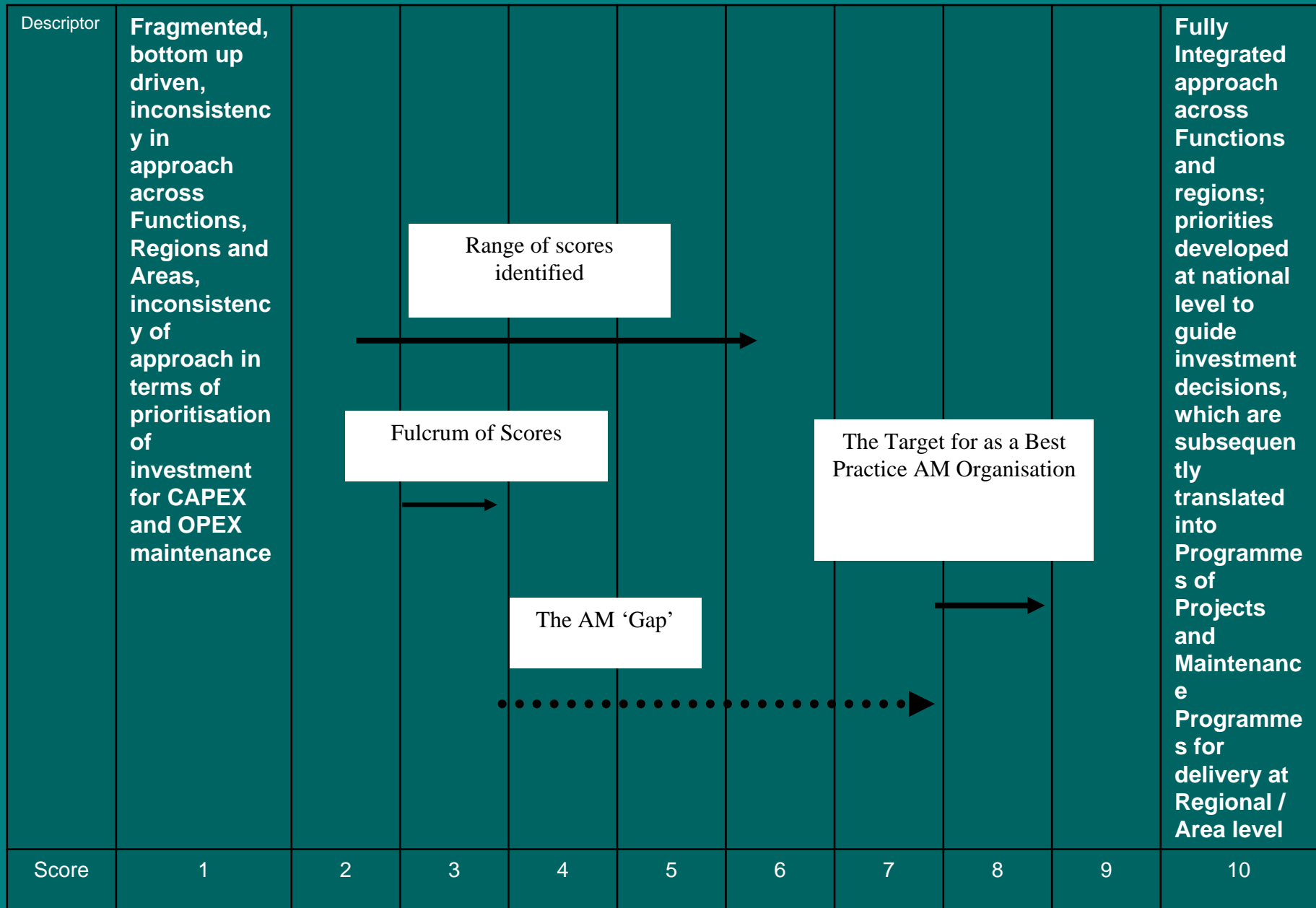
- *Stage 2- Workshop Phase*
- Addressing the Value ‘Challenges’ facing the organisation
 - Multi Function representation, 30+ people from across the organisation
 - Primarily focused around working & plenary sessions for reviews, seeking consensus and airing different perspectives.
 - Teams led by Leeds facilitators and included Leeds specialists working alongside organisation staff.
- 5 Working Groups from the outset and plenaries to share knowledge, test options & thinking as they emerge
 - Asset Strategy development process
 - Prioritisation methodologies for investment
 - Asset Management systems – data management
 - Organisation wide and other initiatives likely to impact asset management process – identified some 100+
 - Implications for Organisational Structure of Asset Management
- Deliverable: Solutions focused – national asset strategy framework



Study Method

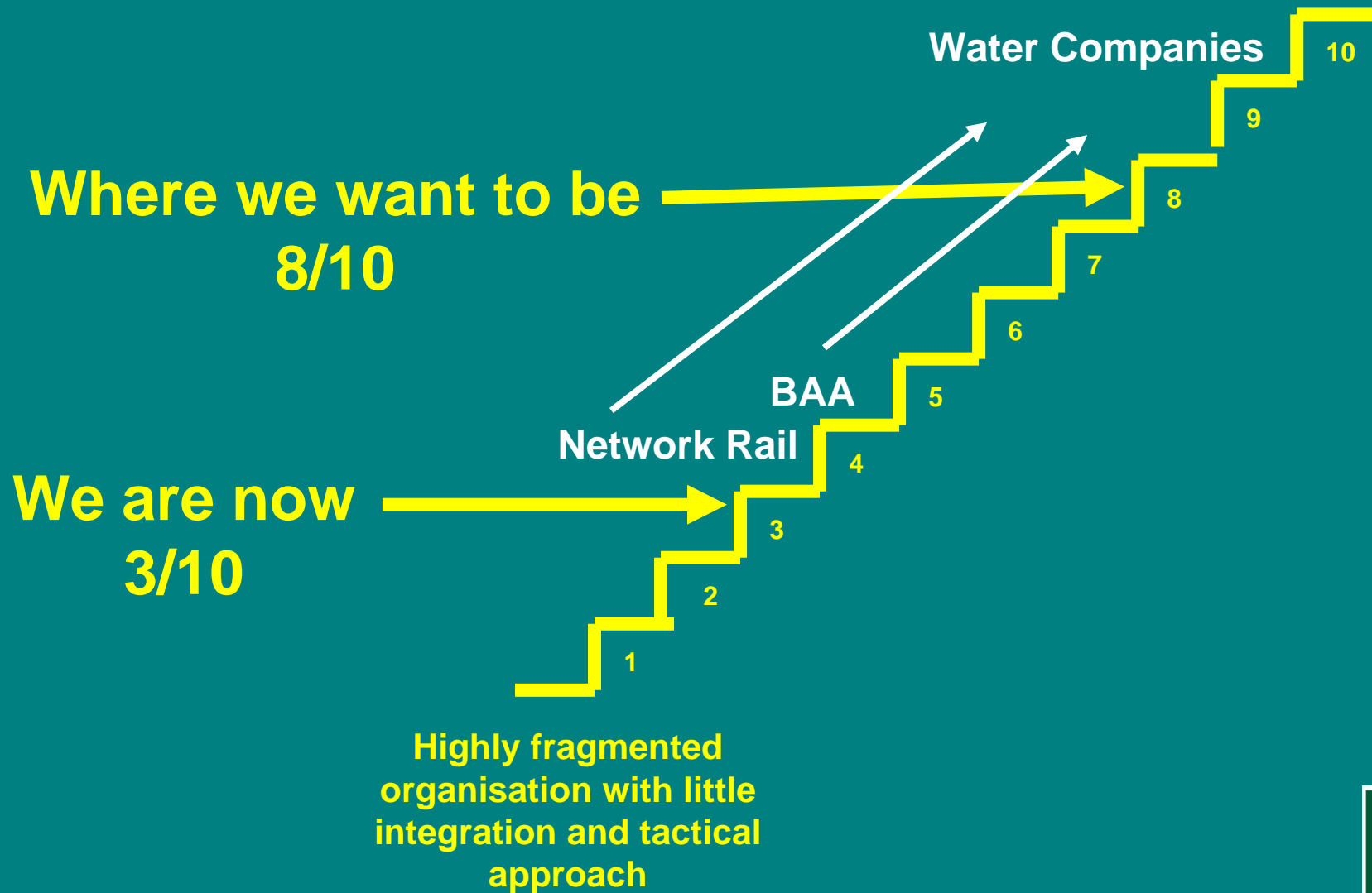
- *Stage 3 – Final reporting Phase*
- Joint team working session with 6 organisation staff selected from workshop working groups to reflect cross Function perspectives
 - Addressing unresolved issues from major workshop
 - Deepening the analysis
- Briefing note and draft final report produced for Executive Management workshop
- Executive Management Workshop two months later
 - Confirm direction
 - Finalise draft report consultation process
- Final confirmatory work and review meeting with all senior managers across directorates
- Draft Final report out to consultation
- Final report sign off

The Gap Analysis



Agency current approach to
Asset Management - benchmarked

Highly integrated
organisation with a
strategic approach



Most of the pieces of the Jigsaw to put in place Asset Management were either completed, nearing completion or being worked on

They were not integrated

Timing,
Appropriateness
and robustness
of Outputs

Major culture
change required

They need to be integrated
to get maximum benefit and
to put Asset Management in
place



TIME SCALES 3 TO 5 YEARS

CURRENT SITUATION

**FUTURE SITUATION
BEST PRACTICE DRIVEN**

Asset Knowledge
•Variable Data
•Inconsistent Approach
•Condition based through visual inspections

Prioritisation of Investment
•CAPEX Prioritised but 3 systems in place across different Functions
•Decisions on OPEX both historical and locally driven
•Bottom Up driven

Asset Based Organisation:
•Determine what are the right things to do
•Create an effective asset organisation to do the right things
•Diffused decision making on assets

RISK BASED APPROACH

Other Requirements:
•Data Strategy and Information Systems for Decision Support
•Prioritisation methodology
•Appropriate organisational structures
•Identify Critical Assets

INTEGRATION OF ORGANISATIONAL KNOWLEDGE BASES

Possible Methodologies:
Value Management (What and Why)
THEN Process Management (HOW)

EFFICIENCY IS A MUST UNDER GERSHON AND BEST PRACTICE

Asset Knowledge
•Performance based approach to assets
•Consistency and conformity in approach across the organisation
•Assets managed as a portfolio using through life decision making

Prioritisation of Investment
•Combined CAPEX / OPEX through investment strategy, as a minimum
•Similar for other Functions
•Top Down & Bottom Up verified
•Whole Life Performance and WLC

Asset Focused Organisation:
•Ensure efficiency (doing things right)
•Ensure consistency of approach and conformity throughout the organisation
•Integrated decision making on assets

A NEED FOR TRANSITION STRATEGIES IN ALL THREE AREAS

Outcomes: Seven Work streams to close the gap

1. To develop and implement a **top down policy driven and bottom up verified (by regions and local areas) national decision-making framework** for asset management.
2. Establish a **structured method to challenge existing and future capital and operational maintenance programmes** to ensure they are justified against business and corporate objectives.
3. Identification and **co-ordination of best practice** through four independent value based reviews of **capital expenditure**.
4. To implement a **co-ordinated programme of best practice across the agency** identified in work-streams 1, 2 and 3.
5. To implement **a pilot study** using **a risk-based approach to operational expenditure**.
6. To conduct a **feasibility study for an integrated Decision Support and Data Management System** to bring together all the management data required to support a SAM approach.
7. The **co-ordination of ten or more existing or planned high-impact change projects** with asset management implications to secure leverage and mutual benefits



OGC Study Conducted
mid December 2005 – Mid late April 2006

Policy Focused Research Study

Central Civil Government Estate
(CCGE)



Scope of the Study

- A baseline assessment of the current status and practice of property asset management in central civil government.
- Develop a model or blueprint for excellence for managing the central civil government estate.
- To provide an estimate of the potential efficiency gains achievable if the recommendations made are adopted.

Parallel Related Studies

- OGC
 - CCGE Property Performance Benchmarking study; commercial offices used by Government
 - Senior Civil Servants Government Skills project, of which Property Asset Management is to be seen as an important strategic skill
- National Audit Office – Getting the best from public sector office accommodation
 - Best practice from the private and public sectors to challenge office use for radical innovative thinking



Scope: a sense of scale

- Central civil asset base
 - 260 to 300+ property centres related to departments; as at 2005 approx 910 public or Arms-Length-Bodies sponsored by major Departments
 - Department of Constitutional Affairs – 236
 - Home Office – 179
 - Department of Culture, Media & Sports - 62
 - DEFRA – 89
 - DTI - 67
 - 16m sq metres of floor space
 - 9000+ holdings
 - 533,690 civil servants of which 75% work in executive agencies (ALBs) and initially outside of our remit
- Lyons 2nd report (December 2004) noted a value for the whole public sector asset base of £658bn, of which central civil government accounts for about £220bn (buildings & infrastructure)
- 15-18 departments are responsible for approximately 80% of the central civil estate by value through their HQ or ALB structures – our initial target group



The Central Civil Government Estate

Source: ePIMS Office of Government Commerce

Central Government Non-Specialised Property	Central Government Specialised Property	Wider Public Sector & Other bodies
<p><u>Included in the Civil Estate:</u></p> <ul style="list-style-type: none"> •Central Departments' owned, leased and occupied property, including PFI procured / managed accommodation. •Agencies' owned, leased and occupied property •Executive NDPBs owned, leased and occupied property •Special Health Authorities •GO offices •DWP Job Centres, Benefits Offices •FCO UK estate •EH administrative estate •Defence administrative accommodation 	<p><u>Included in the Civil Estate:</u></p> <ul style="list-style-type: none"> •HMCS Courts •Departmental and sponsored bodies' specialist facilities eg. laboratories, museums, power stations, port facilities •Departmental and sponsored bodies' civil engineering infrastructure eg flood defences, roads, canals, railways •EH heritage estate •Historic Royal Palaces <p><u>Not included in Civil Estate:</u></p> <ul style="list-style-type: none"> •Defence Military establishments •Prison Estate •NHS Estate eg. Hospitals •DEFRA rural estate, eg farms •FCO overseas estate 	<p><u>Not included in the Civil Estate:</u></p> <ul style="list-style-type: none"> •Doctor's Surgeries and clinics •Schools •HEFCE facilities •Police stations •Fire stations •All local government •Crown Estate •Parliamentary estate



Report Overview

- From the outset took a Corporate Governance approach to PAM (HMT Code of Practice for Corporate Governance 2005, key guidance document)
- Property assets: land, buildings, infrastructure
- Sets out cascading policy framework for improving property asset management in the CCGE
- Wherever possible using existing levers of government
- The 'centre' provides the policy framework
- Departments are the front line for strategic implementation
- Sets out an approach for Arms-Length-bodies
- Initial focus administrative estate but raised issues over management of the wider civil estate based on executive agency and the OGC Co-ordination Protocol
- 10 major groups of recommendations, themed subsequently by OGC; 47 recommendations in total



Property Asset Management

Property assets

are defined in the study as land and built assets including buildings and infrastructure used by an organisation, regardless of tenure

Property asset management

defined as a structured, holistic and integrating approach for aligning and managing over time service delivery requirements and the performance of property assets to meet business objectives and drivers within a central government organisation.



Interlocking Research Methodology

- Leeds core team of 4 people; mix of academics (all with industry experience) & industrialists; all worked together before; reduced learning curve on a tight time based study
- Prior experience from across sectors in PAM
- Worked with core team of 5 OGC people
- Consulted literature on best practice internationally in PAM
- Investigated PAM models in Australia and the United States for comparative purposes
- Looked at property related approaches in private and public sectors
- Questionnaires (50 returns from 86) to departments, executive agencies and NDPBs



Interlocking Research Methodology

- 32 interviews: 30 with Heads of Estate (horizontal across departments) and 2 detailed interviews with more senior personnel (vertical within a department)
 - Interviews had multiple purpose – information gathering, what ifs, build commitment for the developmental workshop
- Developmental workshop February 2006; Leeds PAM, OGC and invited delegates from Government departments, executive agencies and NDPBs
 - Shared information with other OGC projects - Government Skills Project and the Property Performance Benchmarking Project & NAO office accommodation project
 - Developed models, protocols, PAM maturity matrix and route map to excellence; identified government initiatives with PAM impact
 - Built consensus and commitment
- Built policy-oriented report from all data



Organisation Strategy / Service Delivery



Property Asset Management in Civil Estate
Current Strategies in Place – Admin Estate



← Pure Strategies →

← MOTO Arrangements →

STRUCTURAL DIMENSION

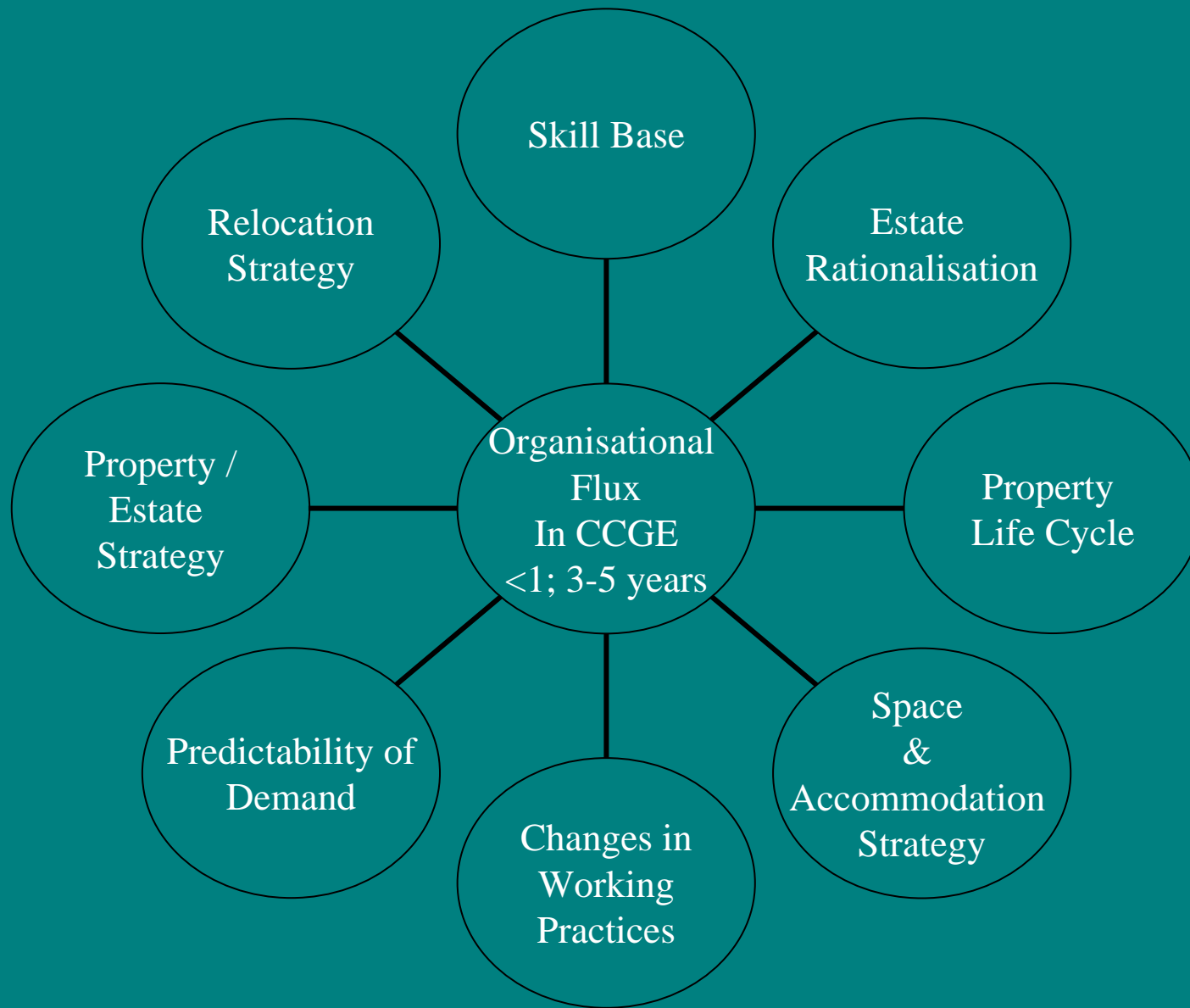


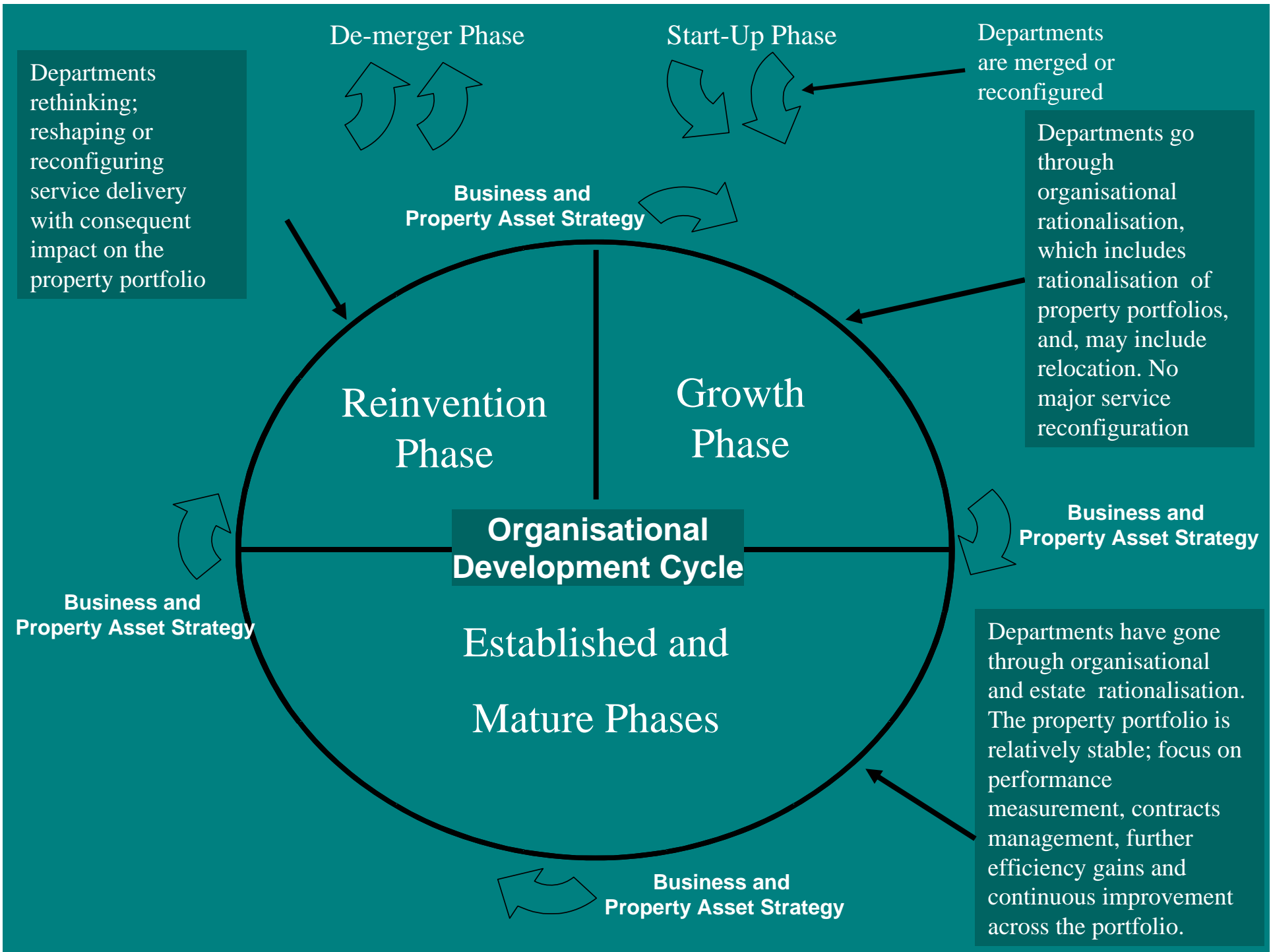
Large holdings; complex structures, strong regional dimensions

Medium holdings, complex structures with regional dimensions

Small holdings and relatively straightforward structures







Function Level	Strategic PAM Policy	Roles & Responsibilities	Communication	PAM Planning	Acquisition & Disposal	Operation & Maintenance	Performance Review & Accounting	Audit & Review
1. Unawareness	No written policy.	No staff resource active in management of assets.	No awareness of Asset Management & no dialogue with stakeholders	Based on historical trends. Technical aspects only. Reactive	Ad hoc, informal. Price sensitive decision at line level.	Based on historical trend. Reactive maintenance. No condition assessment or performance monitoring.	Performance/cost management for major aspects only.	Reactive & unplanned.
2. Awareness 49%	Informal guidelines setting out position on some PAM issues. (60%)	One or more individuals with adopted informal advocacy role at tactical level. (25%)	Some data requested routinely on PAM issues. (65%)	LCC for capital investment but no financial reporting. Some risk analysis. Approval procedures established (40%)	LCC, technical function, work practices, health & safety, environmental issues, O&M feasibility. (40%)	Maintenance strategy for major assets only. Asset reliability, risk assessment/cost benefit analysis considered. Training needs identified. (70%)	KPIs identified & communicated. PAM register in place. Training needs/no knowledge of financial management addressed. Process responsibilities established. (70%)	Skills & training needs identified. Well documented & prioritised processes & practices. Formal audit plans. (90%)
3. Knowledge 25%	Formal statement setting out position on Asset Management. (20%)	Responsibility for Asset Management assigned to one manager. (28%)	Agreement with stakeholders on PAM objectives & targets. Data collected on most PAM issues. (20%)	Business oriented & performance based. Project evaluation & benchmarking. Prioritisation of investments (40%)	Full economic evaluation, LCC, performance, productivity indicators. Project management. Risk/sensitivity analysis. Integrated Procurement (40%)	Integrated financial/O&M plans well documented. Specific costing activities. Responsibilities well defined. Project Management. Familiarity with AM practices. (10%)	Adequate skills. Well defined roles & responsibilities. Level/ cost of service regularly reviewed. System capability periodically reviewed. (20%)	Business & market oriented. Avoid unnecessary risk, use new technology, close monitoring. (10%)
4. Competence 15%	Comprehensive internal statement, with indicators for some PAM issues. (20%)	PAM responsibilities within each business team. (27%)	Information on PAM issues reported to senior managers at strategic level & shared with key stakeholders. (8%)	PAM integral to business planning. Risk Management/contingency plans target setting. (10%)	Value selection. Performance guarantee, support, technologies, financial, technical, risks & supplier credibility aspects. (20%)	O&M based business & performance objectives. Strategic ranking of assets. Risk Management practised. Proactive O&M. (10%)	Strategic review based on importance. Analyse trends/cause/ effect. Review support decision making. True cost, return on assets available. (10%)	System ownership embraced by staff. Participative decision making environment. Training completed.
5. Excellence 11%	Published, with targets, reviews and promotion.	Overall responsibility with a senior manager at strategic level & regular progress reviews. (20%)	Regular dialogues with key stakeholders & supply chain, PAM performance major focus for reports. (7%)	Based on corporate objectives: financial/ marketing/ production. Risk Management. Industrial Relations Modelling (10%)	Long-range strategic planning, social, environmental, technological, market forces.	Individual asset O&M strategy based on performance & evaluated against return on assets. Risk Management preventative maintenance. (10% PFI)	Review process eminent & exemplary. Generates economic value & advancement.	Able to achieve benchmark efficiency & effectiveness. Independent audit available.

Findings from the Questionnaires & Maturity Matrix

- Three models of PAM
 - Business or service model
 - Financial model
 - Estates and workplace model
- 75% of sample operating at a tactical / operational level
 - Awareness Level on the Matrix
- 25% operating at Competence or Excellence levels
- Literature based evidence based on NAO reports indicated about 17-25% of central government organisations during the period 2002-2005 had the capability to link PAM to a regime of resource management requirements
- Questionnaires, plus interviews, plus literature evidence set the parameters of travel required in PAM

Fragmented and bottom up driven

Fully integrated approach. Top down

Range of scores identified from Interviews



Fulcrum of Scores from Interviews



Adjusted Fulcrum for the CCG Using Interviews, Literature & Questionnaires



The PAM 'Gap' for a significant proportion of CCG organisations



The PAM 'Gap' for major property holding CCG organisations



Score

1

2

3

4

5

6

7

8

9

10

Recommendations

- Our recommendations have been developed:
 - To overcome the particular issues that emerged from having analysed the current state of property asset management in central government
 - Having researched established models of excellence.
- Identified some issues are at the core of government and need to be addressed at the centre – setting a policy framework for PAM
- Identified other issues focusing on the capability of the property asset management function in departments and Arms-Length-Bodies (ALBs) – setting a delivery framework for PAM
- Our recommendations have been divided into those to be addressed by the centre and those by departments and ALBs.



Recommendations - Themes

- ***Leadership & Integration*** to address fragmentation of the estate, linking PAM to Business Planning & PAM recognition
 - Centre
 - HMT & OGC to take the lead on PAM
 - Set up a central committee for PAM strategy, policy and sharing best practice
 - Reformulate ALB governance and financial framework and audit process
 - Review incentives for sale of assets
 - Recognise Head of Profession in PAM



Recommendations - Themes

- ***Leadership & Integration:*** Departments
 - Champion for PAM named at Board level
 - PAM Board set up to lead & integrate strategy across ALBs
 - Property assets clearly linked to Public Service Agreement targets and service delivery
- ***Setting Benchmarks & Standards*** for property performance enhancement
 - Standards for Planning
 - PAM to be linked into Departmental Asset Strategies
 - Industry standard in PAM to be developed
 - PAM Plan template to be developed
 - Standards for Capability
 - PAM maturity matrix to be developed as a departmental developmental tool



**Departmental
Executive Management Board**

**Property Asset
Management Board**

Agency

Agency

Agency

Recommendations - Themes

- ***Setting Benchmarks & Standards***
 - Standards for Delivery
 - Standards set from Property Benchmarking KPIs
 - CSR07 efficiency gain targets set
 - Tools & Guidance
 - Adopt Property Benchmarking Service as common basis (as at 26th June launch conference = now mandated)
 - Expand ePIMS (already mandated)
 - Provide PAM good practice guidance
 - Establish good practice exemplars
 - Strengthen audit process for PAM at Departmental / ALB level



Recommendations - Themes

- **Professional Skills** to create PAM profession in Government, ensure appropriate skills at senior levels and create sufficient capacity of professional PAM skills in the CCGE
 - In the Centre
 - Gain recognition for PAM in Professional Skills for Government
 - Promote PAM as a career development option in civil service
- **Performance Review & Challenge;** creating evidence based culture, driving improvements through PSA targets and improvements
 - In Departments
 - Use benchmarking to monitor performance
 - Maturity matrix as an audit tool
 - Publish departmental plans and evidence from audits on PAM

Recommendations - Themes

- **Performance Review & Challenge;** creating evidence based culture, driving improvements through PSA targets and improving accountability for PAM @ the Centre
 - Link performance in PAM to departmental spending reviews and settlements
 - Set up a series of interlocking internal & external review / audit mechanisms
 - Strengthen audit processes at Department and ALB levels, including expanding the role of Non-Exec directors on Departmental Management Boards
 - Review progress of PAM in 2007, 2009 & 2011
 - Leaving on the table **mandating** of PAM depending on the outcomes of the first tranche of reviews of major property asset holding departments and executive agencies in 2007
 - All to do with the scale, nature and timing of travel to excellence to meet government efficiency targets
 - Key issue = starting point of profile of the organisation on the matrix



Potential Efficiency Gains

- Advocating the implementation of a fully integrated approach to property asset management to drive through efficiencies
- The Lyons report identified potential savings of £760m per annum as a target
- The efficiency gains identified in Leeds study through PAM - additional savings in the range £410m-£660m per annum
- Combining the Lyons and this study's savings indicate a potential range of £1 – 1.5bn savings per annum for the administrative estate. A mid range of £1.35bn per annum would seem a reasonable and stretching target for the administrative estate
- Experience in the infrastructure sector and the utilities sector, where risk based approaches to investment planning are adopted regularly, indicates savings in the order of 10% minimum through strategic and integrated property asset management



Summary & Conclusions

- Base-lined PAM in the CCGE
- Established a series of models of excellence and a PAM maturity matrix and route map to excellence
- Established efficiency gains to inform CSR2007
- Report launched 26th June at an OGC conference in London (www.ogc.gov.uk; type in asset management in search facility)
- Senior Stakeholder meeting 3rd July covering 18 major property holding departments endorsed the outcomes of the research, agreed to act as a steering group and route map now moved to next stage of wider consultation.
- Autumn 2006, Chief-Secretary to the Treasury to launch agreed route map with key milestones and recommendations
- Comprehensive model of PAM in CCGE developed

