SURREY
COUNTY COUNCIL

AUDIT & GOVERNANCE COMMITTEE
2 December 2013

Progress Report – Property Asset Management System (PAMS)

PURPOSE OF THE REPORT: Progress Update

The purpose of this report is to provide an update on progress of the implementation of the Property Asset Management System (PAMS) that was introduced to the Committee in February 2013.

RECOMMENDATIONS:

The Committee is asked to:

a) Note the progress made against the implementation plan and recognise the achievements to date.

b) Note the revised project timescale for completion by 31 March 2014.

c) Agree to receive a final update on the system once fully implemented in May 2014.

BACKGROUND:

Property Asset Management System (PAMS), and is an externally hosted web based system, called Atrium Property.

The Atrium system was procured jointly with Hampshire County Council and is being implemented in collaboration with them. The innovative Framework contract is open to in excess of 50 public sector organisations in the southeast including all SE7 partners and associated district and borough councils.

To date, three other local authorities have purchased Atrium through the Framework and are implementing the system designed and implemented by Surrey and Hampshire County Councils as lead partners.

The governance for the project is through a Surrey CC Project Board and a joint Surrey CC/Hampshire CC Programme Board with a small Project Team that work collaboratively to design and implement the system.

In June 2013, Atrium Software Limited were acquired by Manhattan Software Group a world leader in real estate and facility management software. This builds upon the resilience of the Atrium system.

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INTRODUCTION:

PAMS provides a fully integrated property information system that will facilitate partnership working, bringing together property asset data, financial information, maps, spatial information from CAD plans, and document management. Good quality, consolidated property information is recognised as the key tool in driving value from the council's property assets and improving customer service.

The implementation of PAMS is across a number of phases which suits the modular based system and covers the full range of property management activities. The phases are based on joint agreed priorities for both Surrey and Hampshire County Councils. Details of all Phases and the modules within them can be seen in Appendix A.

At the time of the last update to Committee in February 2013, the project team were working on Phase 1A, and progressing phase 1B with a go live date scheduled for 2nd April 2013. The next section details progress since that last report.

PROGRESS:

Summary

The implementation of the Atrium system has been successful with the go-live date of 2nd April 2013 being met.. However, planning and implementing PAMS in partnership with Hampshire County Council has given rise to a number of challenges.

The timelines and priorities around deliveries of the two authorities started to diverge quite early on, and means that of the two partners we are the only one which is currently working with a live system.

For Surrey, benefits have already been achieved from the roll out of the functionality of Property Master Data, Property Helpdesk, Reactive, Planned and Cyclical Maintenance. The two main reactive maintenance contractors are now also using the system to pick up orders, process works and apply for payment through an end-to-end electronic procure to pay process. This has enabled us to improve service to our customers by freeing up more time for the Help Desk staff to take calls and has decreased the time taken from reporting a fault to the delivery of the service.

Greater visibility of project progress, and the use of workflow notifications and approvals, has enabled greater financial control over maintenance budgets. Progress of works can be monitored easily through detailed system-held information rather than on separate spreadsheets.

As part of this project, the opportunity was taken to review Property's business processes alongside the implementation of the new system. This has meant that embedding the system into these new processes has taken more time than originally estimated and thereby has contributed to a delay in the delivery of later phases and their functionality. However, it was recognised the importance of ensuring that what is delivered becomes the new business as usual not just a new system to use.

Despite the challenges to align the timescales and priorities between Surrey and Hampshire, we have forged a strong partnership bond at the project level. As a result Surrey has been able to move forward in implementing major areas of functionality of the new system where Hampshire has chosen not to at this time.

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Overall, the Project is at an amber status as project timescales have slipped. Updated timescales taking us through to the end of the project have now been agreed with Hampshire CC and can be seen in Appendix A. The full implementation is planned for completion by 31 March 2014. Costs have been re-cut to allow for the changed delivery model and are still within agreed tolerances for the lifespan of the project. The benefits are already being realised, and these will increase over time as more of the system goes live and usage becomes embedded across the service.

The next section goes on to provide detailed progress under the following headers:-

1. Deliveries to-date

2. Current Work

3. Future deliveries

4. Benefits realisation

1. Deliveries to-date

The following table details the PAMS deliveries to date:

Stage	PAMS Module	Deliverable
1(a)	N/A	Base implementation of Development, UAT, Live and Training Platforms
1(a)	System Admin	Training for system administrators and key project staff
1(a)	System Admin	User management (setting up user authentication and roles)
1(a)	Portfolio Inventory	Property master data (Sites, Land, Buildings, Rooms).
1(a)	Portfolio Inventory	Procurement master data (including vendors and general ledger codes)
1(a)	Portfolio Inventory	Deployment of Budget Structure
1(a)	Occupancy Management	Property Help Desk/Request Management
1(a)	Works Delivery	Reactive Maintenance
1(b)	Works Delivery	Planned Programme Maintenance (Contracts & Projects)
1(b)	Works Delivery	Cyclical maintenance (Contracts & Projects)
1(b)	Works Delivery	SAP integration (Interface with SAP Finance and Payments system)
1 (b)	Works Delivery	Contractor Portal

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1 (b)	Works Delivery	Asset/plant inventory loaded and used for managing cyclical maintenance inspections
1 (b)	Works Delivery	Schools Buyback – records held for each school in scheme
1 (b)	Planning & Performance	Set up of maintenance programmes
2	Works Delivery	Resource Management – recording operative time against activities
1(b)	Advanced Reporting	Advanced Reporting tools training received

As well as the deliverables listed above there have been other activities delivered that are a result of the shared nature of the system. A SE7 Service Panel has been created and processes defined to ensure there is coordination of changes to the system as new partners come on board.

The Surrey CC project team have also hosted demonstrations of the PAMS system for prospective partners who may be participating in the framework contract.

2. Current Work

The following deliverables are currently being progressed and will be rolled out through the next three-month period.

Stage	*PAMS Module*	*Deliverable*
2	Planning & Performance/Works Delivery	Project Management and Procurement for Construction Projects
2	Occupancy Management	Non-schools Customer Portal – access for customers to report building faults
2	Atrium Portal	Access to selected property information through a portal
2	Estates Management	Landlord/Tenant management (Managing rents, leases and other agreements, calculation and billing of service charges).
2	Estates Management	Recording of property acquisitions & disposals
2	Estates Management	SAP integration (Interface with Finance for collection and payment of rent & service charges
2	Asset Assessment	Condition and other building surveys
2	Asset Assessment	Education Sufficiency & Suitability (inc. Calculation of net capacity assessments)
2	Asset Assessment	Health & Safety/Compliance - Asbestos, Legionella, DDA, Fire Safety, structural inspections, Electrical testing (specialist surveys)

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3	Portfolio Inventory	Storing of building manuals and other reference files.
	Portfolio Inventory	GIS Integration with existing property data sets
	Portfolio Inventory	CAD floor plan integration (Interface for spatial data)

3. Future Deliveries

These remaining areas will go-live by the end of March 2014.

Stage	*PAMS Module*	*Deliverable*
3	Estates Management	Valuations
2	Estates Management	Business Rates and Council Tax
3	Planning & Performance	Performance Monitoring & Benchmarking (Inc. NaPPMI KPIs, whole life costing.
3	Works Delivery	Managed building related contracts. (Inc. Cleaning, Grounds Maintenance,
3	Works Delivery	Tree management.

4. Benefits Realisation

Some of the key benefits of PAMS are:

- A single source of accurate property information with potential for shared use of property data with partners
- Lower system maintenance costs, smarter procurement and various process efficiencies
- More efficient customer call handing (Helpdesk)
- Improved project and budget management including rents payable and receivable (in line with Internal Audit recommendations)
- Better assessment of property performance and tracking of vacant space, supports Asset Management planning
- Greater integration with Geographic Information System (GIS)

Benefits already being realised are:

- Improved call handling by the Property Help Desk who now use a single system to record details and place orders
- Automated electronic notifications to staff and customers at key work/approval stages thus creating a single audit trail and speeding up the process.
- Main Contractors using the system to receive orders and apply for payment – this means more efficient paperless processing
- Greater detail and ability to record and report building faults and associated financial tracking

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CONCLUSION:

A Phase 1B Go-Live was achieved as planned with the main property asset register, maintenance modules and Property Help Desk going live on 2nd April 2013.

The full implementation of PAMS will deliver benefits that will improve customer service and help drive value from property assets. Benefits are already being achieved from the modules implemented so far.

Having a single source for the majority of property information will improve the efficiency of day to day property management.

The Project is currently at an amber status as project timescales have slipped since the delivery of phase 1B. Updated timescales taking us through to the end of the project have been agreed with Hampshire CC and can be seen in Appendix A.

The Committee are asked to note that the full implementation is planned for completion by 31 March 2014.

Financial:

There are no direct financial implications of this report. All financial implications of the PAMS project and any impact on the 2013/14 budget have been considered in the business case and are funded from the "invest to save" budget.

The project is on track with allocated budget of £90k. Spending is in line with that budget and not predicted to overspend. Current actual expenditure is £42.5k

Equalities:

There are no direct equality implications.

Risk Management:

Risks on the project are managed by the IMT Project Manager, in conjunction with the Senior User in Property Services, and through project governance and are recorded in the project Risk Register.

NEXT STEPS:

The PAMS implementation will continue, with Hampshire CC, through the planned phases (Annexe A). We are currently in Phase 2 and the functionality in that phase will be implemented by 31 January 2014.

To achieve future deliverables, work packages will be completed as defined in the PAMS project plan and appropriate staff will be trained.

Surrey and Hampshire County Councils will work with other interested local authorities that wish to buy from the contract and manage this through a newly formed Service Panel to ensure activities are coordinated.

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Sources/background papers: Annexe A PAMS Implementation Timeline

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Audit & Governance Committee

PAMS Implementation Update - Timeline

www.surreycc.gov.uk

SURREY
COUNTY COUNCIL

Making Surrey a better place

Contract Signed
June 2012

**Phase 1
Go-live
(2nd APR)**

**Phase 2
Go-live**

**Phase 3
Go-live**

1 Jul 2012 | 31 Aug 12 | 30 Nov 12 | 28 Feb 13 | 31 Jan 14 | 31 Mar 14

Project Initiation | **Phase 1A** | **Phase 1B** | **Phase 2** | **Phase 3**

Deliverables

Project Initiation	Phase 1A	Phase 1B	Phase 2	Phase 3
• Project Initiation Documentation • Detailed Stage 1A Plan • Prepare Stage 1A acceptance Criteria	• Implement System Platforms (Dev and Training) • System Administration • Prepare Property Master Data • Prepare Finance Master Data • CAD and GIS Interfaces	• SAP Interfaces with finance, procurement and asset accounting • Help Desk • Reactive, Planned and Cyclical Maintenance • Contractor Portal • Document Management	• Landlord/tenant management (Rent & Service Charges) • Major Projects & Progs • H&S/compliance Inspections, condition, suitability & other surveys. • Non-schools portal access • Acquisitions & Disposals • Business Rates & Council Tax • Resource Management	• Performance monitoring and benchmarking • Cleaning Services • Building Manuals & other reference files • Caretaker Support Services • Property Valuations • Tree Management