

provelio

OPAL

Digitally Transforming Property and Asset Management

"Councils hold the key to public sector reform which is a clear ambition of government. As leaders of their communities and major local employers, they must play a critical role in promoting sustainable and inclusive growth."

Cllr Louise Gittins, Chair of the Local Government Association

BACKGROUND

The way in which local authorities use and manage their property assets will have a direct impact on their ability to achieve their aims and objectives and to deliver positive outcomes for their communities.

It has been 25 years (see figure A) since the Audit Commission published their report on getting the best from local authority assets which, alongside the Gershon Efficiency Review², challenged councils to devote more high-level attention to the management, use and cost of their assets and to realise opportunities to make significant efficiency savings.

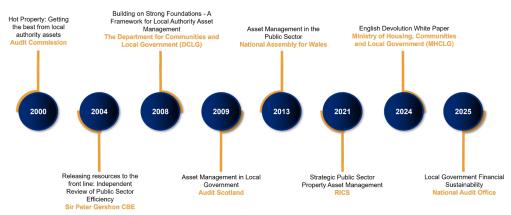


Figure A - Timeline of Official Local Government Publications

Councils responded by collecting and curating property data, drafting strategic asset management plans and taking a corporate approach to the management of the estate. Many, especially those that went through the first waves of local government reorganisation (LGR), implemented property rationalisation programmes. In addition, with the pressures from austerity spending cuts and the effects of the pandemic, most looked at new ways to deliver services which unlocked further rationalisation opportunities.

The squeeze on council resources continues. The National Audit Office reported that while real terms funding for local government has grown by 4% between 2015-16 and 2023-24, it has not kept pace with population growth or the demand for services³

"more local authorities are requesting financial support, some due to the increasing costs of delivering essential frontline services such as homelessness and social care. Despite short-term measures to address acute funding shortfalls, there has been insufficient action to address the systemic weaknesses in local government financial sustainability".

In response to the NAO report, the Local Government Association state that councils in England will face a funding gap of up to £8 billion by 2028/294 and that crucial services are at risk, as is the possibility of councils being able to deliver the governments reform and growth agenda. In an effort to halt the decline, the government has announced plans for funding reform due in 2026, indicating a move towards more targeted, needs-based grant funding but with no guarantees of increases. Additionally, it has announced plans for further local government reorganisation into strategic authorities with single tier governance which is set out in the Devolution White Paper in December 2024 in a move designed to give local leaders the tools they need to deliver growth in their areas.

Long standing funding pressures, exacerbated by a lack of reform has weakened the financial stability of councils. Last year 18 councils required Exceptional Finance Support (EFS) to set their 2024/25 budgets and 25% of chief financial officers are expected to apply for this support in the next two years.

The announcements from the government may deliver a more sustainable model for the future, but for the short to medium term, councils need to rationalise their organisations to maintain their ability to deliver services and to make the right investments in their assets for the future.

Hot Property: Getting the best from local authority assets. Audit Commission 2000

National Audit Office report 'Local government financial sustainability' 28th February 2025

Releasing resources to the front line: Independent Review of Public Sector Efficiency, July 2004, Sir Peter Gershon CBE Cllr Pete Marland, Chair of the Local Government Association's Economy and Resources Board

THE PROPERTY CHALLENGE

Local councils continue to strive to innovate, transform and provide greater value for money, but trimming revenue costs, delaying capital investment and squeezing income generation will not be sufficient and could be detrimental in subsequent years.

Local authorities in England hold over £220bn in land and building assets alone¹. However, the early wins arising from better **strategic asset management planning** cannot easily be repeated without taking more radical actions and evolving a greater understanding of the choices available.

Drivers for radical action will be government policy, strategy and opportunity led. It will include:

- Restructuring, devolution and LGR
- · Cross-service transformation programmes
- Greater collaboration with partners and other public bodies
- Asset challenge and rationalisation programmes
- · Revised masterplans and estate strategies
- Commercial/investment opportunities
- Exploring new operating models
- · Rethinking how and why space is used
- Outsourcing
- · Spend to save initiatives
- Increased revenue generation

Radical action must have robust **decision making** at its core and a strong environment in which to operate. We must create, at pace, the capability to consider all opportunities and options and to understand their benefits and their consequences.

2025 State of Local Government Finance in England

A report by the Local Government Information Unit (LGIU)

"There is much to be commended in the steps that the government is taking ... however, this survey demonstrates that the sector is not out of the woods yet."

Survey responses received from 150 (of 317) unique English councils:

"Our survey has found that 94% of councils intend to increase council tax in the next financial year, with 88% increasing fees and charges, 60% selling or transferring assets, 32% increasing commercial activity, and 22% increasing borrowing. Equally, in order to reduce outgoing expenses, 63% of councils will reduce their spending on services, with 47% of councils planning to conduct major cost-saving restructuring of services."

In local authorities, Provelio are witnessing estates where:

- Asset management strategies, rationalisation and transformation plans lack comprehensive data driven evidence and full analysis of benefits.
- Estate running costs have dramatically increased due to energy and works costs increasing exponentially.
- The required or backlog maintenance burden is rapidly increasing through lack of investment and a generally ageing building stock.
- · Capital programmes are stalled or cancelled.
- There is no joined up plan to meet net zero targets.
- There is conflict between providing space for services in communities and building rationalisation or centralisation.
- Compliance and facilities management is not consistent or comprehensive across the estate.
- There is an imbalance between rental income and outgoings.

In the light of this, all local authorities will have similar objectives for the estate:

- They want it to be managed in a way that reflects its importance to the organisation as a whole.
- They want to ensure that they provide the right type of spaces in the right places for service delivery and for the benefit of communities.
- They want a portfolio that is well maintained and environmentally and financially sustainable.
- They want to be able to optimise growth and increase returns on investment.

All this must be achieved while understanding and responding to the changing needs of the wider organisation and the communities it serves and whilst maintaining a live estate that is legally compliant and representing a positive staff, customer and visitor experience.



INTEGRATED ASSET MANAGEMENT

Good asset management starts with making the right decisions when you are planning the make up of your portfolio and it continues with making the right choices about how you **optimise your assets** during their lifetime.

Asset Planning – Shaping the Future of your Estate

ALIGNMENT with goals, directing resources where they matter most

VALUE prioritising and balancing costs, benefits and risks enabling smart decisions and minimising waste RISK MANAGEMENT mitigating threats, ensuring operational continuity and minimising impact of issues

OPTIMISATION using technology and data analysis to improve performance and extend the asset lifecycle

Asset Optimisation – Maximising Estate Productivity

The key question that most directors of resources, estates, place or neighbourhoods must ask themselves is: "Is this the right estate for the current and future demands of our organisation?"

There is a need and an opportunity for property teams to both lead and contribute to the challenges their organisations are facing. The estate is typically the second biggest cost to most organisations. It is the largest contributor to long term debt, highest risk to overspending and a significant draw of available cash. It is also a **critical enabler for positive change** and creates the environment for staff and service users to thrive. The estate has the potential to be a critical source for generating cost savings, efficiencies and value generation.

Whist all local authorities and property teams are different, they are typically managed and organised in a similar way; finance, IT, procurement, legal and policy. To make bold and **transformational decisions** the organisation needs to think beyond the boundaries between these functions and understand the complex interdependencies that exist when different priorities are applied or different 'levers' are pulled.

This complexity is only understood by harnessing and interpreting data. The estate is frequently seen as data rich but management information poor. Our aim has been to create a digital platform that integrates all property and wider organisational data sets and enables them to deliver a meaningful picture of what needs to be done to optimise the estate.

The estate, property and corporate functions shown in Figure B are necessary for management. However, they also become invisible silos and barriers to the organisation. The data within each of these silos is incredibly useful and that is futher enhanced when integrated.

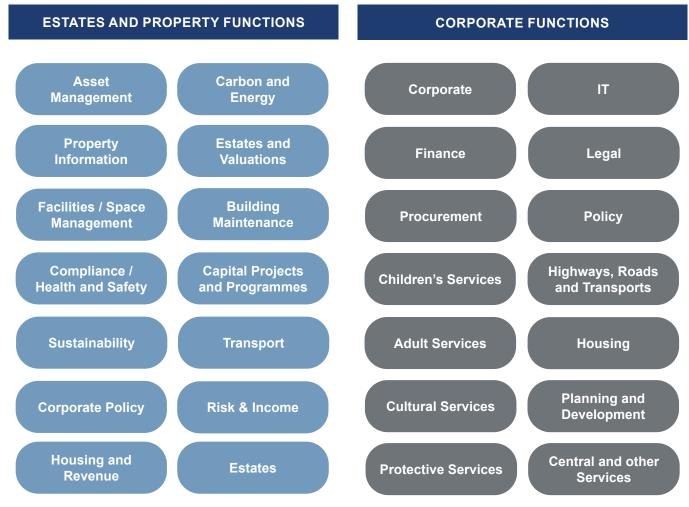


Figure B - Estates, Property and Corporate Functions

DIGITAL AND DATA LED APPROACH

The adoption of a systematic digital and data led approach to estates management will achieve a more efficient, cost-effective, and sustainable portfolio that will align with strategic goals and enhance overall performance of the organisation.

Provelio have developed a platform for the systematic capture, analysis and integration of your data to enable optimal and transparent decisions about your property assets.

OPAL is our revolutionary digital estates solution designed to transform estate management. It seamlessly integrates all aspects of the estate - from financial investment and business cases to capital project delivery and operational management.

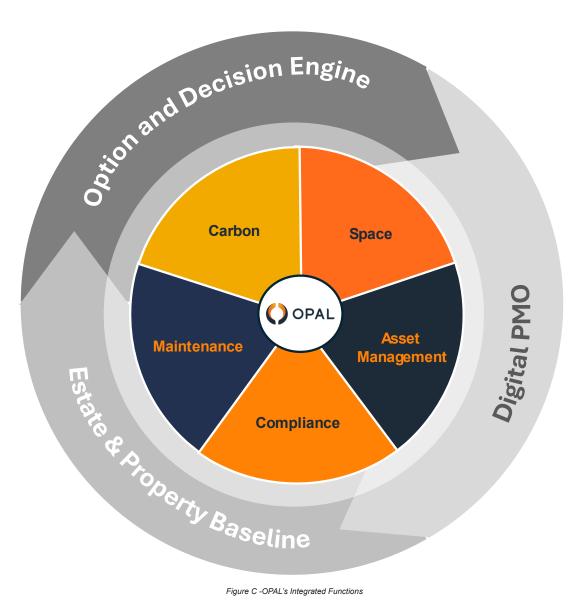


Figure C -OPAL's Integrated Functions

HOW DOES OPAL WORK?

OPAL is a platform that integrates your property, estates and construction project information to deliver investment plans and strategic decisions. OPAL does this through:

- Data: This is your 'at a glance' picture of your estate, powerfully presenting your data for instant analysis. An immediate health check on the state of your estate and the data that you hold enabling real action planning within weeks.
- **Decisions:** This is where you can test your options for estate wide improvements and measure the outcomes against the goals that you've set or the constraints that you have. You control the scenarios, the prioritisation and the influencing factors.
- Delivery: The tool holds your scenario generated programmes of work and enables centralised control of projects, programmes and resources – ensuring benefits are delivered to the organisation.

OPAL encompasses ALL functions of the estate and then integrates them within the three primary pillars of digital estates management:



Estates Baseline: What do we already know and what do we need to know?

- Generation of a data model of your estate
- Capture the facts from all existing functions and sources
- Identify and gap fill as necessary
- Capture the untapped value in your data
- Unlock instant benchmarking opportunities
- Early identification of issues for quick resolution
- Dashboard your data for presentation and communication
- Understand the true performance of your estate



Scenario and Decision Engine: What are my options and how should I prioritise?

- Acknowledge your goals, priorities and drivers for change
- Identify strategic options and choices
- Capture financial, legal and policy constraints
- Input known targets for performance or programmes
- Model the scenarios and sensitivity test
- Highlight areas of focus for in depth review
- Balance needs for savings, estate quality, carbon management, etc
- Compare multiple interventions with real-time data
- Determine optimal projects to build business cases, bid for funding and deliver your objectives



Prioritised Actionable Plans (DPMO): How can I deliver and see the benefits?

- Automatic generation of a digital project management office (DPMO) for the transparent and robust delivery of the investments
- Displays key project success factors on a single dashboard for quick identification and intervention at the programme/portfolio level
- Real time tracking of project parameters
- Consistent and customisable reporting of project status across all metrics — including visual dashboards and performance indicators
- Track Project Manager allocations to control workload and identify resource requirements
- Web based interface for PM data entry of key deliverables

WHY CHOOSE OPAL

OPAL unlocks the power of estates data to help leaders make smarter, data-driven decisions. By consolidating real-time data across your property portfolio, OPAL provides **actionable insights** that drive efficiency, maximise value, and reduce risk. With OPAL, property, estates and construction leaders gain full visibility of their assets, enabling them to proactively manage resources, track project performance, and align their estates strategy with broader organisational goals.



Rapid ROI

Achieving immediate return on your initial investment, with no need to invest in additional hardware or software.



Better Decision Making

Capturing the right data from your estates and property to optimise decisions.



Speed of Implementation

Collaborating with your teams to embed the OPAL platform in under 3 months.



Auditability

Systemising your data and decisions transparently and rigorously.



Enduring Capability

Implementing an estates and property platform constantly improves and evolves over time.



Reliable Delivery

Ensuring confidence in the methods and processes for programme and project delivery.



Transparency

Making estates data and information clear, understandable and easily accessible.



Digital Readiness

Creating the digital foundation of estate or property portfolios for an AI enhanced future.



Bespoke

Building a platform shaped to your specific estate or property needs.



Easy Integration

Building a platform shaped to your specific estate or property needs.

WHAT MAKES OPAL UNIQUE

OPAL is designed to respond to the future needs of your property, estates and construction portfolios. By focusing on data, rather than software, the development of OPAL's capability is unlimited. Key features of OPAL include:

Digital Readiness

Data Gap Analysis

Provides the route map for long-term data improvements. Allowing you to identify and close any gaps in your existing data and improved confidence in your management information.

Al Readiness

Integrates all your data and software into a central platform. Ensuring ability to practical advantage of future Al opportunities.

Visual Dashboards

Digital visualisation of your key metrics. OPAL's dashboards are fully customisable, providing real-time insights into all aspects of the property, estates and construction functions.

Bespoke to your Operation

Reporting

Produce unparalleled management information regarding your property, estate and construction portfolio. Providing insight at strategic, operational and tactical level.

Benchmarking

Compare performance against industry and sector specific benchmarking information for continued improvement and best practice.

Scalable and Flexible Modules

Infinitely customisable modules where you can buy as much or as little based on your business needs and affordability.

Trusted Management Information

Option and Scenario Testing

Use predictive analytics to generate multiple strategic choices and options in real-time. Allowing you to undertake sensitivity analysis in a user friendly sandbox environment.

Compliance Tracking

Transparent visibility of property and estate compliance, including automatic prioritisation and programming of planned and remedial works.

Space Management

Managing and optimising all aspects of space across your estate and property portfolio. Real-time visualisation and analysis of usage, allocation, tenancy and leasing.

Carbon Efficiency

Generate a programme of works that meets your organisations strategic objectives for net-carbon zero. Integrating across all property and estate functions to achieve multiple benefits.

Planned Maintenance

Understand your entire maintenance programme across your estate or property portfolio. Making backlog and planned maintenance manageable and achievable.

Programme and Project Controls

Creates a centralised platform for the transparent management of programme and project delivery. Customisable to suit your preferred methods, processes and systems.

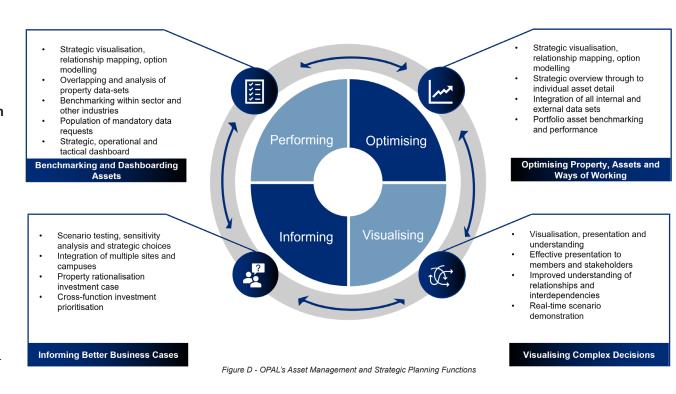
USING OPAL FOR ASSET MANAGEMENT AND STRATEGIC PLANNING

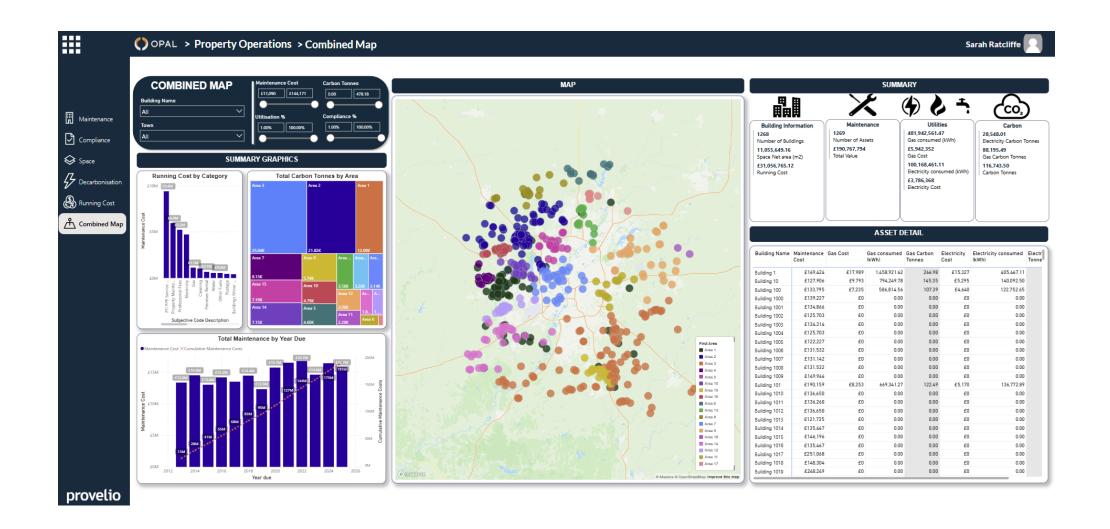
Optimise the use of your assets for corporate and service benefit, financial return and value for money

Provelio have developed a platform and protocols for the rapid and cost-effective implementation of a **digital and data led approach** to estate management. It also creates the blueprint for the future shaping of the estate, its contribution to the wider organisation and it ensures that it is ready for a digital and Al led future. This was created to help clients get the most from their property, estates and construction investments; whilst also being used for **rationalisation** to resolve today's problems and issues.

At the corporate level OPAL will be an intrinsic part of:

- Asset management planning where it can shape the future estate and influence the development of strategies, transformation programmes and operating policies across the organisation.
- Asset challenge and portfolio reviews, offering real time options modelling and benchmarking on geographical, property type or other groupings of assets. Measures of a property's suitability for and impact on service delivery can be incorporated.
- Business case development which truly reflects all options, costs and estate or programme impacts, and provides greater transparency to enhance engagement and collaboration.
- Annual budget bidding and programming processes where it will provide robust assurances on the decisions being made.





USING OPAL FOR MAINTENANCE

Provides a strategic approach to maintaining and enhancing your estate and property

The model captures and visualises the current condition of buildings, the composition of backlog and planned maintenance and their value which creates a centralised, shared understanding of the estate. It provides clear visual management information to develop improvement programmes that transform both the condition of the estate and its look and feel.

By analysing maintenance costs by site, building, element, and package, you gain a clear understanding of financial requirements and the evidence to support future funding bids and maintenance strategies. This service helps pinpoint high-risk areas, allowing you to prioritise maintenance and mitigate potential issues effectively.

You can discover opportunities to create efficient work packages that streamline maintenance efforts, saving time and resources and avoiding piecemeal planning and missed opportunities to address multiple priorities simultaneously. Additionally, identify buildings in need of investment, considering other estate requirements to make informed and strategic decisions. This service empowers you to maintain a well-functioning estate, optimise maintenance efforts, and make smart investment choices.

Understand Backlog Maintenance

Comprehend how backlog maintenance and compliance impacts wider estate functions and operations.

Cost Savings and Efficiencies

Find cost savings and efficiencies by integrating carbon reduction with maintenance and compliance projects.

Buildings in Need of Investment

Identify buildings that require investment, considering other estate requirements to make informed decisions.

Generate Long-term Maintenance Programme

Develop a long-term maintenance programme to ensure the ongoing upkeep and functionality of your buildings.

Cost of Maintenance

Analyse costs by building, element, and package to understand financial requirements.

Automatic Options Analysis

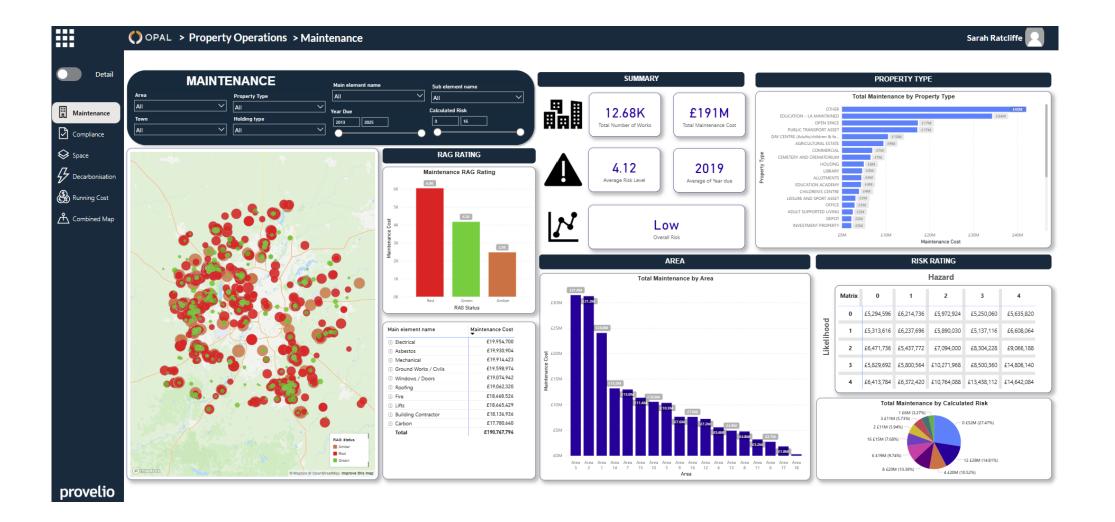
Experiment with different interventions and initiatives in conjunction with carbon initiatives and compliance requirements.

Achievable Plans

Generate a practical plan to reduce backlog maintenance and improve estate management.

Identify Opportunities for Work Packages

Discover opportunities to create efficient work packages that streamline maintenance efforts.



USING OPAL FOR COMPLIANCE

Ensures your estate remains safe and compliant with legislation and regulation

We can create a baseline to determine the extent of compliance within the estate across all sources and systems. By pinpointing risk areas categorised by type, you can prioritise and address potential issues effectively. This service allows you to monitor and manage compliance requirements across all buildings, ensuring adherence to regulations.

Keep track of the status of the last compliance update and generate a rolling programme of compliance works to stay ahead of requirements. Additionally, capture and store all estatewide compliance categories in one centralised location that is infinitely scalable, fully adaptable and allows for easy access and management. This service enables you to maintain a compliant estate, mitigate risks, and streamline compliance management, ensuring your estate operates smoothly and efficiently.

Identify Risk Areas by Category

Pinpoint risk areas within your estate, categorised by risk type, to prioritise and address potential issues effectively.

Track Compliance Requirements

Monitor and manage compliance requirements across all buildings to ensure adherence to regulations.

Status of Last Update

Keep track of the status of the last compliance update and generate a rolling programme of compliance works.

Centralised Compliance Storage

Capture and store all estate-wide compliance categories in one centralised location for easy access and management.

Cost of Compliance

Analyse costs by building, element, and package to understand financial requirements.

Risk Mitigation

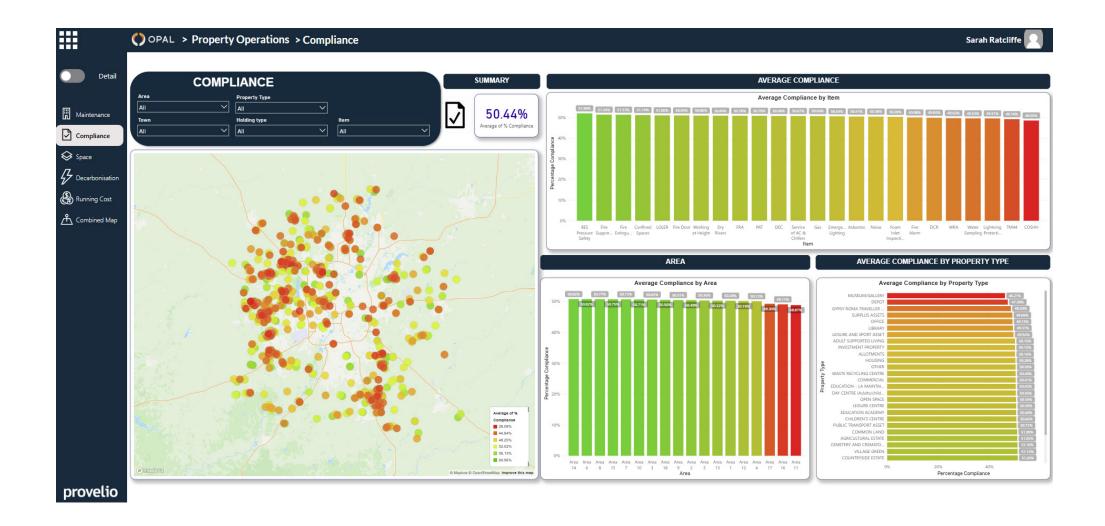
Gain insights into how compliance risks impact wider estate functions and operations.

Test Interventions and Initiatives

Experiment with various interventions and initiatives, considering building condition and carbon reduction efforts.

Procurement Savings

Identify opportunities for procurement work packages that can lead to significant cost savings.



USING OPAL FOR SPACE

Offers a detailed analysis of your estates space usage and allocation

By understanding the capacity of different space types, you can make informed decisions about space allocation. Benchmarking space usage across various departments or service groups helps identify trends and opportunities for optimisation, ensuring that each area is used effectively.

Benchmarking space utilisation within a 'family' of property types will help identify underperforming and underutilised space especially when analysed alongside other data such as running costs and maintenance backlog. Data driven insights can be used to prompt discussions of alternative delivery models or building reconfiguration and rationalisation. Importantly, OPAL can work with you to capture the right utilisation and capacity measures for all your property types. OPAL will also include measures of the functional suitability of spaces and buildings based on the parameters that you set. OPAL is flexible and responsive to your authority's needs.

This tool assesses options, decant needs and availability within the context of broader estate projects, facilitating smooth transitions and minimising disruption. Overall, this service empowers you to optimise space utilisation, enhance operational efficiency, and support strategic planning for your estate.

Fit for Purpose

Determine if your estate is currently meeting its intended purpose and operational needs.

Growth/Rationalisation Targets

Ensure your estate meets growth and rationalisation targets, supporting strategic objectives.

Meet Usage Demands

Confirm that your estate is effectively meeting usage demands, avoiding over or under-utilisation.

Sweating the Asset

Maximise the value of your buildings by ensuring you get the best return on investment.

Cost Reduction

Identify underutilised areas and optimise space usage, enabling you to reduce operational and maintenance costs.

Improved Decision-Making

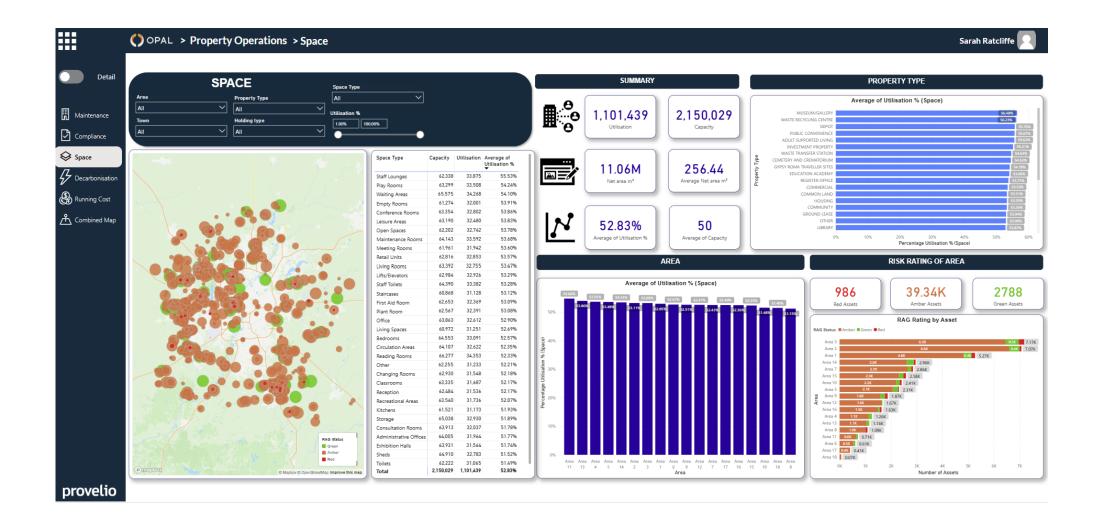
Drive strategic decisions on estate investments, ensuring you invest in the right spaces and building types to meet your needs.

Competitive Advantage

Benchmarking against industry standards and implement best practices in space management.

Revenue Generation

Effective space charging and utilisation strategies can generate additional revenue for organisations.



USING OPAL FOR CARBON

Optimise your estates energy and carbon footprint through a holistic approach

By monitoring and analysing energy and utility consumption and cost for each building, you can pinpoint areas for improvement at a building, site, portfolio or specific geographical level. Tracking emissions helps you understand and manage your carbon footprint effectively. Gain valuable insights into utility costs and identify potential savings across your estate.

Efficiently manage and track the progress of your carbon projects and their impact on your estate. Fully integrate these projects with other works programmes to maximise economies of scale and procurement efficiencies. Oversee your de-carbonisation initiatives and monitor the savings achieved, ensuring you stay on track with your sustainability goals. This service empowers you to make informed decisions, enhancing the overall efficiency and sustainability of your estate.

Cost Savings

Identify efficiencies and savings that can be made to the operation of estates and properties, in relation to energy and cost.

Enhanced Decision-making

Understand the outcomes and benefits of your carbon investment options.

Accuracy

View the source, nature and use of carbon across the estate and property portfolio ensures reporting accuracy.

Strategic Alignment

Develop an achievable carbon reduction programme that aligns with the wider organisational commitment.

Quick-wins

Identify potential quick and easy carbon savings that can be made with minimal investment.

Understand Carbon Initiatives

See how your carbon reduction efforts contribute to the overall functionality and operations of your estate.

Actionable Net Zero Plan

Generate a practical plan to achieve Net Zero emissions.

Sustainability Opportunities

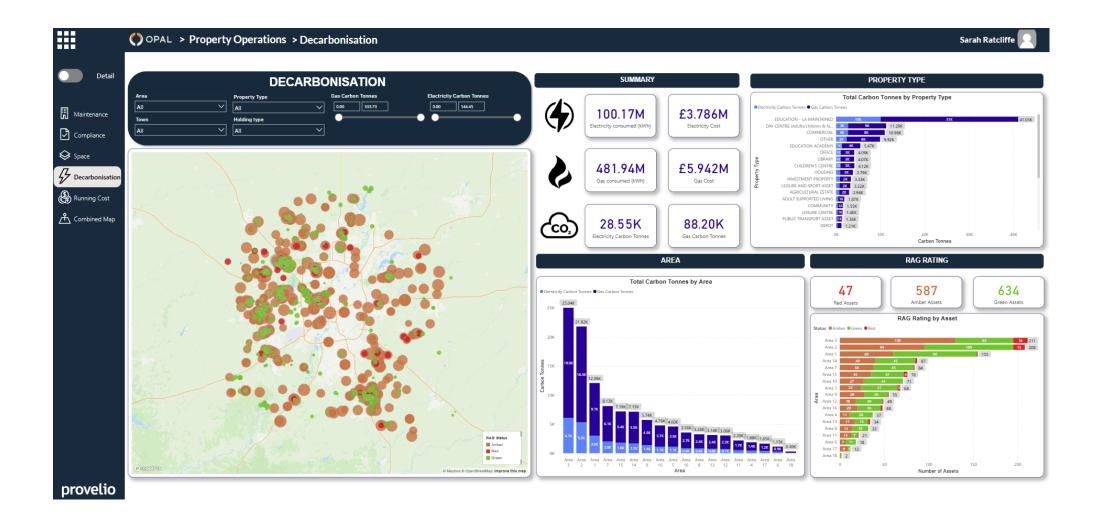
Identify opportunities to reduce utility and energy consumption, enhancing sustainability.

Test Interventions and Initiatives

Experiment with different interventions and initiatives, considering building condition and compliance.

Procurement Savings

Find opportunities for procurement work packages that can lead to significant savings.



USING OPAL FOR PMO

Monitor and control programmes and projects for seamless and integrated delivery

The Provelio digital PMO is a web app-based enterprise-level project management system that monitors and controls multiple projects while managing organisational risks, issues, and resources. It seamlessly integrates with existing systems, eliminating data double handling, shortening reporting times, and reducing human error. The system features a live dashboard for key success factors such as risks, resources, issues, programme costs, etc.

Portfolio Level Summary Dashboard

Displays key project success factors on a single dashboard for quick identification and intervention at the programme/portfolio level.

Project Management Office Resources Management

Track project manager allocations. Control workload, training and geographical spread to ensure efficient and effective resource management.

Tracking of Project Spend against Predicted

Cashflow dashboard showing spend against predicted. Actual spend can be fed directly from client accounts system to speed up reporting and reduce human error.

Project Manager Data Entry

A Web-based interface for project managers to enter key deliverables such as programme, cash flow, directory, risks, issues, actions, decisions, etc.

Project & Portfolio Programme Reporting

Provides a summary of the full portfolio with the ability to drill into individual projects.

Lessons Learnt

Capture and document project insights to prevent mistakes, replicate successes, and build a knowledge base, helping teams adapt to change and drive continuous improvement.

Project & Portfolio Risk Reporting

Summarises risks across the portfolio of programmes with the ability to drill into individual projects for further interrogation, spotting trends and strategic risks.

Reporting & Analytics

Generates customisable reports on project status, progress, resource utilisation, and financials, with visual dashboards for a snapshot of key project metrics and performance indicators.

Change Control

Efficiently manage scope adjustments, budget updates, and timeline shifts by logging, tracking, and reviewing change requests.

Data Management

Stores project management data securely within Microsoft Dataverse. Providing data import/export capabilities to and from other platforms and tools used by the client.

Notifications & Alerts

Automated notifications for key project events (e.g. upcoming deadlines, task completions, budget overruns).

User Management

Role-based access control for different user roles, managing permissions for adding, updating, and removing roles.

Integration

The PMO can be integrated into other platforms.



SUMMARY

Provelio have developed an enterprise level platform and methodology for rapid and cost-effective, data led estate management.

This was created to help clients get the most from their property, estates and construction investments; whilst also being used for estate wide review and rationalisation to resolve today's problems and issues. A digital and data led approach also creates the blueprint for the future management of the estate, its contribution to the wider organisation and it ensures that it is ready for a digital and AI led future.

The approach requires no investment in new software, has immediate returns on investment and is infinitely scalable to meet the long-term needs of the organisation.

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Book a demo

To book a demo of OPAL visit:

https://provelio.com/provelio-services/digital-estates-management/



Email

If you would like to find out more about OPAL email us at:

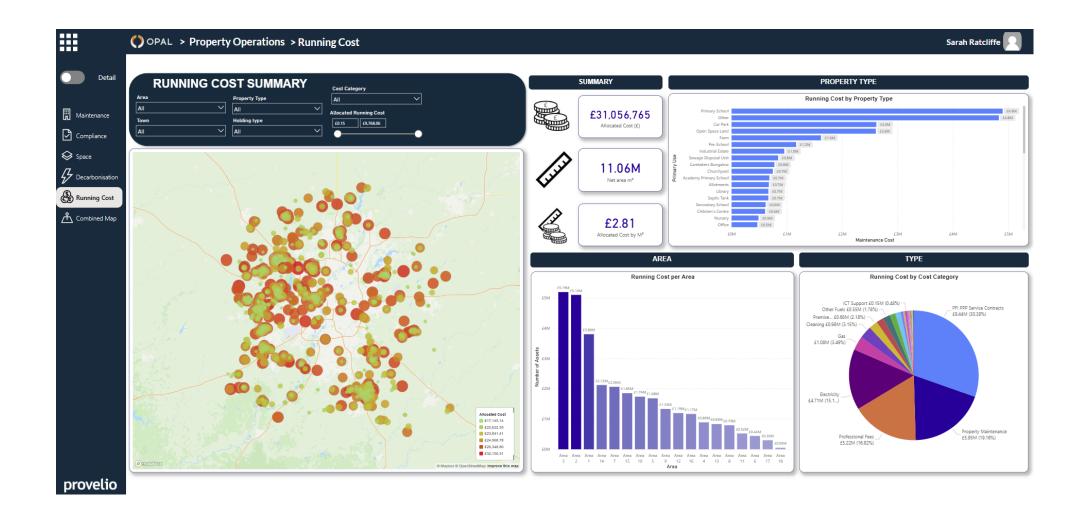
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Call us

If you would like to speak to one of our team about the capabilities of OPAL call us on:

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