HM Government

Government Functional Standard

GovS 004: Property

This functional standard is part of a suite of management standards that promotes consistent and coherent ways of working across government, and provides a stable basis for assurance, risk management and capability improvement.

The suite of standards, and associated guidance, can be found at **GOV.UK/government/collections/functional-standards**.

Functional standards cross-refer to each other where needed, so can be confidently used together.

They contain both mandatory and advisory elements, described in consistent language (see the table below).

Term	Intention
shall	denotes a requirement: a mandatory element.
should	denotes a recommendation: an advisory element.
may	denotes approval.
might	denotes a possibility.
can	denotes both capability and possibility.
is/are	denotes a description.

The meaning of words is as defined in the Shorter Oxford English Dictionary, except where defined in the Glossary in Annex B.

It is assumed that legal and regulatory requirements are always met.

GovS 004, Property: Version 2.0 replaces version 1.1. Changes relate to enhancements derived from feedback, updates to other standards and references, and development of functional arrangements.

Contents

1 **About this government functional standard**

2 Principles

3 Context

4 Governance

4.1 Governance and management frameworks	4.2 Strategy	4.3 Delivery plans	4.4 Managing change and contingency
4.5 Decision-making	4.6 Assurance		4.7 Roles and accountabilities

5 **The property life cycle**

Strategy, plans, assurance

5.1 Overview: options analysis, value appraisal, whole life approach

5.2 Asset acquisition (including construction)	5.3 Asset use, adaptation, maintenance and operation	5.4 Asset disposal

Strategy, plans, assurance

6 **Property management practices**

Annexes

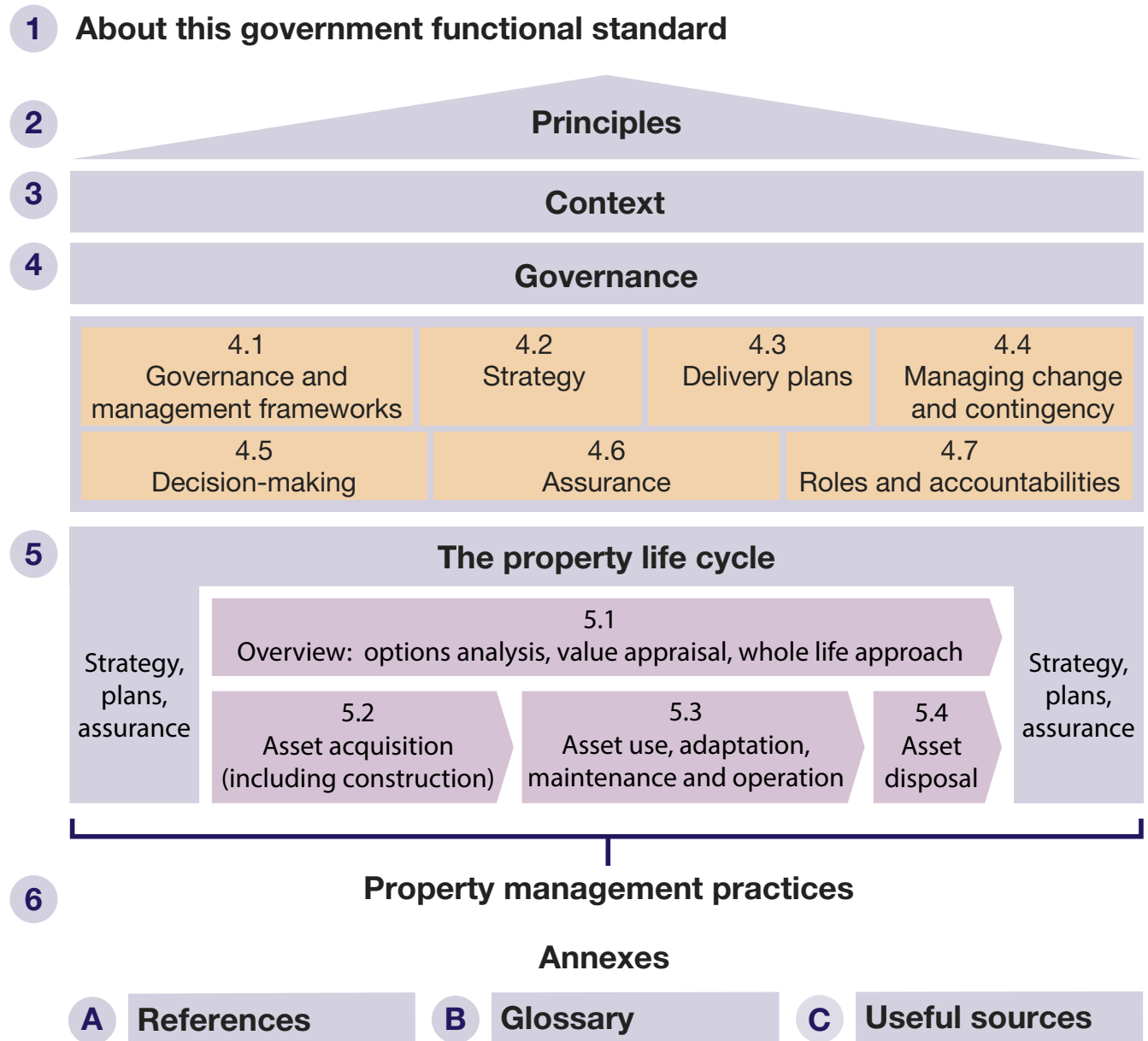**A** References   **B** Glossary   **C** Useful sources

Figure 1 The structure and scope of this standard

1. About this government functional standard

1.1 Purpose of this government standard

The purpose of this government standard is to set expectations for the management of government property, to ensure property is:

- procured, held, managed and disposed of appropriately
- well designed, constructed, and operated
- fit for purpose, safe, efficient, secure, sustainable and good value for money

It sets expectations for an environment to be created where:

- public property assets deliver their full potential benefits
- property is an enabler of the public service to which it is assigned
- the asset value of government property is optimised or realised in the public interest

This standard provides direction and guidance for:

- permanent secretaries, directors general, and chief executive officers of arm's length bodies
- senior officials with responsibility for managing property
- all government employees engaged in the management of property
- suppliers of property services to government

1.2 Scope of this government standard

This standard applies to the management of property held by or on behalf of government departments and their arm's length bodies:

- as land, buildings or infrastructure
- for general or specialist use
- for operational or non-operational purposes

Other public sector organisations devolved or local might find this standard useful. They may use this standard to support benchmarking and continuous improvement activity. In these circumstances, and when the standard is used in this way, mandatory elements in this standard may be treated as advisory.

Organisations that are government sponsored, or supply services to government, may be required to apply this standard by agreement, contract or policy decision.

Note: an organisation, in the context of government functional standards, is the generic term used to describe a government department, arm's length body, or any other entity that is identified as being within scope of a functional standard.

Note: classification of public sector organisations is provided in published guidance [4].

The structure of the standard is shown in Figure 1.

1.3 Government standards references

The following standards are directly necessary for the use of this standard:

- GovS 002, Project delivery
- GovS 003, Human resources
- GovS 005, Digital, data and technology
- GovS 006, Finance
- GovS 007, Security
- GovS 008, Commercial
- GovS 010, Analysis
- GovS 011, Communication
- GovS 013, Counter fraud

A functional standard supports the achievement of outcomes sought by an organisation. It sets expectations for what needs to be done and why, relating to the work within its scope, in order to achieve those organisational outcomes.

Note: for expectations relating to management of a function across government, and management of functional standards, see GovS 001, Government functions [5].

2. Principles

Those engaged in the planning, delivery and management of government property shall ensure:

1. property objectives are aligned to government policy and organisational objectives

2. actions are taken in the best interests of the public

3. efficiency and value for money are achieved, making the most of synergies between government and other public sector organisations, taking account of the whole life of property assets

4. governance and management frameworks are proportionate and appropriate to the work and assessed levels of prevailing risk, and accountabilities and responsibilities are defined, mutually consistent, and traceable across all levels of management

5. custodian roles are fulfilled for heritage assets and the natural environment

6. construction, adaptation, operational management and disposal of property is undertaken sustainably, using plans and designs for sustainability

7. public service environments and workplaces are conducive to the required quality of service and productivity and the health and comfort of the people in them

8. work is assigned to practitioners who have the required capability and capacity and is undertaken in multi-disciplinary teams where appropriate

9. continuous improvement is promoted through capturing, sharing and using experience and lessons learned

10. public service codes of conduct and ethics and those of associated professions are upheld

3. Context

3.1 Introduction

This section provides essential background information for the use of this functional standard.

3.2 Government property

The ownership of government property is centralised, and the Crown is legally indivisible, but for practical reasons the management of government property is distributed across departments and organisations.

Much of the civil estate in the UK is vested in a single Secretary of State, who for general purposes is the Secretary of State for Housing, Communities and Local Government.

Other ministers are assigned for specialist sectors:

- the prison estate is held in the name of the Secretary of State for Justice

- NHS and health interests are held in the name of the Secretary of State for Health and Social Care

- some properties associated with welfare services, for example job centres, are held in the name of the Secretary of State for Work and Pensions

- much transport-related property and infrastructure is held in the name of the Secretary of State for Transport

Other property assets including those held overseas are vested in two other Secretaries of State:

- defence property (domestic and overseas) is generally held in the name of the Secretary of State for Defence

- other overseas property is generally held in the name of the Secretary of

State for Foreign, Commonwealth and Development Affairs

3.3 Legal implications of ownership

The legal implications of Crown ownership and assigned accountabilities for government property are a necessary consideration when undertaking property-related initiatives.

The principle of the indivisibility of the Crown means that property held by one government department can be transferred easily to another by intra-governmental transfer. HM Land Registry accepts a letter as evidence of the transfer in the UK. For the same reason, government departments do not lease property to each other; instead correspondence such as a Memorandum of Terms of Occupation may be used, as landlord and tenant are, technically, the same entity. Entities that are not a Crown body are given a lease or a licence.

Not all departments have dispositive power: legislation limits the ability of Crown bodies to dispose of freehold or long leasehold interests. In such situations, Transfer of Functions Orders generally direct property into the hands of the Secretary of State for Housing, Communities and Local Government to deal with disposal.

Other aspects of property ownership are affected because government is the occupier, notably tax and insurance: VAT can be non-applicable, and government can self-insure.

Note: guidance is published on constructing and operating a Terms of Occupation agreement for Crown bodies. [6]

3.4 Accountability for property assets

Day-to-day accountability for property assets rests with each government organisation and its leaders, specifically the Accounting Officer, but HM Treasury and the Cabinet Office influence their decisions through budgetary and other controls and through the publication of cross-government policies, standards, strategies and guidance.

3.5 Authorisation and delegation

Authority to enter into a contract, to sign a contract, and to seal a deed on behalf of the government involves the delegation of authority from ministers to officials. The authority limits and the persons to whom the authority has been given are set out in letters of appointment.

GovS 008, Commercial sets expectations for procurement and contracting.

The Government Property Law Hub provides advice on who has the authority to seal a deed or has dispositive powers (see 6.12) [64].

3.6 Responsibility for property management

The Office of Government Property (OGP) oversees the management of government property as a whole, under the guidance of ministers.

Teams working within or across government organisations provide property management services according to the scale and complexity of their property portfolios. Organisational property management teams vary greatly in size: some departments have small property portfolios; arm's length bodies can hold significant property assets. Where there are benefits in doing so, multiple organisations might assign their

holdings to a single delivery organisation, such as the Government Property Agency.

Major property projects including reorganisations of asset holdings or new management structures may be part of the Government Major Projects Portfolio and so are overseen and assured by the Infrastructure and Projects Authority, reporting to both the Cabinet Office and HM Treasury.

3.7 Delivery organisations

Across government there are a number of delivery organisations, including executive agencies, property companies and trading funds, which provide a range of services relating to the management of departmental estates. Third party suppliers can also act as delivery organisations (see 4.8.1).

4. Governance

4.1 Governance and management frameworks

4.1.1 Overview

Governance comprises prioritising, authorising, directing, empowering and overseeing management, and assuring and reviewing performance.

A governance and management framework shall be defined and established for the management of property across government as a whole, and in organisations within scope of this standard (see 1.2).

Governance and management frameworks should include authority limits, roles and rules for making decisions, degrees of autonomy, assurance needs, reporting structure, and accountabilities and responsibilities, together with the appropriate management practices, processes and associated documentation needed to deliver the required outcomes.

The governance of property related activities within an organisation should be an integral part of that organisation's overall governance.

Note: see associated guidance for this standard on GOV.UK [8].

4.1.2 The government estate

A senior officer accountable for cross-government property strategy (see 4.7.2) should be appointed to ensure that:

- policies and strategy regarding the future management and use of property across government are defined, maintained and communicated (see 4.2.2)

- spending controls for property are defined and operated effectively, in association with HM Treasury

The cross-government governance and management framework should define the management directives, processes, technical commercial and other requirements with which organisations are expected to comply, and the property-related guidance that organisations are expected to follow.

Guidance should include, but not be limited to:

- recommended professional and management practices

- capability planning, including recruitment and resourcing

- support for collaboration and sharing use of property assets between government organisations

- support for critical stages of the property life cycle through strategy and plans to acquisitions, design, construction, operations, maintenance, and disposals

- business continuity and contingency planning

- forming written agreements, for arrangements such as space sharing, and service delivery

- management information

- property services

Benchmarking should enable comparison in the performance, value for money, efficiency of use and sustainability of government property to inform property strategy and decision-making.

The senior officer accountable for cross-government property strategy should report annually on the size and cost, efficiency of use and sustainability of government buildings and land holdings, and on the extent to which government organisations are implementing this standard (see 4.7.2).

Note: In the property function the senior officer accountable for cross-government property strategy is likely also to be the Head of Function

Note: The performance of the government estate is reported annually to Parliament in the State of the Estate report [1].

4.1.3 Governance of property in an organisation

Organisations shall have senior officers accountable for their property assets and for managing property (see 4.7.2 and 4.7.5).

Organisations shall have a defined and established property governance and management framework, which should:

- ensure the organisation's estate supports its business objectives and is consistent with cross-government property strategy and plans (see 4.2 and 4.3)

- comply with government and departmental policies and directives and with this standard

- be referenced from the respective Accounting Officer System Statement (or equivalent in an arm's length body).

Note: accounting officer system statements [9] provide Parliament with a single outline of all accountability relationships and processes within a department.

Significant requirements and intentions for changes in the asset portfolio or in property management shall be set out in the organisation's business plan (which is subject to approval by the organisation's accounting officer).

The organisation's governance and management framework should be designed and operated to be responsive to new circumstances, so that plans for the organisation's estate take account of:

- changes to wider government policies and strategies

- opportunities and innovations

- emerging patterns of demand

Note: in a government department, the business plan might be known as the outcome delivery plan.

4.1.4 Retrospective application of new requirements

Legislation, standards and regulations change over time, resulting in new requirements or specifications for property and property management. Such changes should be reflected in governance and management frameworks in a timely way, overseen by the senior officer accountable for property strategy across government (see 4.7.2) and the senior officer accountable for property management in an affected organisation (see 4.7.5). Together, they should consider whether the changed requirements or specifications should be applied retrospectively to existing property, after taking advice from relevant specialists (for example, relating to health and safety).

4.2   Strategy

4.2.1   Overview

A strategy sets objectives and desired delivery outcomes to inform future decisions and choices about how objectives are to be delivered.

4.2.2   Cross-government property strategy

A cross-government property strategy shall be developed and maintained to guide the management of the government estate in the national interest, and should be implemented through organisational property strategies and plans (see 4.2.3 and Figure 2). The cross–government strategy should consider the demand for and supply of property across government in order to:

- support and co-ordinate cross-government policies and priorities

- maximise synergy and efficiency between different government organisations

- set expectations for significant programmes and projects within government organisations

- set expectations for the capability and capacity of teams and individuals undertaking property management in government

- indicate key responsibilities, processes and accountabilities by which the strategy should be implemented

The cross-government strategy may include, but need not be limited to, the following topics:

- locational strategy

- driving wider economic and cultural stimulus

- co-ordinated public services

- asset efficiency

- maintenance needs, quality of buildings, facilities and environment

- sustainability

- property profession capability

- management information

- transformational programmes for property

Note: the cross-government property strategy might be known as the Government Estate Strategy.

4.2.3   Property strategy in an organisation

Organisations shall develop and maintain a property strategy.

The organisation's property strategy should be reviewed cyclically, in coordination with changes to its necessary inputs, and should:

- be aligned to the cross-government property strategy (see 4.2.2)

- support the organisation's business priorities, and be reflected in the organisations' business plan

- reflect the wider interests of government

The organisation's property strategy should reflect the locational and property implications of the strategic workforce plan. GovS 003, Human resources shall be followed.

The strategy should be supported by a delivery plans or plans (see 4.3.3).
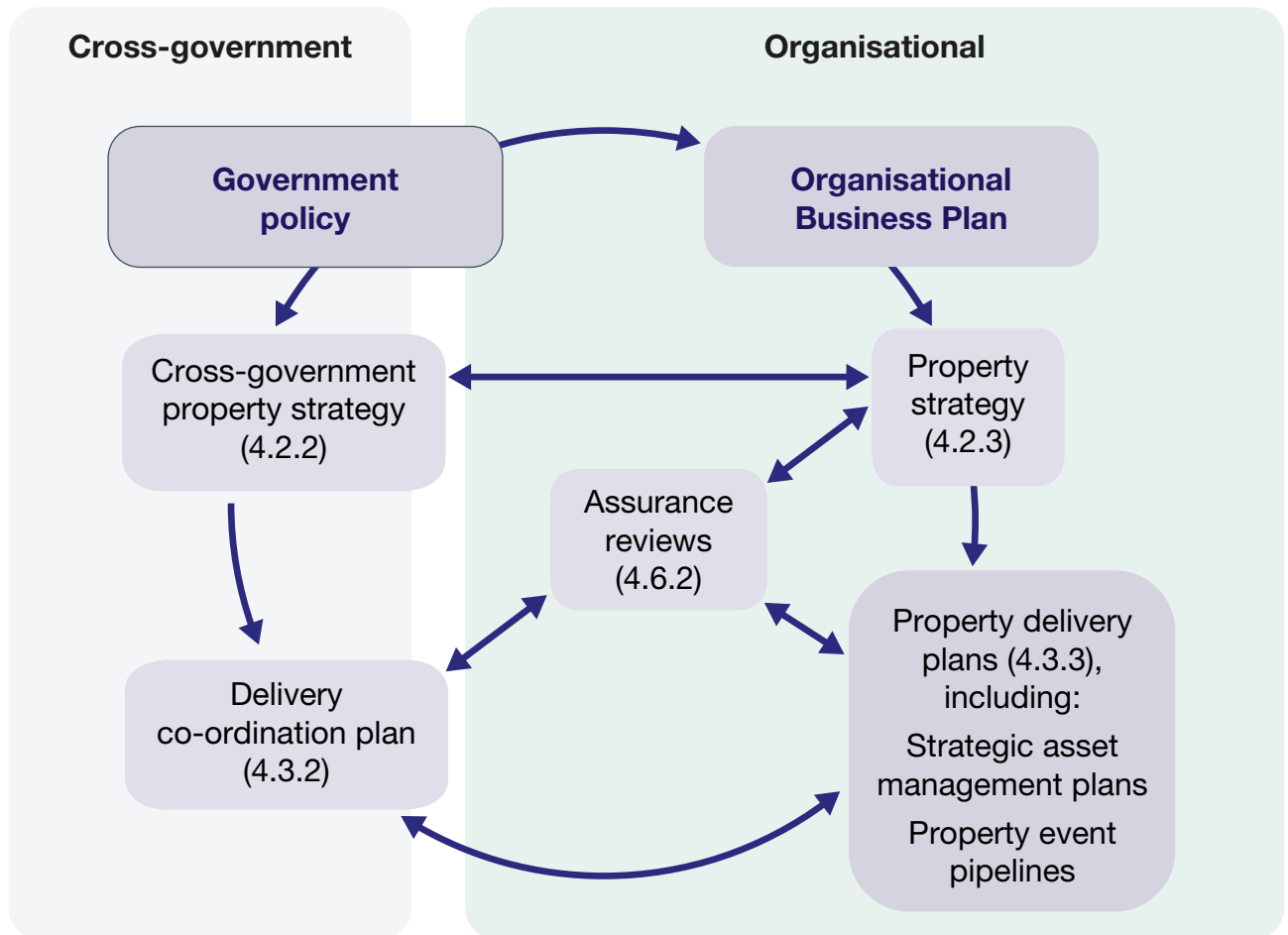
Note: the Cross-government property strategy might be known as the Government Estate Strategy and the Delivery Co-ordination plan as the Function Plan

Figure 2 Property Strategies and plans

4.3 Delivery plans

4.3.1 Overview

A property delivery plan ensures that desired outputs and outcomes are likely to be delivered within defined constraints, to fulfil a property strategy.

4.3.2 Cross-government delivery co-ordination plan

The senior officer accountable for property strategy across government (see 4.7.2) should develop and communicate a cross-government delivery co-ordination plan, which demonstrates how:

• the cross-government property strategy is to be implemented in practice

• the necessary capability and capacity can be made available to meet the government's needs

The delivery co-ordination plan should reflect the broad themes from the cross-government strategy (see 4.2.2), and should draw upon strategic asset management plans (see 4.3.3).

Note: the cross-government delivery co-ordination plan might be known as the Function Plan.

4.3.3 Property delivery plans in an organisation

The senior officer accountable for property management in an organisation (see 4.7.5) shall oversee the development and maintenance of a delivery plan or plans setting out how the organisation's property strategy is to be implemented. These plans include the strategic asset management plan, property event pipelines and any other kind of delivery plan that might be necessary.

Delivery plans should be prepared in conjunction with the organisational strategy, business objectives and workforce strategy provided by the person undertaking the intelligent client role for the organisation

(see 4.7.4). Plans should be appropriate and proportionate to the size of the organisation's estate. Plans, or elements of them, might be prepared by the appropriate delivery organisation, in collaboration with the person undertaking the intelligent client role.

The strategic asset management plan translates the property strategy for the organisation into plans, programmes and projects for implementation.

The purpose of a strategic asset management plan is to summarise an organisation's property strategy and delivery plans in a way that:

• is useful within the organisation, showing how it will deliver its strategic business requirements through its estate

• is capable of configuration in a form suitable for publication after approval by the Accounting Officer

• supports work at the centre of government on the cross-government property strategy and assuring the pipeline of forthcoming property events and projects.

Strategic adjustments required as a result of workforce planning shall be incorporated in the strategic asset management plan. Delivery plans shall reflect the strategic workforce plan for their organisation, based on an assessment of current and future accommodation requirements.

Workforce planning shall be undertaken in accordance with GovS 003, Human resources.

The senior officer accountable for property management in an organisation shall develop and provide a strategic asset management plan that explains:

• how assets held by the organisation will meet foreseeable needs at an acceptable level of risk, are affordable and sustainable and can be efficiently

maintained whilst providing value for money

- how the organisation's property assets deliver public benefit

- whether there are any planned disposals, acquisitions or substantial investment in repairs, alterations or refurbishment

Strategic asset management plans should be reviewed at least annually and any other delivery plans reviewed in line with the strategic asset management plan.

Planning for each organisation should include the pipeline of significant events in the property life cycle and their consequences (see 5), such as:

- proposals for acquisitions, retention (following any lease break or expiry) and disposals

- new facilities management contracts

- capital investment projects for new construction and adaptation in extensions, refurbishment or redevelopment of property (including for better sustainability or care of heritage assets) (see 5.2.3)

- maintenance programmes (with cost and sustainability implications) (see 5.3)

- changes to the work of the organisation that affect its property holdings, including machinery of government changes

- incident response plans for each operational location, either separately or in conjunction with other occupants at that location

For incident response plans, GovS 007, Security shall be followed.

Strategic asset management plans should summarise assurance reviews undertaken by the organisation (see 4.6.2).

To meet transparency obligations, a version of the strategic asset management plan that is suitable for publication may be required by the senior officer accountable for property strategy across government. Strategic asset management plans for publication shall be subject to prior approval by the organisation's accounting officer.

Note: Published versions of strategic asset management plans are available on GOV.UK [10].

Note: general principles for property asset management are set out in Strategic Property Asset Management in the Public Sector published by the Royal Institution of Chartered Surveyors [11] and in advice from the Institute of Asset Management, including reference to relevant international standards (ISO 55000 series) [12].

4.4   Managing change and contingency

An organisation's delivery plan should cover the timing of property projects and how resourcing is to be applied within the organisational and supply chain capability and capacity, including how a sufficient number of appropriately qualified, skilled and experienced people are available to undertake the work and manage transitions (see 6.5).

Delivery plans should demonstrate how the organisation:

- is following resource management guidelines, including the requirements of Managing Public Money, the Green Book, and other financial guidelines referenced in GovS 006, FInance

- is complying with statutory and regulatory requirements relating to health and safety

- is planning responses to incidents and emergencies with suitable incident control management and routine testing

Programmes and projects should be described with sufficient detail to identify those requiring business case approval, either within the organisation or in cross-government arrangements (see 4.5).

Events in the life cycle of property should be anticipated so that reviews can be completed in advance of any required period of notice, recognising those that require spend control approval.

Contingency plans should take account of possible changes and consequential property needs for maintaining business continuity, with regard to known risks (see 6.4).

Communication with stakeholders should be an integral part of an organisation's delivery planning. GovS 011, Communication shall be followed in these engagements.

Machinery of Government changes should be accompanied by a review of the affected estates and engagement by those who are accountable for the relevant property assets and their management.

4.5   Decision making

Decisions relating to property should be made, and approvals given, in a timely manner, in accordance with the relevant governance and management framework and government policy, which should be a determinant.

Decisions should be made by assessing options against defined criteria and in consultation with stakeholders and subject matter experts.

Decisions should allow adequate time for consequent actions such as:

- commercial research and negotiations

- due diligence

- giving notice

- design/specification activity

- spend control approval

- obtaining planning permission

- determining legal requirements

- conveyancing

- post-construction fit-out, upgrades or installations.

Decisions shall take into account an analysis of the options available for practical property solutions to meet the client's need, the stage of the property life cycle (see 5), predicted whole life costs and benefits, and the context for government property.

Decisions should be made with due regard to:

- the requirements of property strategy and related plans

- management information, including costs and condition data

- potential for improving sustainability or efficient utilisation

- scope for letting or subletting surplus accommodation

- adaptation to deal with risks associated with climate change

- optimising the tenure of property assets, whether leased or freehold (including any Crown Estate Lease provisions)

- optimising contracts relating to facilities management and any other property services

Decisions should be:

- holistic, taking account of social, economic and environmental considerations, system capability and capacity, and any potential impact on the Exchequer or on HM Government's reputation

- the subject of consultation and communication with the relevant stakeholders by appropriate means, supported by the information and analysis necessary to appraise the available options, on a whole life and total cost basis, prepared in accordance with GovS 010, Analysis and GovS 006, Finance.

If decisions are made conditionally, responsibility for fulfilling conditions should be assigned to a named individual.

Property projects (such as for acquisitions, lease retentions and renewals, refurbishments and disposals) should be justified by preparation of a business case of proportionate depth to:

- justify the selected solution

- demonstrate the overall viability of the proposal

Business cases shall be prepared and approved in accordance with GovS 006, Finance, to demonstrate strategic, economic, commercial, financial and management viability.

A business case may be developed over a number of phases and updated to reflect changes, with reviews, prior to each significant decision point to justify continuing the work. Where the development of a property solution is managed as a programme or a project, GovS 002, Project delivery shall be followed.

Cabinet Office spend controls require central government bodies to obtain approval based on advice from relevant functions before expenditure is made or committed. Organisations should take advice from relevant functions well in advance of planned expenditure and of the respective submissions for approval, following spend controls guidance [2,3].

Note: controls guidance includes the National Property Control and Facilities Management Control.

Note: for options appraisal and the preparation of business cases, see HM Treasury Green Book [13] and appraisal guides issued by departments. The Green Book, chapter 5, explains social value.

4.6   Assurance

4.6.1   Assurance framework

The purpose of assurance is to provide, through a systematic set of actions, due confidence to senior leaders and stakeholders that work is controlled and supports safe and successful delivery of policy, strategy and objectives.

Organisations shall have a defined and consistent framework to assure the management of their estate, to verify statutory compliance and to ensure that:

- property is performing to required standards

- there are effective improvement pathways

- there is resourcing, capacity and capability to deliver foreseeable and planned requirements (see 4.6.3)

The property assurance framework should be applied proportionately to the value and risk of the activity, and integrated with the organisation's overall assurance framework.

Typically, assurance should be carried out on at least three levels including:

- operational management within the organisation, applying judgement to support successful delivery and adherence to functional standards

- senior management, independent of operational management, in accordance with the defined assurance framework

- independent bodies (within or external to government, such as internal audit and National Audit Office) to provide an objective evaluation of the adequacy and effectiveness of governance, risk management and controls

The work of internal and external assurance providers should be planned to minimise disruption to other work, avoid overlaps with other assurance activities and duplication

of effort, whilst remaining rigorous and meeting the needs of stakeholders. Where assurance includes formal review activity, the customer for the review should be clearly identified.

The requirements of the Orange Book: management of risk – principles and concepts, shall be met [14].

4.6.2 Assurance reviews

Organisations shall undertake assurance reviews for the property assets in their portfolio and the property function that is responsible for managing them.

Organisations should include a summary of the assurance reviews in their strategic asset management plan, as directed by the senior officer accountable for property strategy across government (see 4.3.3)

4.6.3 Capability and capacity review

The purpose of a capability and capacity review is to provide an assessment of whether the capacity and capability exist to deliver the organisation's property strategy and delivery plans, identifying risks, gaps or shortfalls.

Organisations shall conduct capability and capacity reviews of the human resources needed within its property function prior to each stage of programme implementation, as part of its assurance process.

Capability and capacity reviews should be aligned and coordinated with plan preparation (see 6.5 Figure 4).

4.7　Roles and accountabilities

4.7.1　Overview

Roles and accountabilities shall be defined in the relevant governance and management frameworks and assigned to people with appropriate seniority, skills and experience. This should include, but not be limited to, the activities, outputs or outcomes for which they are accountable and the person to whom they are accountable.

Each organisation may implement the roles and accountabilities set out in this standard to suit the scale and needs of its estate. Roles may:

- be tiered to ensure an appropriate span of control
- supported by teams to reflect the workload and specialist skills needed.
- include people working full-time or part-time
- be contracted out or fulfilled by in-house employees

Roles may be combined for smaller estates.

Note: The Government Property Profession Career Framework [15] defines job families and includes professional standards for the range of property management roles required in government, operating at different levels of expertise. Roles are described for: leadership, strategic asset management and the intelligent client function, workplace and facilities management, construction projects, technical specialisms and assurance.

Note: Head of Function and Head of Profession roles are defined in Government Functional Standard, GovS 001: Government functions, which sets expectations for managing government functions and functional standards and the relationship of functions with the professions.

4.7.2 Senior officer accountable for property strategy across government

The senior officer accountable for property strategy across government is accountable to the Chief Operating Officer of the Civil Service for:

- producing a cross-government property strategy (see 4.2.2) and associated delivery co-ordination plan (see 4.3.2)

- advising accounting officers on the alignment of their strategic asset management plans, property services and assurance processes with cross-government strategy (see 4.3.3, 4.6)

- advising on the cross-government governance and management framework for property (see 4.1)

- promoting mutually beneficial cooperation across public sector organisations

- producing reports as required by ministers or by Parliament

Note: this role is usually done by the same person who leads the Property function across government.

4.7.3 Accounting officer

The permanent head of a government department is usually its Principal Accounting Officer.

An organisation's accounting officer, or equivalent in an arm's length body, is accountable (via a Principal Accounting Officer where appropriate) to Parliament and the public for the stewardship of public resources, including property assets, and for ensuring they are used effectively and to high standards of probity.

The Principal Accounting Officer generally appoints the most senior executive in the arm's length bodies within the department's ambit as an accounting officer.

The accounting officer should:

- ensure that property held by the organisation is being managed in accordance with this standard and delivering the required outcomes

- approve publication of the relevant content of the organisation's business plan and the strategic asset management plan

4.7.4 Intelligent client

The intelligent client role is accountable to the accounting officer (or equivalent in an arm's length body) (see 4.7.3) for representing the organisation's interests in relation to property management. Each organisation should have a named person in this role with the capacity and capability to advise and support those engaged on the activities defined in this standard, including:

- interpreting business needs of the organisation in conjunction with senior management, and translating them into property requirements for the organisation's property strategy and plans (see 4.2.3 and 4.3.3)

- reviewing management information about the performance and quality of the organisation's property portfolio in meeting the needs of the organisation (including staff and members of the public, where appropriate)

- escalating issues that need to be resolved to the accounting officer, and monitoring whether improvement action has been taken

The accounting officer should nominate the person undertaking this role to lead on the production of the organisation's property strategy (see 4.2.3), supported where necessary by the senior officer accountable for property management in an organisation (see 4.7.5).

Note: the Government Property Agency has developed a toolkit for reviewing the intelligent client role in departments that are onboarding their estate for management by the Agency [16].

Note: The role of intelligent client may be carried out by the senior officer accountable for property management in an organisation (see 4.7.5) provided the Accounting Officer agrees that both roles may be combined.

4.7.5 Senior officer accountable for property management in an organisation

The senior officer accountable for property management in an organisation is accountable to the Accounting Officer (or equivalent in an arm's length body) (see 4.7.3) for providing leadership to those responsible for managing the organisation's property, working collaboratively with the organisation's leadership team. This role includes:

• setting the property governance and management framework for the organisation (see 4.1.3)

• developing the organisation's property strategy and delivery plans (see 4.2.3 and 4.3.3)

• establishing defined approaches for reviewing, challenging, and re-setting the strategic direction for the organisation's estate

• defining, securing and managing the appropriate capability required to effectively and efficiently manage property in the organisation, including defining and assigning the roles required (see 4.6.3).

• ensuring that other property roles and accountabilities are defined and established within the organisation, as needed, including management responsibility for each site or location used by the organisation (see 4.7.6 and 4.7.7)

Note: the senior officer leading property management in a large organisation is likely to be known as the Property Director or Head of Estates (see the Government Property Profession Career Framework [15]). In property management organisations the chief executive would usually fulfil this role. Elsewhere it could be assigned to a management board member, for example as part of a wider role that also covers commercial responsibilities.

4.7.6 Property manager

The property manager is accountable to the senior officer accountable for property management in an organisation (see 4.7.5) to ensure the needs of occupants and the requirements of this standard are met in a coherent way.

The accountabilities should be defined on a case by case basis and may include but not be limited to:

• acting as the point of contact for users of the property

• managing incidents or failures affecting the workforce or members of the public

• meeting operational requirements specified in sections 5 and 6 of this standard

• facilitating interactions between security, safety, environmental and other property-related services.

The role may be undertaken by any competent person and may be combined with another role or roles (see 4.6.3 and 4.7.7) and supported by a team.

This role may be undertaken by a third-party supplier.

Organisations sharing the use of a property or group of properties may appoint the same individual or team to the role, to enable coherent management of a shared facility. Where this is done, accountabilities should be defined to reflect the interests of each organisation involved.

Note: third party suppliers include the Government Property Agency who can fulfil or support this role (for example in a multi-occupied office environment such as government hubs) by appointing a workplace services lead, known as the community manager.

4.7.7 Other property roles

Property management and associated specialist or technical roles should be defined and assigned to suitably qualified people. Roles should be defined within the overall management structure of the organisation to meet the requirements and guidance set out in cross-government and organisational governance and management frameworks (see 4.1). Other property roles may be advisory, and can be part of a team structure.

Examples of other property roles that might be needed include:

• leadership or executive roles

• workplace and facilities management

• technical activities, including information management

• delivery of property related projects

Programmes and projects should be managed in accordance with Gov S002, Project delivery (see 6.7).

Note: the Government Property Profession Career Framework [15] defines a coherent set of roles and competences for the management of property, with the aim of enabling consistent use of them across government.

4.8 Other requirements

4.8.1 Performance standards for third party suppliers

Performance standards and guidance may be issued for technical or operational activities to be done by third party suppliers.

For example, information management services, legal services and estate agency services are often required in the property sector and might be supplied by service providers external to government.

4.8.2 Separate jurisdictions

Differences between statutory obligations applying in separate jurisdictions shall be observed.

When operating in different countries where government or its agencies holds or occupies property assets, and jurisdictions differ, the management of property should normally operate to a UK standard or, if higher, the standard of the country in question. A rationale should be provided for any alternative standard applied.
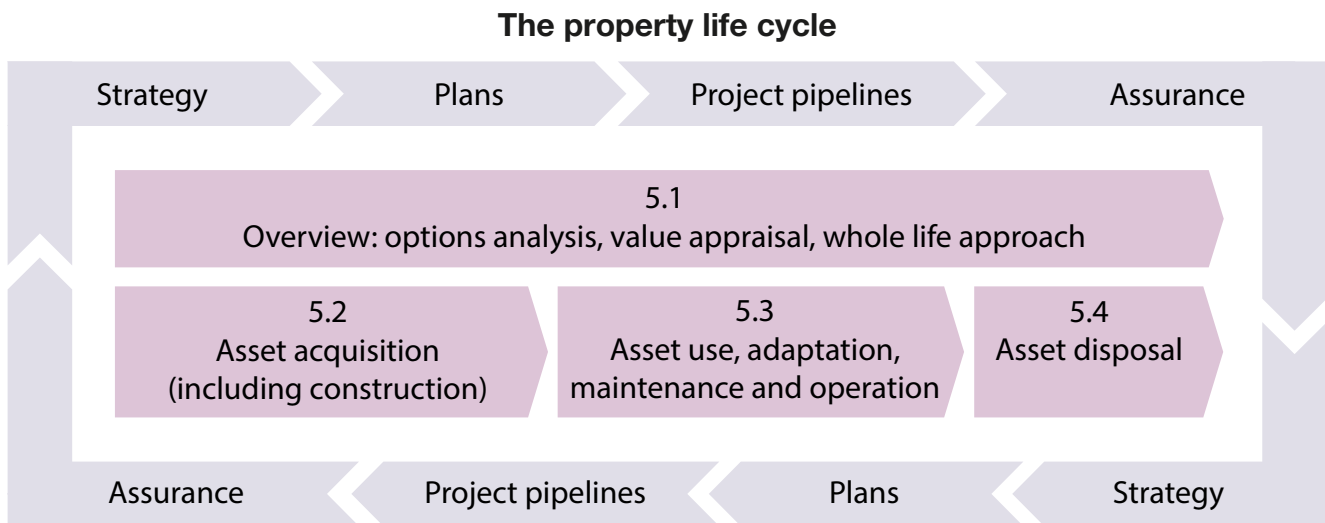
5. Property Life cycle

The property life cycle

Figure 3 The property life cycle

5.1 Overview

This section covers the property life cycle, from acquisition to disposal (see figure 3).

Throughout the property life cycle, government property assets should be managed according to the governance section of this standard (see section 4).

The whole life cycle of a property asset should be considered at every stage of decision making (see 4.5) in order to optimise the value and benefits obtained from holding the property. For practices that apply across the life cycle, see section 6.

5.2 Asset acquisition (including construction)

5.2.1 Justification for acquisitions

Proposals for new acquisitions should be defined, based on the organisation's property strategy and delivery plans (see 4.2 and 4.3).

The senior officer accountable for property strategy across government (see 4.7.2) should be consulted before commitment is made to a new acquisition or construction

project, and shall be consulted in accordance with property spend control requirements. Consultation should include an analysis of whether there is suitable property already available within the existing government estate to meet the organisation's need, including through adaptation (see 5.2.3).

Proposals for new property solutions should be justified in a business case (see 4.5) which should include an impact assessment that considers the wider social, economic and environmental costs and benefits. Business cases should include an options analysis showing the relative merits of refurbishment and retro-fitting of improvements to existing buildings compared with new acquisitions.

Decision-makers should decline a proposal for a building to become part of their estate that is not within the top quartile of energy performance or that would adversely affect their organisation's energy efficiency performance.

The quality of business cases for construction or acquisition projects that are part of the Government Major Projects Portfolio shall be examined and validated by the Infrastructure and Projects Authority [7].

5.2.2 Timing of acquisitions

Dependencies between multiple projects in a programme such as a disposal and replacement acquisition should be identified and actions planned to ensure that critical relationships (such as notice periods, vacation, fit-out, and move-in dates) are aligned, avoiding double running costs or temporary lack of accommodation. Related projects should be linked in the organisation's strategic asset management plan (see 4.3.3).

If there is a need for commercial activity to acquire new property, the market should be engaged early and requirements set to be accessible to as many suppliers as possible.

Commercial acquisitions shall follow GovS 008, Commercial, and should comply with national procurement policy and authorisation arrangements.

If a proposed property solution is subject to HM Treasury or Cabinet Office approval (including any spend control) (see 4.5) early engagement should demonstrate in-principle compliance with the sponsoring organisation's property strategy (see 4.2.3) and with the cross-government property strategy (see 4.2.2) and other requirements (see 4.8). Engagement should be facilitated through inclusion in the property event pipeline of the organisation's strategic asset management plan (see 4.3.3) prior to engaging with spend control.

5.2.3 Investment options

Managers responsible for property acquisition should consider investment options using relevant analysis and undertaking stakeholder engagement before deciding a procurement pathway. The choice between acquiring a new building and re-using an existing asset by adaptation or extension should be addressed explicitly in options analysis, using whole life cost methodology.

The relevance and importance of community, place, heritage, environmental quality and accessibility should be considered as part of the benefits realisation plan in the business case for any new investment, using relevant stakeholder inputs.

5.2.4 Adaptation: investment in current property assets

Decisions to invest in refurbishment, extension or other adaptation of buildings should be taken with regard to an assessment of the whole life cost of retaining the property (identifying historic, current and future maintenance and service charge liabilities) and of any alternatives, including potential estate rationalisation, disposals or acquisitions.

Whoever is responsible for initiating expenditure on property projects shall ensure that the relevant finance team is provided with whole life asset management cost profiles for budgeting purposes.

Plans should take into account the possible need to adapt buildings and land management to the effects of climate change.

5.2.5 New building projects

New-build property solutions shall comply with cross-government and organisational requirements and standards, as defined in the management framework (see 4.1).

Projects for constructing new or adapting existing government buildings should take account of:

- government guidance on project initiation including Transforming Infrastructure Performance [20, 66]

- the whole life cost of holding the asset for its design life

- government policy for climate change and guidance provided in the Net Zero Estate Playbook [51]

- common minimum standards for construction, and associated government guidance [21]

- government buying standards [22]

- current options for modern methods of construction

- requirements of this standard relating to property management

- government hubs policy and its associated design guide [23]

- relevant management practices, including those for building information management (see 6.3) workplace and facilities management (see 6.8), sustainability (see 6.10), health and safety, security and wellbeing (see 6.11)

Design of government buildings shall follow design guides adopted in cross-government and organisational management frameworks, such as guidance for the design of offices, schools, hospitals, or prisons.

Government buying standards set minimum requirements for building performance in making additions to the government estate [22]. When options are being assessed, a costed option to achieve a higher rating than the minimum shall be evaluated.

Note: performance requirements may be assessed using BREEAM ratings, such as 'Excellent' for new buildings and 'Very Good' for refurbishment. The RICS Ska Rating might be a useful alternative for projects with a short design period.

Note: A workplace design guide is published by the Government Property Agency [23] A National Design Guide is published by the Ministry of Housing, Communities and Local Government [24] The Construction Playbook provides advice on the assessment, procurement and delivery of public sector works projects and programmes [25].

Managers of construction projects should make arrangements for efficient transition into operational phases as an integral part of the project from the outset, maintaining attention to them throughout the project.

Note: Guidance on transitions from construction to operational phases has been provided in a publication on Government Soft Landings [19].

5.3 Asset use, adaptation, maintenance and operation

5.3.1 Overview

Managing the use, maintenance and operation of property assets secures value for money, and contributes to the government's sustainability objectives. Whole life management practices should be followed (see 6.2).

5.3.2 Users

Users of government buildings should be enabled to contribute towards keeping them in good condition and fit for purpose by reporting issues and making suggestions for improvements. Suggestions should be acknowledged, assessed and acted on if found to be beneficial, practical and affordable.

Employees with specific needs should be made to feel welcome and enabled to operate to their full potential as independently as possible with dignity and ease of access to all facilities [28].

Workplace and facilities managers (see 4.7.7) are responsible for ensuring regular assessment of building accessibility arrangements. Arrangements shall comply with statutory requirements, and should aim for a higher standard where possible.

5.3.3 Maintenance and operation

Government property should be managed to achieve decarbonisation (see 6.10) and value for money throughout the life of the asset, by adopting an acceptable and sustainable standard of maintenance. Annual budgets and business plans should include sufficient resources for this purpose.

Commercial arrangements and maintenance contracts shall comply with GovS 008, Commercial (see 6.12) and with spend control arrangements for workplace and facilities management operated jointly between the Commercial and Property functions.

Maintenance cycles should be designed and implemented to ensure that they comply with contractual obligations (such as those for leasehold assets) and achieve agreed standards for sustainability (see 6.10) and safety (see 6.11). If they are failing to meet such obligations, alternative property solutions should be evaluated.

A maintenance strategy should be regularly updated and aligned to the strategic asset management plan. Maintenance should include routine replacement, remedial action and certification, done in association with normal project planning and management activity (see GovS 002, Project delivery).

Operational handbooks should be updated to reflect any changes resulting from maintenance.

Condition and energy surveys shall be conducted regularly and at least every five years to ensure that management information is available for quarterly reporting and can be used as a basis for budgeting expenditure on repair, replacement and refurbishment. Allowance should be made for historic, current and future maintenance liabilities (including service charge liabilities under a lease and the final dilapidations settlement).

Building and land assets shall be assessed regularly for safety risks. Risks identified shall be recorded, notified to management, and minimised (see 6.4).

Land that is contaminated should be assessed for remediation to determine the action required to bring it to an acceptable standard of environmental quality.

Note: Crown Commercial Service issues guidance on contracting facilities management agreements and the operation of the relevant spending controls. These are operated jointly with the Office of Government Property.

Note: a number of tools to support estates teams to develop business case proposals for maintenance investment have been developed by the Office of Government Property and issued to departmental Directors of Estates. One of these is: Responsible Maintenance, A guide for Accounting Officers, Executive Committees and Boards [29].

5.3.4 Retention or disposal of property assets

Prior to lease events and other opportunities to release or redeploy an asset, consideration should be given to whether the asset continues to be an effective and essential part of the organisation's property portfolio. Opportunities for disposal should be taken if a positive business case can be made. Delivery plans should be updated accordingly. Guidance on disposals should be followed (see 5.4)[33].

If property assets are retained out of necessity when they are sub-optimal or below standard, proposals should be included in the strategic asset management plan for improvement or replacement [10].

5.4   Asset disposals

When government assets under any tenure become surplus to requirements they should be evaluated for disposal including transfer into new uses, giving precedence to uses that are government priorities. Consideration of leasehold property should include term, lease breaks and conditions.

To avoid unnecessary costs in transfers of property between public bodies, sales of freehold by government organisations shall be preceded by consultation with other public sector bodies through the Register of Surplus Land maintained by the Office of Government Property. Properties that are to be sold on the open market should be offered for sale through an easily accessible portal.

Note: accessible portals include the Government Property Finder system [30, 31].

Planned freehold disposals should be identified in the disposals pipeline of the organisation's strategic asset management plan (see 4.3.3). Government property organisations that are known to have an interest should be consulted directly before adding the property to the register.

Disposals of surplus property should be made in accordance with published guidance and should be supported by a business case (see 4.5) which should contain an appraisal of the options and benefits of the disposal in the context of the wider public sector and to secure value for money.

Where surplus property has previously been acquired through compulsion, or a threat or perceived threat of compulsion, an assessment should be carried out at an early stage in accordance with Guidance on Compulsory Purchase and the Crichel Down Rules [32].

Note: see published guidance on the Disposal of Government Property [33].

Organisations owning freehold property should maintain a strategy for disposals that includes assessing the potential of their existing assets for alternative beneficial uses. Options under consideration for disposal should be included in the strategic asset management plan (see 4.3.3) to facilitate cross-government appraisal of potential portfolio reconfiguration.

Active disposal strategies should allow for:

- obtaining the necessary approvals (internal and external)
- complying with lease conditions or other tenure obligations
- remediation if required
- marketing to obtain best value
- arrangements for tendering and selecting a purchaser or developer
- handling of conditional and unconditional offers and any material variations through to completion
- giving local authorities opportunity to gain priority bidder status
- records of properties that have been sold being retained in accordance with agreed practices (see 5.4)

6. Property management practices

Property management practices

6.1 Overview:			
Knowledge	Planning	Capability	Delivery

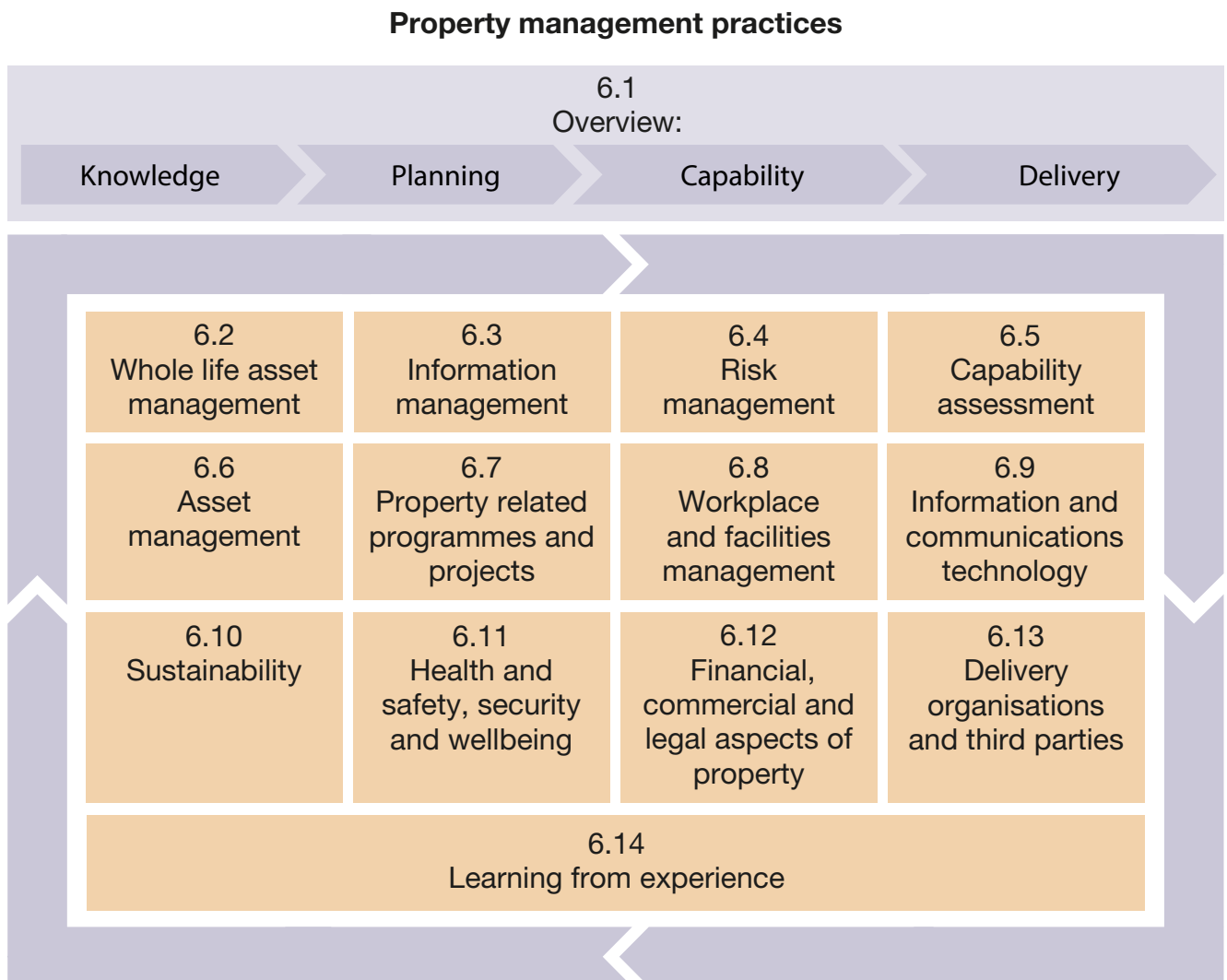|			
6.2 Whole life asset management	6.3 Information management	6.4 Risk management	6.5 Capability assessment
6.6 Asset management	6.7 Property related programmes and projects	6.8 Workplace and facilities management	6.9 Information and communications technology
6.10 Sustainability	6.11 Health and safety, security and wellbeing	6.12 Financial, commercial and legal aspects of property	6.13 Delivery organisations and third parties
6.14 Learning from experience			

Figure 4 Property Management Practices

6.1   Overview

This section covers practices which apply across the property life cycle.

The diverse practices required for different aspects of property management interact with one another in the overall management of the government estate. They contribute to a management cycle comprising:

- gathering knowledge about the estate (see 6.3, 6.4)

- making plans for change or investment (see 6.6, 6.7)

- assembling capability and capacity (see 6.5)

- delivering the required outcomes (see 6.8, 6.9, 6.10, 6.11)

With appropriate feedback loops, each practice can support continuous improvement and integrated ways of working across government and in organisations.

6.2   Whole life asset management

6.2.1   Overview

Appropriate tools at national and international levels, such as international cost management standards [17] and current rules of measurement should be used to determine the whole-life costs of government property assets consistently and to support estate management activities such as:

- feasibility studies

- development appraisals

- cost planning and control

- maintenance and inspection

- comparison between tenders

- major refurbishment

- valuation of assets and liabilities

- dispute resolution and audit

Reference to these calculations should be made in following guidance on spend control approvals [2,3].

6.3   Information management

6.3.1   Record keeping (overview)

Accurate and up-to-date information about the status of government property assets is essential to provide objective evidence for decision-making, so that the estate can be managed effectively and efficiently.

Organisations shall record and maintain accurate and up-to-date records of each of its property assets. This should be done in accordance with data standards issued for cross-government purposes as defined in the management framework (see 4.1), and a classification of strategic and non-strategic assets (see 6.3.2 and 6.3.3).

Information on strategic property assets (land, buildings and infrastructure) should meet the requirements set for the central government property database.

Information on non-strategic assets (such as individual components of a building) shall be recorded in the organisation's own property management data systems.

Building information models (see 6.3.7) should be constructed for each asset whenever possible and practical.

Note: the government's central property database (e-PIMS) is being superseded by a digital national asset register, InSite. A data standard [34] has been issued to guide departmental data structures and inputs to the register.

6.3.2 Records for strategic and non-strategic assets

Records of strategic property assets should include:

- location

- physical attributes (size, accessibility, condition, basic floor plans)

- use (occupation)

- use status (interim, permanent, proposed, etc.)

- tenure

- quality (suitability, fitness for purpose)

- valuation, and liabilities

- employee numbers accommodated (both as headcount and full time equivalent)

- space utilisation

- utility consumption

- overall property costs

- appropriate volume metrics (such as number of visitors, storage space, or vehicles)

Note: information required for cross-government property records (InSite) is specified by the Data Standard issued by the Office of Government Property.

The records of non-strategic assets should include:

- asset classification

- count (quantity or unit of measure)

- location (site, building, area of building)

- condition (date of last condition survey, operational status, life expectancy)

- maintenance (dates of last inspection and next inspection)

Note: guidance on recording asset data is provided in the FM Asset Data Standard [26]

Informative notes should be added to asset records if any asset has potential for an alternative use that would exceed its value in existing use or could deliver a government priority.

Note: see the Government Financial Reporting Manual for more on asset classification [35].

Metric units of measurement shall be used for all property records. Other measurement units may be used in addition to metric if necessary.

Note: metric units are defined in the international system of units, and include metres, square metres, and hectares.

6.3.3 Information about the condition of property assets

Accurate information about the condition of government property assets supports decision making, and is required (see 4.5), collected and standardised in accordance with Facilities Management Standard FMS 002: Asset Data. Regular condition surveys may be linked to the discharge of landlord or tenant obligations or may be carried out by a third party.

Condition surveys should be undertaken by practitioners with the necessary competence, and presented to convey essential information clearly to decision makers. Condition surveys should:

- consider maintenance requirements (backlog, priority repairs, a summary of foreseeable future needs)

- support interpretation of space utilisation and user satisfaction information

- support the calculation of whole life costs

Condition surveys should include:

- the asset register or inventory

- statutory compliance audit

- condition of building fabric, structure and structural components

- component life cycle replacement advice
- mechanical and electrical equipment
- energy surveys
- health and safety records
- access and space management metrics

Condition surveys may be customised to suit the needs of the organisation and its activity sector.

6.3.4 Record keeping for health and safety

Organisations shall maintain records (see 6.3.1) of key components of building structures that could have implications for health and safety, and ensure that appropriate inspection regimes by competent people are in place. The responsible person shall:

- take into account the design life of components and any specific known risks
- consider any need for life cycle replacement
- review newer information and standards that might affect the acceptability of older components or methods of construction
- ensure that they hold series of adequate condition data
- take a proportionate, risk- based approach to investigation that gives due consideration to the users of the building, its age and condition, and the possible impact of reduced maintenance over time

Health and safety files shall be handed over at the end of projects, to ensure continuity with retained knowledge.

Note: the Health and Safety Executive provides guidelines and information relating to a range of property management topics, aiming to keep employees safe and well [57].

Note: Construction and property industry interests have created a Building Safety Charter, which is recommended by the Ministry of Housing, Communities and Local Government (MHCLG) to all involved in developing, managing or maintaining government buildings [58]. The charter anticipates reforms to the building safety system overseen by MHCLG, reflecting changes to legislation and best practice.

6.3.5 Information and data security

Information and data should be:

- retrievable by those who need it and are authorised to use it
- held securely, in accordance with statutory, organisational and (where applicable) contractual requirements
- managed in accordance with GovS 007, Security
- recoverable for as long as necessary to meet timescales required for historic records

The status of the data (including confidence level and currency), its provenance and security classification should be clear.

6.3.6 Performance reporting

Government organisations should monitor and report on the performance of their estate using the metrics specified for use across government and in the organisation's management framework (see 4.1). Reporting shall include benchmarking and data required for reporting to Parliament in the State of the Estate report or as may be requested by the senior officer accountable for cross-government property strategy (see 4.7.2).

6.3.7 Building information modelling

Building information modelling (BIM) shall be used for government building projects as defined in the management framework, and shall be undertaken in accordance with the prevailing modelling standards [36]. The digital representation should be used:

- to add value in the design phases of a property asset and to guide construction and building management throughout the life of the asset

- as a collaboration and information exchange platform for those involved in the development, operation and maintenance of assets

- as a shared knowledge resource and basis for decisions, with the aim of reducing costs, facilitating operations and enhancing user experience

Procurement of digital models for government buildings should take advantage of opportunities for the UK construction sector to demonstrate leadership in building information management.

Note: a published series of BIM standards and publicly available specifications (PAS) can be consulted for the requirements to implement BIM in the UK [37].

6.4 Risk management

Risk shall be managed throughout the property life cycle to minimise physical, financial and other liabilities. A defined framework for risk management should cover risk assessment, controls and mitigation, addressing matters that are important to the organisation. Strategic or major risks should be defined.

Plans for mitigation of risk should be regularly reviewed. Strategic or major risks should be referenced in the organisation's strategic asset management plan.

Plans for resilience should cover events or circumstances which might adversely affect the estate, so that the organisation can maintain business continuity in the event of disruption.

Note: guidance on risk management can be found in the Orange Book [14] and in Cabinet Office guidance [38].

6.5 Capability assessment

6.5.1 Overview

The senior officer accountable for property management in an organisation (see 4.7.5), advised by their Head of Profession, should recruit competent employees, including professionals, and should ensure that their workforce is trained and skills kept up to date. A capability and capacity review shall be undertaken regularly to ensure business needs can be met by the available human resources.

Organisations should use resources provided centrally to benchmark and drive their recruitment, induction, training and development programmes, in compliance with GovS 003, Human resources.

6.5.2 Induction and training

Induction and training shall be provided to ensure that staff engaged in the management of property can work safely and effectively as soon as is practical.

Induction should include ensuring that security clearance has been granted to suit the role being undertaken.

The management of training should include:

- an analysis of training needs

- a training strategy

- development and maintenance of briefings and courses (including those delivered online)

- monitoring the effectiveness of training provided

Reasonable adjustments to the working environment should be made to suit individual circumstances.

6.5.3   Professional development

Professional standards for working in government property should be defined and levels of ability linked to external qualifications. A learning and development curriculum, access to on-the-job training, networking, mentoring and development opportunities should be provided.

Talent management and staff development should fill skills gaps and provide leadership for property management within organisations and across government, taking account of the prevailing property career framework.

Note: see the Government Property Career Framework [15].

6.6   Asset management

Government property holdings require adjustment to current circumstances as often as necessary. Asset-holding organisations should engage continuously in strategic asset management, the alignment of property assets to the aims and objectives of their organisation.

Regular review of each property asset and benchmarking should enable the review of property portfolios with accurate calculation of total costs on a whole life basis.

Relevant specialist advice such as valuation, cost and liability estimation, whole-life accounting, and preparation of investment strategies should be obtained whenever necessary.

Conclusions should be summarised in strategic asset management plans, which are an intrinsic part of the government system for continuous asset management (see 4.3.3).

Note: The International Organization for Standardization has published a suite of standards ISO 55000, 55001 and 55002 to provide guidance on asset management. ISO 55000 and 55001 are standards setting out internationally recognised core elements of an Asset Management system. ISO 55002 provides guidance on the application of ISO55001 [39].

Note: Guidance is also published by national professional bodies, such as the Royal Institution of Chartered Surveyors and the Institute for Asset Management [11, 40].

6.7   Property-related programmes and projects

A project management approach should ensure delivery of property solutions on time, to the required quality, within agreed cost expectations, and should realise the required outcomes and benefits.

Changes to a property portfolio, such as new construction, lease or freehold acquisitions, refurbishment, relocations or disposals, should be managed as programmes or projects in accordance with GovS 002, Project delivery.

If a project involves construction, a recognised industry standard methodology should be followed, and used to generate programme milestones.

Projects involving procurement shall follow national procurement policy, the Commercial functional standard, GovS 008, and relevant frameworks managed by Crown Commercial Service [41].

Projects requiring the relocation of activities to existing, new or refurbished property should involve stakeholders in a comprehensive assessment of needs during the design of the facility.

Contracts for new or refurbished facilities shall include operational handbooks (or equivalent documentation) as well as post-construction operational advice and support, in the interests of safety and operational efficiency.

Post-occupancy evaluation and feedback should be given to design and construction teams to inform future practice. Useful intelligence should be stored in the building information model (see 6.3.7)

Note: an example of an industry standard methodology is the Plan of Work from the Royal Institute of British Architects [42].

Note: Government Soft Landings produced by the Cabinet Office and approved by the Government Construction Board provides guidance on transitions and meeting the requirements of end users [19].

6.8 Workplace and facilities management

6.8.1 Overview

The purpose of workplace and facilities management is to maintain the quality and functionality of assets in use, ensure that work environments meet the needs of users, support productivity, and provide services that enhance the public user and employee experience.

A strategy for workplace and facilities management should set appropriate service standards in line with the organisation's needs and develop a sourcing strategy defining the elements that will be delivered within the organisation or by external suppliers respectively.

Note: technical and operational advice is given in the FM Asset Data Standard and FM Service Standard [26, 27, 8].

6.8.2 Standards for workplace and facilities management

Recognised standards for workplace and facilities management shall be used as the basis for defining the services needed, regardless of whether the services are provided through in-house operations or outsourced to a delivery organisation (see 6.13).

The scope of workplace and facilities management should reflect the purpose and use of the asset and include, but not be limited, to:

- security
- cleaning
- waste management
- catering
- support services, such as reception, porterage, mail rooms, charging points
- grounds maintenance
- building fabric, mechanical and electrical inspections and maintenance
- environmental management
- project delivery
- health and safety management for employees and customers
- stakeholder engagement with both direct users and contract/service managers
- smarter working arrangements to optimise the use of buildings (see 6.8.4)

Note: detailed guidance on defining requirements for workplace and facilities management is published in an FM Service Standard [27]

Utilisation of meeting rooms and other workspaces should be optimised by creating facilities that can be used flexibly for different purposes, and by different users.

Acoustic, lighting and air quality characteristics of meeting rooms, office space and other work areas should be assessed and made suitable for their intended use.

Workplace and facilities management should include:

- establishing an effective means of capturing, storing, accessing

and updating essential data and management information

- compiling comprehensive and consistent condition surveys

- prioritising life cycle inspection and maintenance of critical infrastructure

- assessing the likely impact on service delivery of any underinvestment in property maintenance

- creating a culture that prefers cleaning, repair and recycling rather than replacement

6.8.3 Commissioning services

Managers in an organisation (see 4.7) should be consistent in commissioning workplace and facilities management services between different sites and contracts. They should define the standards to be used in relation to the needs of the organisation and procurement pathways. They should adopt a whole life approach (see section 6.2) and consider:

- energy efficiency and sustainability

- the efficiency and effectiveness of their workplaces and facilities, and contribution to corporate strategy

- identifying measurable performance targets to deliver improvement

- working towards integrated supply chains to minimise waste

- minimising accidents and enhancing safety

- improving performance by better training and working conditions

Decisions made as a result of the considerations above should be embedded into contracts as soon as possible.

Note: the International Standards Organisation family of standards for workplace and facilities management provides comprehensive guidelines for comparable services [43].

Note: the Facilities Management Professional Standards prepared by the Institute of Workplace and Facilities Management indicate the information required by facilities managers to deliver a competent facilities management service and can be used to benchmark skills and knowledge [44].

Note: British Standards Institute also publish a management code of practice BS 8210:2020 [45].

6.8.4 Smart and hybrid working

Agility in workspace improves productivity by combining flexible physical accommodation with adaptable information and communications technology. It can support the development of new workplace cultures, to deliver optimum working conditions.

Organisations should design their accommodation, facilities, technology and management regimes to align with the national code of practice for smart working [46]. They should accommodate evolving patterns of working that combine home-based working with attendance at assigned workplace locations.

The use of a common access pass should be introduced wherever possible, to increase the flexibility of use of government property.

Integrated workplace management systems should be used where possible, to enhance agile working, space utilisation and building performance. Opportunities should be taken to improve information gathering, including the use of automated systems such as workplace sensors, linking to artificial intelligence systems capable of handling large volumes of data.

Note: integrated management systems combine different types of management data, on assets, capital projects, facilities, maintenance, energy use and sustainability.

Note: the national code of practice for smart working is BSI Standard PAS 3000 [46].

Note: the Government Workplace Design Guide provides additional detail with specific reference to government workplaces and their particular operational conditions [23].

6.9 Information and communication technology

6.9.1 Overview

Design and procurement of information and communication technology should be in accordance with GovS 005, Digital, data and technology, GovS 007, Security and GovS 008, Commercial.

6.9.2 Design and installation

Information and communication technology systems should be designed and installed to enable flexibility for varying workforce conditions and staff deployments. Their design should demonstrably improve productivity, including efficient access for people working remotely, unless that is inappropriate for security reasons (see 6.11.2).

6.9.3 Communications infrastructure

The installation of electronic communications infrastructure for general public and commercial use at government property locations benefits citizens by improving the reach and efficiency of transmission. Installation should be permitted wherever an agreement can be made under the electronic communication code of practice, and should follow published guidance.

Note: the Electronic Communications Code is set out in schedule 3A of the Communications Act 2003, and is a set of rights designed to facilitate the installation and maintenance of electronic communications networks [47, 48].

6.10 Sustainability

6.10.1 Planning for sustainability

Management of the whole property life cycle (see section 5) shall be directed towards compliance with government policy for the environment [49].

Plans should be made to improve sustainability within defined timescales. The aim should be to:

• achieve net zero carbon emissions for each building or property portfolio, contributing to published government targets

• undertake new developments in a way that utilises resources in an efficient and responsible manner, leaving the natural environment in a measurably better state than it was before, including conserving and enhancing biodiversity

Guidance has been issued on pathways to highly efficient non-domestic buildings which achieve zero carbon ambitions, in the form of a Future Buildings Standard [50].

A Net Zero Estates Playbook provides guidance on how government estate managers can plan to achieve targets set by government policy [51].

6.10.2 Reporting on sustainability

Property-holding organisations should report on consumption of energy and water and the outputs of greenhouse gases and waste from their estates, using metrics defined in the cross-government management framework (see 4.1).

Data should, as a minimum, be reported at the building level, or in larger buildings or complexes at the sub-building level, and ideally also per employee, to demonstrate efficiency and enable comparisons over time and between property portfolios. For large buildings, campuses, and other complex facilities, managers should adopt a sufficient degree of sub-area measurement

to enable facilities management teams to make informed decisions about optimising energy performance and water usage.

Organisations should set internal targets for water consumption and report using suitable metrics.

Note: the Overview of Reporting Requirements includes guidance on metrics for reporting against Greening Government Commitments targets [52].

6.10.3 Reuse, recycling and minimising waste

Workplace and facilities managers (see 4.7) should minimise waste generation, including avoiding single-use plastic. They should re-use and recycle materials, and source them locally wherever possible.

Furniture and equipment should be reused rather than replaced if there is opportunity to do so without unacceptable loss of quality, in terms of both function and appearance.

Waste water treatment and recycling systems should be improved if a new installation can economically reduce water, energy or chemical consumption.

6.10.4 Energy efficiency and generation

Organisations shall ensure that their buildings meet minimum energy efficiency standards, through reporting and benchmarking their energy performance. They shall have the relevant certification, where required by regulation. This should be augmented by regular monitoring data, and an action plan for improvements if any are feasible.

Note: examples of certification include the Display Energy Certificate and Energy Performance Certificate.

Recommendations for improving energy performance outlined in the Display Energy Certificate advisory reports [53] should be addressed.

Monitoring should be put in place to report the actual energy performance of all buildings for comparison with design targets, to inform energy efficiency improvements and for reporting against contractual conditions if they apply.

Renewable energy supply should be adopted where a practicable option is available.

Opportunities for generation of clean energy within land and buildings on the government estate should be appraised and included within strategic asset management plans.

Note: the Minimum Energy Efficiency Standard (MEES) imposes a restriction on granting new tenancies or continuation of existing tenancies where the property has an Energy Performance Certificate rating of F or G [54].

6.11 Health and safety, security and wellbeing

6.11.1 Introduction

Users of government property assets (employees, suppliers and the public) should be protected from avoidable harm through measures that avoid unnecessary disruption, intrusion or cost.

Records should be maintained to inform new wellbeing initiatives (see 6.3.4).

6.11.2 Security

Designers of government buildings and land holdings shall ensure that security requirements are taken into account and managers shall report against minimum security standards in accordance with guidance and Government Security Policy [55].

Physical security measures for office or other spaces should be designed to match security levels relevant to their use.

Personnel and physical security measures should be designed, installed and operated in accordance with GovS 007, Security.

6.11.3 Safety and wellbeing of property users

The safety of people present in government premises shall be prioritised. Fire risk assessments shall be carried out by the responsible person [56].

Routines for the safe evacuation of buildings following the sounding of any alarm shall be practiced regularly, as advised by the person responsible for managing incidents, as agreed with the property coordinator (see 4.7.6).

The wellbeing of the users of a building or asset should be protected when undertaking planned and preventative maintenance.

Heating, cooling, lighting, air quality, noise, and other essential physical attributes of a building should be adjusted for human comfort and to meet safety standards, and should be monitored. The responsible person shall ensure that workplace and service delivery conditions fulfil the prevailing industry and Health and Safety Executive (HSE) standards and as specified in facilities management and other contracts.

Testing of electrical and other equipment shall be carried out to the required legal standard and facilities management contractual obligations.

6.12 Financial, commercial and legal aspects of property

6.12.1 Financial and commercial

The senior officer accountable for property management in an organisation should obtain the relevant financial and commercial guidance and information to undertake their roles effectively. They should make themselves aware of relevant commercial and financial regulations and good practice (see 4.7).

Evaluation of procurement and delivery routes should be undertaken as part of project planning. Contracts for the construction, purchase or leasing of new buildings, or other property services, shall be entered into or renewed only after completing due diligence, taking account of the financial status and stability of the supplier.

Due diligence for property transactions should include appropriate counter fraud measures, taking account of GovS 013, Counter Fraud.

Tax and insurance liabilities should be assessed.

Procurement for government property and property services shall be undertaken in accordance with GovS 008, Commercial.

Financial planning, control and reporting shall be undertaken in accordance with GovS 006, Finance.

Note: advice on assuring contractual requirements is available as part of the Crown Commercial Service FM Services Framework [41].

Note: the facilities management framework document prepared by RICS/IFMA provides strategic-level guidance [59].

Note: international accounting standards determine the status of balance sheet entries for property assets, with potentially significant effects on the overall balance of assets and liabilities [60].

Note: advice is published on GOV.UK on how to ensure correct liabilities for business rates through a check-challenge-appeal process [61].

6.12.2 Legal support

Specialist legal advice should be sought early in the progress of property transactions with regard to the content of leases, conveyances, or agreements, if there is uncertainty over due process, or issues arise over ownership, or the viability of contracts for managing property assets or services.

Care should be taken over tenure arrangements involving a Memorandum of Terms of Occupation, or a lease that might be contracted out of protection under the Landlord and Tenant legislation, the use of a Licence to Occupy, or a Tenancy at Will.

Requests for information concerning property should be handled appropriately, bearing in mind that information might be sensitive for commercial or other reasons and subject to Freedom of Information legislation.

Note: legal advice is available from the Property Law Hub in the Commercial Law Group of the Government Legal Department [64].

6.13 Delivery organisations and third parties

The purpose of using government and third party delivery organisations is to provide specialist services which are not available within a government organisation, to meet demand which the organisation cannot fulfil with internal staff, or to benefit from efficiencies from coordinated delivery. Delivery organisations may be used throughout the property life cycle.

Delivery organisations should work to this functional standard and be familiar with the types of work they are contracted to conduct.

Contracting with commercial suppliers should be undertaken in accordance with GovS 008, Commercial and relevant frameworks managed by Crown Commercial Service [41] [also see 6.14].

A government organisation relying on a separate delivery organisation to fulfil its obligations should ensure that a good working relationship exists with those performing its intelligent client role (see 4.7.4), and that client-side commissioning is carried out effectively to achieve departmental and government priorities. Assurance processes should be put in place to provide evidence, on at least an annual basis, of the capability, capacity and financial status of the delivery organisation.

Within the delivery organisation responsibilities should be assigned to reflect the specified requirements of the client (which might include requirements of a government department as sponsor body) and to maintain an ongoing dialogue about delivery, including the provision of good quality data as management information.

Note: advice on assuring contractual requirements is available as part of the Crown Commercial Service FM Services Framework [41].

6.14 Learning from experience

Learning from experience avoids repeating mistakes. It helps spread improved practices to benefit current and future work. Throughout the property life cycle, lessons should be captured and evaluated.

All individuals involved with management of government property and with key stakeholders should identify and apply lessons from previous experience when planning and undertaking new work. Arrangements should be made to share learning, mitigate risk and facilitate improved outputs and services. Actions should include post-occupancy evaluation, monitoring and evaluation of usage and user satisfaction.

As lessons are learned, organisation leaders and owners of standards, processes, methods, guidance, tools and training should update their management framework(s) and knowledge sources, and communicate learning, with important lessons shared across government where appropriate.

A. References

Reference material may be updated independently of this standard. Users should check current versions.

I.D.	Description: Government References
1	Cabinet Office, *State of the Estate*
2	Cabinet Office, *Cabinet Office Controls* (2021)
3	Cabinet Office, *Property Spend Controls* (2021)
4	Cabinet Office, *Public Bodies Handbook – Part 1, Classification of Public Bodies: Guidance For Departments* (2016)
5	Cabinet Office, GovS 001: *Government functions* (2021)
6	Cabinet Office, *Civil Estate Occupancy Agreement* (2005)
7	Cabinet Office, *Infrastructure and Projects Authority mandate* (2021)
8	Cabinet Office, *Management Framework Collection*
9	HM Treasury, *Accounting officer system statements* (2017)
10	Cabinet Office, *Departmental strategic asset management plans*
13	HM Treasury, *The Green Book* (2020)
14	HM Treasury, *Orange Book* (2020)
15	Office of Government Property, *Government Property Profession career framework* (2020)
16	Government Property Agency Intelligent Client toolkit – *Government Property Agency (Homepage)*
20	Infrastructure and Projects Authority, *Transforming Infrastructure Performance* (2017)
21	Infrastructure and Projects Authority, Cabinet Office and HM Treasury, *Common Minimum Standards for Construction* (2017)
22	Department for Environment, Food and Rural Affairs, *Sustainable procurement: The Government Buying Standards*
23	Government Property Agency, *Government Workplace Design Guide* (2021)
24	Ministry of Housing, Communities and Local Government, *National Design Guide* (2021)

I.D.	Description: Government References
25	Cabinet Office, *The Construction Playbook* (2020)
26	Cabinet Office, *Facilities Management Asset Data Standard*
27	Cabinet Office, *Facilities Management Service Standard*
28	Ministry of Housing, Communities and Local Government, *Access to and use of buildings: Approved Document M* (2021)
29	Office of Government Property, *Responsible Maintenance - A Guide for Accounting Officers, Executive Committees and Boards*. Available on request from Office of Government Property: *govs.property@cabinetoffice.gov.uk* or *Government Property Online (Homepage)*
30	Cabinet Office, *Register of Surplus Land*
31	Cabinet Office, *Government Property Finder*
32	Ministry of Housing, Communities and Local Government, *Compulsory purchase process and the Crichel Down Rules* (2019)
33	Office of Government Property, *Guide for the disposal of surplus government land*
34	Office of Government Property, *Data standards*
35	HM Treasury, *Government financial reporting manual-2021-22* (2020)
38	Cabinet Office, *Management of risk in government: framework* (2017)
41	Crown Commercial Service, *Procurement guidance (Crown Commercial Service homepage)*
47	DCMS, *A New Electronic Communications Code May 2016* (2016)
48	Ofcom, *Electronic Communications Code*
49	Department for Environment, *Food and Rural Affairs, A Green Future: Our 25 Year Plan to Improve the Environment* (2019)
50	Ministry of Housing, Communities & Local Government, *The future building standard* (2021)
51	Cabinet Office, *Net Zero Estate Playbook*
52	Cabinet Office and Department for Environment, Food and Rural Affairs, *Greening Government Commitments 2016 to 2020* (2018)

I.D.	Description: Government References
53	Ministry of Housing, Communities & Local Government, *Display Energy Certificates and advisory reports for public buildings* (2015)
54	Department for Business, Energy and Industrial Strategy, *Non-domestic private rented property: minimum energy efficiency standard - landlord guidance* (2019)
55	Cabinet Office, National security and intelligence, and Government Security Profession, *Government security* (2021)
56	HM Government, *Fire safety in the workplace*
57	Health and Safety Executive, *Publications (Health and Safety Executive Homepage)*
61	Valuation Office Agency, *Check and challenge your rateable value* (2020)
62	Ministry of Housing, Communities & Local Government, *The National Planning Policy Framework* (2021)
63	Ministry of Housing, Communities & Local Government, *National Model Design Code* (2021)
64	Government Legal Department, Commercial Law Group, Property Law Hub: legal advice
65	HM Treasury, *National Infrastructure Strategy* (2020)
66	Infrastructure and Projects Authority, *Project Initiation Routemap, modules including Asset Management* (2016)

I.D.	Description: External References
11	Royal Institution of Chartered Surveyors, *Strategic Property Asset Management in the Public Sector*
12	Institute of Asset Management, *ISO 55000 series*
17	Royal Institution of Chartered Surveyors, *International Construction Measurement Standards*
19	UK BIM Framework, *Government Soft Landings* (2019)
36	Construction Industry Council, *Building Information Modelling (BIM) Protocol* (2018)
37	NBS, *PAS 1192 Framework*
39	International Organization for Standardization, *ISO 55000 Asset Management* (2014)

I.D.	Description: External References
40	Institute of Asset Management, *Asset Management - An Anatomy*
42	Royal Institute of British Architects, *RIBA Plan of Work* (2020)
43	BSI, *ISO 41001 Facility Management*
44	Institute of Workplace and Facilities Management, *Facilities management professional standards*
45	British Standards Institute, *BS 8210:2020 maintenance management code of practice*
46	BSI, *Smart working* (2015)
58	Building a Safer Future, *Building Safety Charter*
59	Royal Institution of Chartered Surveyors, *Strategic FM Framework* (2018)
60	IFRS Foundation, *International Financial Reporting Standard 16 - Leases*

B. Glossary

See also the **common glossary of definitions** which includes a list of defined terms and phrases used across the suite of government functional standards. The glossary includes the term and definition.

Term	Definition
asset (property)	In the context of property, assets are tangible fixed entities in the form of land, buildings or related equipment, owned with the expectation of present or future benefit.
assurance	A general term for the confidence that can be derived from objective information over the successful conduct of activities, the efficient and effective design and operation of internal control, compliance with internal and external requirements, and the production of insightful and credible information to support decision making. Confidence diminishes when there are uncertainties around the integrity of information or of underlying processes.
benchmarking	Comparison of performance between different organisations using consistently gathered data.
BIM	Building information modelling is a broad term that describes the process of creating and managing a digital model of a building or other facility such as a building, bridge, highway or tunnel.
Crichel Down rules	Rules for assessing compensation payable when land is sold that has previously been brought into government ownership by compulsory purchase.
crown body	A department, office, executive agency or other organisation that is defined by law in the UK as a crown body.
Crown Estate	The Crown Estate is property belonging to the British monarch as a corporation sole, which is neither government property nor part of the monarch's private estate. The Crown Estate Commissioners are accountable to Parliament, reporting annually.
crown land	A term often used to cover a variety of categories, such as: land belonging to The Queen as monarch; The Queen's private property; properties of the Duchies of Cornwall or Lancaster; or Government land. To avoid confusion, more specific terms can be used, such as The Crown Estate or central government property.
defined (way of working)	In the context of standards, 'defined' denotes a documented way of working that people are expected to use. This can apply to any aspect of a governance or management framework for example processes, codes of practice, methods, templates, tools and guides.

Term	Definition
dispositive power	Power to transfer, lease or grant legal interests out of a property.
established (way of working)	In the context of standards, 'established' denotes a way of working that is implemented and used throughout the organisation. This can apply to any aspect of a governance or management framework, for example processes, codes of practice, methods, templates, tools and guides.
estate	The sum total of property assets held by an organisation.
governance	Governance defines relationships and the distribution of rights and responsibilities among those who work with and in the organisation. It determines the rules and procedures through which the organisational objectives are set, and provides the means of attaining those objectives and monitoring performance. Importantly, it defines where accountability lies throughout the organisation.
governance and management framework	A governance and management framework sets out the authority limits, decision making roles and rules, degrees of autonomy, assurance needs, reporting structure, accountabilities and roles and the appropriate management practices and associated documentation needed to meet this standard.
government property	Property owned by the Government in any form of tenure, including freehold and leasehold.
government property function	A grouping of similar activities related to property that are aligned across government and embedded into departments and arm's length bodies. For activities within its scope, the function: sets cross-government strategies; sets and assures standards; develops capability; gives expert advice; drives continuous improvement and develops and delivers commonly required services.
government property profession	A group of people across government with skills, knowledge or expertise engaged in the management of property and committed to developing capability. An individual can belong to more than one government profession. Those in the property profession can be employed in any department or arm's length body.
heritage asset	A building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest. Heritage assets include designated heritage assets and assets identified by the local planning authority as of heritage value (including local listing).
lease event	Date of lease expiry or allowing operation of break clauses.

Term	Definition
lease retention	Choosing to retain a lease beyond a break date that provides an opportunity to exit the lease without penalty.
organisation	An organisation, in the context of government functional standards, is the generic term used to describe a government department, arm's length body, or any other entity that is identified as being within scope of a functional standard.
plan	A plan sets out how objectives, outcomes and outputs are to be delivered within defined constraints, in accordance with the strategy.
strategy	A strategy outlines longer term objectives, outcomes and outputs, and the means to achieve them, to inform future decisions and planning.
sustainability (property)	The development, use, maintenance, operation and disposal of property that meets the needs of the present without compromising the ability of future generations to meet their own needs. This includes biodiversity and climate change adaptations.
whole life costs (property)	The cost of an asset throughout its whole life cycle, including costs associated with acquisition, ownership, use, operation, maintenance and disposal, calculated on a consistent basis over time.

C. Useful sources

This Annex signposts a collection of information sources that will be maintained on GOV.UK, forming part of the management framework for the functional standard. It can be found *here*.

The governance and management framework for the cross-government property function comprises this functional standard, adopted governance arrangements, and associated requirements and statements that support the standard. Some may be available on GOV.UK and others may be held on organisational intranets.

Some components of the management framework are guidance or standards for use across government; others provide useful information or more in-depth advice on principles and practises referenced in this functional standard. The status of each should be investigated before use.

A wide range of external advisory material is used to support UK government organisations in the normal course of managing government property. Each is likely to be updated from time to time by its owner, independently of this standard. It will be necessary to check latest revisions and replacements.

Professional standards

Guidance notes and insight documents are produced by the Royal Institution of Chartered Surveyors (RICS). They cover many aspects of land, property, construction, infrastructure, valuation, asset management, facilities management, procurement and environmental matters.

Many documents are open source and can be found *via the RICS website*.

International standards

Since 2013, over 200 organisations throughout the world have been working to develop international standards for property. These organisations own the standards listed below collectively. They are implemented by each organisation through their own professional guidelines, providing high-level standards as a common framework for practitioners to promote consistency, transparency and confidence in their own circumstances.

For further information *see the RICS home page*:

International standards include those for valuation, asset management, workplace and facilities management, property measurement (for industrial, office, residential and retail property, including for valuation purposes), construction measurement (for costing), ethics, and fire safety.

United Nations organisations have worked together to address ways in which land is held and occupied in different tenure systems.

Financial reporting

International Financial Reporting Standards (IFRS), issued by the *IFRS Foundation*, are a legal requirement in many countries and include:

- IFRS 16 Leases – introduces a new era of lease accounting by putting leases on the balance sheet, a response to (amongst other things) growth in short-term use of serviced offices, shared workspaces and technology start-up communities

- IFRS 15 – Revenue from Contracts with Customers

- IFRS 13 Fair Value Measurement – definition of Fair Value, now Equitable Value, involving three levels of evidence

- IFRS 9 Financial Instruments – defines Estimated Losses, which are to be put into current year accounts

HM Treasury issues a Government Financial Reporting Manual which includes advice on the valuation of property assets [35].

Building regulations

New and existing government buildings are expected to comply with building regulations so that people can access and use buildings and their facilities regardless of disabilities, in accordance with guidance on accessibility issued by the Ministry of Housing, Communities and Local Government [28].

Planning and Development

The Ministry of Housing and Local Government administers policy and guidance on new development, including the National Planning Policy Framework [62] and the National Model Design Code [63].

These national frameworks complement the National Infrastructure Strategy published by HM Treasury [65].

Legal Advice

Legal advice is available from the Property Law Hub in the Commercial Law Group of the Government Legal Department [64].

Memorandum of Terms of Occupation

The Civil Estate Occupation Agreement for Crown Bodies provides advice on constructing and operating a Memorandum of Terms of Occupation (MOTO), to serve as a lease-equivalent between two parts of central government. [6]

Workplace and facilities management contracts

Crown Commercial Service website has the most up-to-date frameworks [41].

Note: RICS has produced a Professional Statement on the Procurement of facilities management – supported by the Chartered Institute of Procurement & Supply and Crown Commercial Service.

Government offices – branding

Directions on naming and external and internal signage of government office buildings are given in the Government Workspace Design Guide [23]

Space standards and smart working

Space utilisation in the government office portfolio has been managed towards a target of no more than 8 sqm per person (FTE), except where another space standard may apply, such as in public access areas. Smarter Working (described in The Way We Work best practice guidelines and the Government Workspace Design Guide) is now achieving more efficient space utilisation, typically around 6 sqm/FTE.

Space standards are becoming more flexible, with an emphasis on productivity, environmental quality and suitability for changing work patterns. Allowances are being made for an increasing proportion of meeting rooms and shared workspace.

The national code of practice for smart working is BSI Standard PAS 3000. A centre of excellence exists in the Government Property Agency to help deliver change and offer common tools for use across all sectors [46, 23].

Note: improvement targets were set for 70% of organisations achieving PAS 3000 by 2020 and all of them by 2022.