



Government
Property
Function

Facilities

Management Strategy

2022-2030





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Government Facilities Management Strategy

The Government Property Strategy commits to reshape the public estate, making it smaller, better, and greener, and able to support the transformation of places and services.

This Facilities Management Strategy supports that pledge.

Wherever public servants work, and provide services from, it is essential they are enabled to be at their most productive and wholly focussed on their critical mission: delivering effective public services to our citizens.

Responsible for creating these conditions are thousands of dedicated property professionals. Collectively, they deliver workplace and facilities management, and maintenance services at more than 135,000¹ public buildings, including jobcentres, courts, schools, and health care facilities.

This Facilities Management Strategy establishes, for the first time, a coordinated, cross-government vision for facilities management, setting the strategic approach and standards which will govern what good looks like and the quality of service which should be aspired to.

The vision, values and goals articulated in this strategy have been developed collaboratively, bringing together expertise from colleagues across government, and the wider facilities management and property industries.

Together, they agree and understand the need to work in partnership to improve service delivery, embed sustainability and support the levelling up agenda. Furthermore the Facilities Management Strategy contributes to the commitments set out in the Government Property Strategy, aligning with key missions relating to a better and greener estate, the transformation of services and delivering professional excellence.

The facilities management sector contributes more than £65 billion to the UK economy. Of this, around £13 billion comes directly from public sector procurement.

This means the UK Government directs almost 20% of the total market, bringing a significant opportunity to maximise the effectiveness and efficiency of our workplaces, and public sector facilities, to ensure our vision for facilities management is achieved.²

There is a direct link between the quality of workplaces and the services provided from them. Improving facilities management will support better services for our citizens. This strategy sets out how we will get there.

I am delighted to support the Government Property Facilities Management Strategy 2022-2030.

Alex Chisholm

Chief Operating Officer for the Civil Service and Permanent Secretary (Cabinet Office)



¹ State of the Estate report 2021

² Figures taken from UK Facilities Management 2020: Market Insight, Government Commercial Function, January 2020

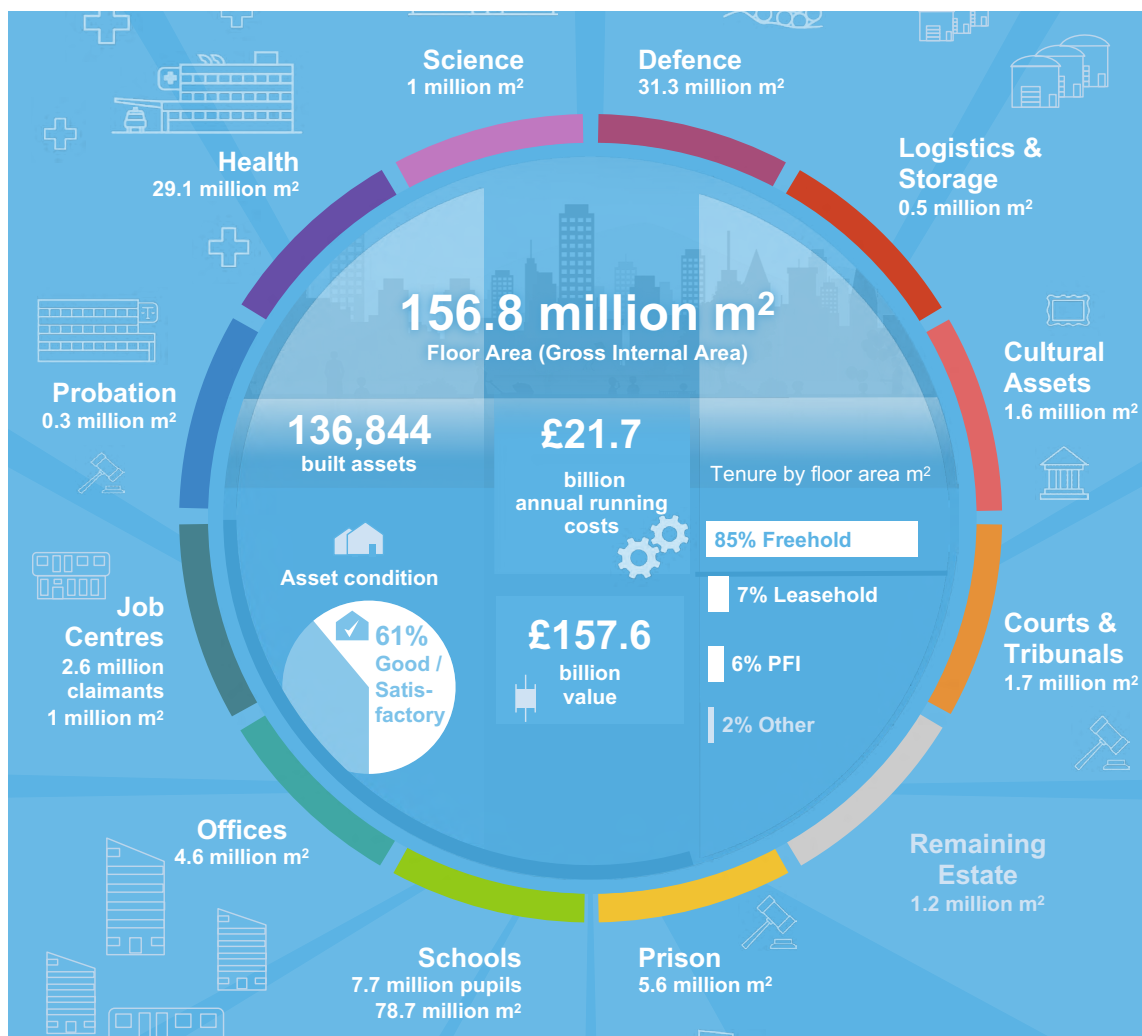
Introduction

The Government estate is vast and diverse, and includes courts, job centres, hospitals, schools, offices and much more. Within these settings, Facilities Management (FM) needs to cater for the wide range of facilities and services it supports and enables. Notwithstanding this, there should be a level of consistency across Government, enabling comparisons and collective improvements.

The results of FM have a major impact on how citizens and colleagues experience public services, and how staff engage with their workplace. While many FM services can often go unnoticed, if they are not provided successfully, to a high standard, then we will see a very real, visible impact on the quality of services - damaging operational delivery, productivity, sustainability, and health and safety.

Effective, efficient and safe buildings are critical to enable successful operational delivery to both the public accessing services and staff delivering them. Well managed facilities services, delivered to high quality standards, are a vital foundation for excellent public services and productive workplaces.

The picture below shows the diverse nature of the government estate. This considerable estate requires an estimated public spend on FM of £13bn³ which is 0.5% of UK GDP and is 18% of the total UK FM market. The Ministry of Defence accounts for the largest share of spend (45.8%) followed by the Ministry of Justice (11.9%) and DWP (8.8%).



³ Figures taken from UK Facilities Management 2020: Market Insight, Government Commercial Function, January 2020

Due to long-term under investment along with inconsistent and varied approaches to the management of the government estate, the condition has over a number of years deteriorated to the point where functionality was becoming affected. For these reasons, the Government Property Function is reviewing FM provision across the whole (office and operational) Government estate to improve the quality and consistency of FM services.

The strategy addresses how FM will support the ongoing transformation and increased digitalisation of public services, and developing new ways of working for public servants. The workplace can bring a positive impact on productivity, and the condition of the estate can improve recruitment and retention of talented people. A whole life asset management approach to maintenance can build value, reduce liabilities, and ensure longevity of the estate.

At the time of publishing the strategy, the UK had lived with COVID-19 for almost 2 years. Covid has shone a light on the important role FM staff play in enabling people to work productively and to safely receive public services. FM was centre stage and recognised for the value it brings to everyone's lives and the contribution it makes to organisational success. This inspired the confidence we have in the vision for the strategy, whereby we will use the government's considerable presence in the FM sector, to create an estate which enhances lives, enables success and ensures value, with accessible and responsive spaces, skilled professionals and quality services.



Vision, Values and Goals

Vision for 2030

The FM Vision





Through the delivery of facilities management across government we will create an estate which:

Enhances Lives,
Enables Success

and

Ensures Value,
with accessible and responsive spaces, skilled professionals and quality services.

In 2020, and throughout the pandemic, FM teams across government and their suppliers demonstrated that they are a key enabler for excellent public services. They rapidly reimaged the workplace and the spaces essential for service delivery. The government estate is not static. It must anticipate change and adapt as service delivery models evolve through technological developments, as peoples' expectations for accessible and convenient services grow, and individuals demand workplaces where they can be at their most productive and where the impact we have on the environment is sustainable. This strategy will ensure that government FM teams are empowered and equipped to continue to lead the change required to meet these challenges and deliver our vision for 2030.



Values

The foundation of the goals and activities through which the strategy will be delivered are centred around the following values:

Enhancing Lives	Enabling Success	Ensuring Value
Members of the public visit our buildings for a multitude of reasons throughout their lives, often at times of crisis or stress. Our staff need their workplaces to provide them with environments that support their wellbeing and allow them to be at their most productive. We must make our buildings greener, healthier and more sustainable, with positive impacts on nature and biodiversity.	FM is delivered by a diverse mix of individuals and organisations. We need to embrace this diversity and the potential it has for innovation. We need to ensure all staff delivering our services have a solid foundation to build their careers. We must provide the right environment, tools and technology to allow them to fully utilise their skills and capabilities.	Value is not cost. FM organisations need to understand what their users require and how to effectively manage and leverage data to improve customer service experiences. Maintenance choices need to account for where a building is on its lifecycle journey and target investment accordingly. Contracts must deliver societal as well as financial benefits.
Every experience of FM in our buildings must be a positive one	Regardless of delivery model, FM must be delivered professionally and seamlessly as if by one team	FM must demonstrate the value it provides to all stakeholders and society

Goals

Having aligned the values of the vision with the key drivers the following strategic goals for FM have been set:

Value	Goal
Enhancing Lives	<ol style="list-style-type: none"> 1 Frontline delivery from accessible and responsive spaces 2 Flexible and inclusive services in supportive workplaces 3 Sustainability at the forefront of all FM activities
Enabling Success	<ol style="list-style-type: none"> 4 FM professionals equipped with effective skills and capabilities 5 Effective standards, tools, technology and organisation 6 Metrics that measure real world performance
Ensuring Value	<ol style="list-style-type: none"> 7 An holistic approach to FM asset management 8 Standardised and assured FM data and analysis 9 Assured FM contracts delivering quality services

The following sections provide more detail on how each of the three values of the vision will be taken forward and sets out the overall approach to implementation to 2025 and the ambitions for 2030.

Enhancing Lives

Every experience of FM in our buildings must be a positive one

FM services are experienced by everyone using government buildings, be it children in schools, public servants delivering government services or patients receiving treatment in hospitals. In recent years the National Audit Office has undertaken reviews across government organisations and identified variances in FM service delivery along with the suitability and condition of the estate. We must aim for user experiences within our estate to be consistently positive so that the physical environment supports workplaces where people can achieve their full potential and maximise their productivity and facilities that support better outcomes for citizens.

Across Government organisations various customer charters, standards and measures are in place to understand and manage user experiences and satisfaction. Furthermore, this data is held in a number of places, currently varying in content and consistency and not accessible to support the decision making when planning FM service delivery. The adoption of consistent standards and common government-wide metrics for the measurement of user experience within the changing landscape of operational and workplace delivery will support better analysis and drive service improvements.

The Net Zero Estate Playbook recognises the key role FM teams have in delivering decarbonisation projects. In addition, how FM is delivered significantly impacts on the targets set out in the Greening Government Commitments, particularly minimising waste and promoting resource efficiency, reducing water use; and procuring sustainable products and services. We must use our presence in the FM sector to ensure our procurements are sustainable and support the commitments to the recovery of nature and climate adaptation. The FM profession is often placed to play a key role in the work required to meet the targets on reducing consumption, emissions and waste whilst positively impacting nature and biodiversity.

By 2025 this Strategy will have ensured the:

- Structures and resources of FM organisations effectively support public service reform including hybrid working, remote public services and collaboration
- Design and delivery of FM services uses an appropriate mix of in-house and contracted services, maximising the use of small and medium sized enterprise (SME) suppliers
- Commitments on sustainability are embedded into all FM decision making and maintenance plans

Enhancing Lives

Goal	Frontline delivery from accessible and responsive spaces
2030 Ambition	FM services that are equipped to respond to changing service delivery models and are informed by user experience data.
What will be done by 2025	<p>To deliver the Strategy, the Government Property Function will:</p> <ul style="list-style-type: none"> • Develop and maintain organisational 5 year FM strategies aligned with this FM strategy and the Government Property Strategy. • Develop organisational plans for influencing users’ behaviours within a facility, in order to create a positive response to the environment, the organisation and other stakeholders. • Develop a management system for FM, modelled on a recognised standard, for all their FM activities
Measure	The maturity of the strategies will be monitored on an annual basis through the organisational Strategic Asset Management Plan.
Goal	Flexible and inclusive services in supportive workplaces
2030 Ambition	FM organisations across Government will be certified to the Cabinet Office Customer Service Excellence quality mark.
What will be done by 2025	<p>To deliver the Strategy, the Government Property Function will:</p> <ul style="list-style-type: none"> • Adopt existing government FM standards FMS 001 and 002 by 2023. • Ensure FM teams and suppliers adopt a one team approach to the delivery of FM services, promoting a seamless user experience • Ensure all FM procurements fully explore regionally based supply chains and SME options, supporting levelling up
Measure	Compliance with the standards will be monitored using the maturity tools and form part of SAMPs including monitoring the progress of formal accreditation and certification of organisations to the Cabinet Office Customer Service Excellence Standard.
Goal	Sustainability at the forefront of all FM activities
2030 Ambition	Government organisations will measure all carbon emissions related to their FM supply chains and produce regular management information to feed into wider organisational net zero reporting.

What will be done by 2025	<p>To deliver the Strategy, the Government Property Function will:</p> <ul style="list-style-type: none"> • Develop and maintain a sustainability plan for their FM activities and produce regular management information to feed into wider organisational sustainability reporting. • Develop and maintain a net zero strategy and action plan for their FM activities and produce regular management information to feed into wider organisational net zero reporting. • Ensure carbon reduction plans incorporated into the procurement of all major FM contracts
Measure	<p>The progress of the individual plan delivery will be assured through the FM Control criteria assessments in addition to the inclusion in organisational SAMPs.</p>
Success	<p>Success will see the enhancing lives goals delivered, providing:</p> <ul style="list-style-type: none"> • Frontline delivery from accessible and responsive spaces enabling better outcomes for citizens. • Flexible and inclusive services in supportive workplaces enabling people to achieve their full potential and maximise their productivity • Sustainability at the forefront of all FM activities enabling positive environmental outcomes.
Support	<ul style="list-style-type: none"> • One Public Estate Programme • IWFM Managing accessible and inclusive places • Government FM Standards • FMS 001 – Management and Service • FMS 002 – Asset Data • The Sourcing Playbook • Net Zero Playbook • A Green Future: Our 25 Year Plan to Improve the Environment • IWFM – Sustainability Insight

Enhancing Lives Case Study 1

Department for Environment, Food & Rural Affairs (DEFRA) – Reducing their impact on the environment

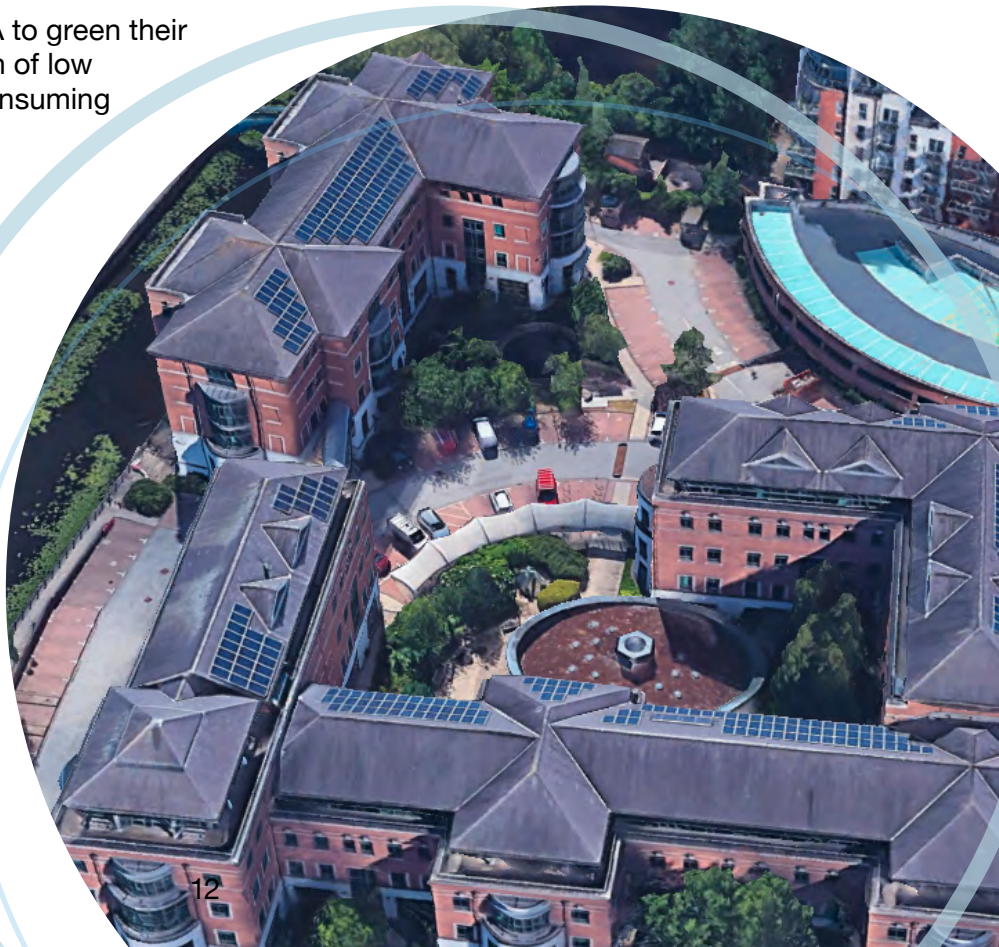
Defra group policies aim to create a cleaner, greener, more sustainable system across the country; in particular around climate mitigation and adaptation, forestry practices and biodiversity through the 25 Year Environment Plan. They work to advise, review and regulate the environmental performance of businesses throughout England. Defra have also updated the Greening Government Commitments which set out the actions UK government departments and their agencies will take to reduce their impacts on the environment in the period 2021 to 2025.

Leading by example

Defra set out to lead by example, continually working to maximise its sustainability performance in several key areas: the estate, travel, water use and supply chain. Defra established its group-wide emissions baseline for all greenhouse gas emissions (scope 1,2 and 3) i.e. not just direct emissions, but also emissions from the electricity they purchase and from the goods and services they buy, for the pre-Covid baseline year 2019/20.

Since 2009/10 parts of the Defra Group (Defra, Environment Agency, Forestry Commission, Natural England, Animal and Plant Health Agency etc.) have reduced their carbon emissions 59% – from over 119,000 tonnes of CO₂ to just over 49,000 tonnes. This was done through a combination of factors, some in their control and some through Defra & BEIS government policy:

1. Policy decreases: The increase in renewable electricity generation methods like wind turbines and solar have 'greened their grid'. Resulting in a 56% reduction in 12 years.
2. Using their varied estate, from water pumping stations, laboratory complexes, to national forests, Kew Gardens and offices. They generated almost half a million kWh hours of renewable energy in 2020/21.
3. They are working with the GPA to green their estate through the introduction of low carbon heating, low energy consuming HVAC and air handling, solar PV's and LED's.
4. Bringing BREEAM sustainability criteria into the decision-making process when they select a new site/building or conduct refurbishments.













Enhancing Lives Case Study 2

GPA – Great places to work, excellent workplace experiences

The Government Property Agency (GPA) exists to provide a single Civil Service general purpose estate managed for the benefit of departments. It works across departments transforming the estate: making best use of space; supporting the introduction of smarter working and improving customer satisfaction through people-focused workplace services.

GPA developed ten workplace design and experience indicators that they use to ensure they deliver their vision to create great workplace experiences that enable and inspire everyone to be their best.

Our customers									
<i>"I feel safe and secure in my workplace."</i>	<i>"I am confident my workplace is inclusive."</i>	<i>"I have the ICT and tools I need to do my job well."</i>	<i>"I have a choice of when, how and where I work."</i>	<i>"I feel physically and mentally well at work."</i>	<i>"I feel a sense of community at my place of work."</i>	<i>"I can help reduce my carbon footprint at my workplace."</i>	<i>"I have ready access to services that make my work life easier."</i>	<i>"I can get to work easier."</i>	<i>"I feel proud of and inspired by my workplace."</i>
									
Safe Safe and secure.	Inclusive Accessible for everyone.	Digital Digital tools that support teams and locations.	Choice Choice in how and where to work.	Wellbeing Health and wellbeing are supported.	Community Friendly, social and vibrant.	Sustainable Highest environmental standards.	Services Responsive services with a human touch.	Journey Easy to access by public transport.	Condition Modern, good quality facilities are available.
<i>"We keep our people safe and secure."</i>	<i>"We help our diverse workforce realise their full potential."</i>	<i>"We enable our business to be digital and well connected."</i>	<i>"We provide flexible workplaces to support productivity."</i>	<i>"We ensure our people flourish and thrive in their work."</i>	<i>"We create an environment in which teams come together."</i>	<i>"We contribute to Net Zero by reducing our carbon footprint."</i>	<i>"Our people are supported in their jobs by responsive & seamless services."</i>	<i>"We are well located & easily accessible to our people and our partners."</i>	<i>"We offer modern workplaces that help us to attract and retain talent."</i>
1	2	3	4	5	6	7	8	9	10

Key to meeting the vision is knowing your customers, and in order to gain the required understanding over 33,000 individuals participated in surveys which GPA undertook in 2020 and 2021. As these surveys were carried out during COVID-19 they provided a clear insight into how workplaces and workplace services should be delivered to accommodate the diverse nature of public servants and the wide variety of work that they do. This led to physical changes in GPA-provided offices including; additional collaboration spaces, the provision of dedicated do not disturb zones, a greater variety of work settings and individual focus work settings. In addition GPA expanded their digital offer; expanding space booking services, providing consistent audio visual solutions across sites, increasing occupancy monitoring and enabling staff to work from more than one office location with common IT networks, Wifi, printing services and access passes.

Enabling Success

Regardless of delivery model, FM must be delivered professionally and seamlessly as if by one team

Successful delivery of FM services depends on the coordination of many teams across both client and supplier (external or in-house) organisations, creating a one team culture. We must provide an environment where we draw on and celebrate the diverse range of experiences, skills and backgrounds as we equip our people to meet the challenges of the future as well as attract the next generation of talent.

The FM profession's broad reach means that it naturally includes people with a wide variety of experiences from a diverse range of backgrounds. FM professionals make up a large proportion of the Government Property Profession, 25% of these colleagues have more than 20 years' experience in the sector. There is a need to continue to develop the professionalism and capacity of FM across the Government Property Function to grow and strengthen capability. This will help us to attract and retain great people. The Institute of Workplace and Facilities Management (IWFM) in 2015⁴ predicted that there will be a shortfall at the top of the FM profession in the next 10 years, unless FM organisations incorporate senior succession planning into their objectives.

The Government Property Function recognises this challenge and is working to raise the profile of the FM profession as a career choice across Government departments. The Government Property Profession career framework provides clear job roles for FM and a career framework that identifies possibilities for progression. FM specific training has been developed along with routes to professional accreditation through qualification or experience in partnership with the IWFM. To develop a pipeline of future FM leaders over the coming years we will create further tailored training, secondment and accreditation programmes while expanding apprenticeship and development opportunities across Government.

The quality of FM services across government is seen as variable. There is little standardisation of management arrangements and use of technology, resulting in a limited ability to measure and benchmark performance. We must support the management framework of the mandated Functional Standard, GovS 004: Property with new and existing FM standards, policies and guidance that increase standardisation and spread best practice and innovations across individual FM organisations. Organisations need to develop their own strategies and systems for their operations and users, consistent with the Property Function FM standards.

By 2025 this Strategy will have ensured the:

- Investment in FM professionals, including through Government School of Property and professional accreditations
- Improvement of customer satisfaction, including experiencing a one team approach through an increase in collaboration between FM delivery organisations
- Greater use of innovations and technology to support effective FM service delivery
- Development and deployment of government-wide metrics for user experience, statutory and contract compliance

⁴ <https://www.facilitatemagazine.com/features/feature-articles/2015/05/20/fms-changing-demographics>

Enabling Success

Goal	FM professionals equipped with effective skills and capabilities
2030 Ambition	<p>90% of FM, Workplace and Maintenance Senior Practitioners and Leaders are accredited or working towards accreditation with an approved property professional body.</p> <p>A dedicated government-wide FM resource hub.</p>
What we will do by 2025	<p>To deliver the Strategy, the Government Property Function will:</p> <ul style="list-style-type: none"> • Ensure 75% of people in FM, Workplace and Maintenance Senior Practitioner and Leader roles are accredited or working towards accreditation with an approved property professional body. • Ensure 75% of people in FM, Workplace and Maintenance roles will hold an appropriate level of membership of an approved professional body. • Ensure 5% of FM, Workplace and Maintenance roles across government will be apprentices or Fast Stream • Establish a forum for the collaboration of FM specialists across government focused on the delivery of effective FM services • Build on the existing career pathways by supporting FM professionals with tailored learning and development • Introduce an FM secondment programme
Measure	<p>Number of FM professionals within the Government Property Profession with professional accreditation.</p> <p>Number of FM apprentices and Fast Streamers within FM teams.</p>
Goal	Effective standards, tools, technology and organisation
2030 Ambition	<p>FM services and contracts have the agility, flexibility and leadership to anticipate and respond to innovations in the workplace.</p> <p>The maturity standard of “Good” to be achieved by all government organisations.</p>
What we will do by 2025	<p>To deliver the Strategy, the Government Property Function will:</p> <ul style="list-style-type: none"> • Build on the existing FM standards⁵ and policy to maintain a suite of standards for the delivery of facilities management across government • Develop a roadmap to maturity relating to the FM standards to drive up quality. • Promote and flex within contracts the use of technology for the aggregation of data from users and building systems to provide feedback on actual user experience and building performance. • Develop a playbook of FM delivery activities along with associated resourcing guidelines

⁵ [Facilities Management Standards for GovS-004 Property](#)

Measure	Publication of an FM Playbook and the establishment of a forum for collaboration between FM organisations. Number of organisations meeting the maturity standard of “Good”
Goal	Metrics that measure real world performance
2030 Ambition	To have the specialist capability to analyse FM outcomes and spend across government as a means to promote and embed innovation, the adoption of best practice and evidence-supported investment.
What we will do by 2025	To deliver the Strategy, the Government Property Function will: <ul style="list-style-type: none"> • Establish and implement common metrics and standards for user experience, embedding maturity measurements and targets within SAMPs. • Establish common metrics and standards for compliance and maintenance spending
Measure	Publication of further FM standards and implementation of consistent cross government metrics.

Success	Success will see the enabling success goals delivered, providing: <ul style="list-style-type: none"> • FM professionals equipped with effective skills and capabilities promoting early talent whilst enabling long-term retention of staff and effective succession planning. • User, compliance and maintenance standards supported by tools, technology and organisational structures enabling improved quality and consistent service delivery. • More consistent metrics across government that measure real world performance enabling expertise and investment to be evidence-based and focussed on the priorities that matter most.
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Support	<ul style="list-style-type: none"> • Government School of Property • The Government Property Profession career framework • Government FM Standards: • FMS 001 - Management and Service • FMS 002 - Asset Data • FM Standards for User Experience, Statutory Compliance and Maintenance Investment* <p>* due to be developed by 2025</p>
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Enabling Success Case Study 1

Ministry of Justice – Apprentices and Property Fast Stream



Civil Service Fast Stream



Apprenticeships

In 2019 the MOJ Estates Directorate refreshed its apprenticeship offer to existing staff with schemes ranging from level 2 to level 7. By 2022 10% of the MOJ Estate Directorate had taken up the offer, including two Level 7 FM apprentices. This was followed in 2020 with their involvement in the Property Fast Stream, with as of 2022, the MoJ having 7 FM roles available for 1 year postings.

Both these schemes have provided valuable experience to the individuals involved. This is in addition to the fresh insight and new expertise being shared across the MOJ Estate Directorate. The result being, through increased capabilities, individuals were able to take on projects across the organisation whilst building and supporting their portfolio of evidence and career development.



Enabling Success Case Study 2

Department for Environment, Food & Rural Affairs (DEFRA) – Government Property Career Framework



Defra's Workplace and Facilities Management (WP&FM) Transformation programme presented them with the opportunity to identify future skills and capability requirements and support the development capability and capacity of their existing team.

The vision was a new model for the in-house WP & FM team – the Intelligent Client Function, with appropriate capability and capacity responsible for overseeing the delivery of and managing the out-sourced specialist services with a clear focus on the end user. Defra looked

to the horizon and determined, based on the aims and ambitions and the future services delivery model, what skills and capabilities would be required to operate effectively and deliver their programme objectives. There was a temptation to think about the physical environment, the technology, AI, IoT, Digital twinning, which are all important of course but the real focus was what 'skills and capabilities' are required for them to operate effectively.

The team then looked at what was available to support their requirements and began to develop people/capability workstream outputs. Defra used the GPP Career Framework to not only map the skills and capabilities but also used the framework to assess their 'now' and 'future' skills and capabilities to assess the gaps. They were not surprised to find that their teams were not short on skills and capability in relation to the existing model, yet looking at future requirements they identified areas to develop specific training and development activity. This led to succession planning and career progression conversations in which everyone had personalised development plans and goals.



Defra wanted to attract and retain the best talent and ensure their teams felt aligned and involved with the transformation and that was not 'done to them'. They recognised this is not a 'static' situation and needs to be a

continuous focus for the team.

As their requirements evolve, the need to constantly assess their skills and capability requirements will remain active. They will continue to use the career framework, their target operating model understanding, industry experience and best practice to help upskill their teams and identify areas for the teams to develop as part of the ongoing transformation of Group Corporate Services.

Ensuring Value

FM must demonstrate the value it provides to all stakeholders and society

FM should play a key role in supporting strategic asset management and a whole life cost approach to property strategies and investment decisions. Maintenance strategies across government organisations are currently variable. Delaying maintenance by between 2 and 4 years can multiply the cost by between 1.5 to 2.0 times. To effect positive change, improvements in the use of FM asset and end user satisfaction data should be implemented.

At the start of the Strategy period, 61% of the Government estate is graded as being in Good or Satisfactory condition⁶. The Government Functional Standard for Property requires that organisations carry out regular condition surveys of their estates. Without this, property teams will be unable to prioritise capital investment decisions resulting in deterioration of the government estate.

Key to managing FM assets successfully is a comprehensive asset data register, broken down into individual components. Currently management of asset information is variable across organisations impacting on the cost and quality of services. It is therefore essential to implement systems and processes to deliver this work which is pivotal to all FM service delivery.

In addition to asset data, FM services generate a vast amount of data particularly when computer aided FM (CAFM) systems are deployed. The current primary use of this data is the generation of key performance indicator scores used to measure supplier performance. Fuller utilisation of this information drives out service improvements and cost savings. Ensuring that there is the capacity as well as the capability to use this data is key to maximising the potential of these CAFM systems.

The levelling up white paper⁷ supports reservation of smaller contracts for UK suppliers to prioritise growth and productivity in the UK. Historically the government has tended to award very large FM contracts covering wide geographic areas. Government engages with these suppliers through various strategic supplier forums, however, to understand the potential innovation offered by the several thousand SMEs in the sector we need to develop structures to engage with the whole marketplace. The buying power of the government may be leveraged by bundling together, where appropriate, parts of the central government estate on a geographical basis potentially benefiting smaller and more local providers. Organisations will develop FM specifications and contact management arrangements to achieve business operational objectives with value, including social value, professional qualifications and transparency being assured through the Cabinet Office FM Control.

By 2025 this Strategy will have ensured the:

- Embedding of whole life asset management methodologies into all lifecycle replacement and maintenance investment decisions
- Implementation of the FM standard FMS 002 Asset Data
- Development of FM management organisations' data analysis capability
- Use of the FM Control and procurement processes to widen assurance across all government FM contracts

⁶ Central Government Departments, Arm's Length Bodies, Schools and Hospitals (SofTE 2020/21 data set)

⁷ [Levelling Up the United Kingdom: Executive Summary](#)

Ensuring Value

Goal – An holistic approach to FM asset management	
2030 Ambition	A whole life asset management approach will be taken for all investments in FM asset maintenance and replacement. Driving a reduction in backlog maintenance whilst supporting organisational estate strategies to consider the overall size of their estates and how best to raise the quality.
What we will do by 2025	To deliver the Strategy, the Government Property Function will: <ul style="list-style-type: none"> • Ensure all buildings have a condition survey and a costed rolling 5 year minimum forward maintenance register. • Ensure all buildings have a 30 year lifecycle replacement profile • Develop and maintain a rolling 3 year lifecycle building maintenance and investment plan informed by strategic asset management plans • Assure compliance with condition survey requirements of GovS 004 • Publish a Whole Life Asset Management toolkit to support the effective management of property assets across government
Measure	Measure – The number of poor condition buildings will be measured and monitored through SAMPs.
Goal Standardised and assured FM data and analysis	
2030 Ambition	FM teams and suppliers will have confidence in the accuracy and completeness of FM data, and have the capability and capacity to use it to support effective and efficient delivery of services
What we will do by 2025	To deliver the Strategy, the Government Property Function will: <ul style="list-style-type: none"> • Ensure each government organisation has a named individual responsible for FM data • Ensure all buildings have an FM asset register compliant with Government FM Standard FMS 002 Asset Data • Ensure that all FM roles require a GPP career framework analytical decision making technical skill level of Working, with Practitioner for FM Practitioner and Senior Practitioner roles. • Ensure all government organisations have in-house Expert level analytical decision making FM capability as appropriate
Measure	Compliance with the FM Asset Data Standard will be monitored using the maturity tools. Number of FM people with GPP career framework analytical decision making technical skill levels of Working and Practitioner

Goals	Assured FM contracts delivering quality services
2030 Ambition	FM contract arrangements will be value based and structured to contribute to levelling up and provide social value to the communities throughout the UK.
What we will do by 2025	<ul style="list-style-type: none"> • To deliver the Strategy, the Government Property Function will: • Maintain a pipeline of all government FM contracts, shared across government to encourage, joint contracting, location / regionally based service provision and use of SMEs • Bring all central government FM contracts within the FM Control scope by the end of 2025. • Broaden and deepen engagement across the whole FM market, building on existing relationships with strategic suppliers • Establish consistent specifications for supplier and contractor job roles and qualifications.
Measure	Quality and complete FM contract pipelines in place across all in scope organisations

Success	<p>Success will see the value goals delivered, providing:</p> <ul style="list-style-type: none"> • An holistic approach to FM asset management enabling returns on maintenance investment to be maximised. • Standardised and assured FM data and analysis enabling maintenance activity to be evidence-based and targeted on priorities where it is needed most. • Assured FM contracts delivering consistent value and quality services to support operations and customer requirements regardless of delivery model.
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Support	<ul style="list-style-type: none"> • The Construction Playbook • The Green Book • The Government Property Profession career framework • Government Functional Standard GovS 005: Digital, Data and Technology • FM Controls guidance • Sourcing Playbook • Crown Commercial Service Facilities Management Marketplace • Government Property Strategy • Government FM Standards <ul style="list-style-type: none"> • FMS 001 – Management and Service • FMS 002 – Asset Data
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Case Study

Department for Work & Pensions (DWP) – Moving beyond PFI

DWP's estate was operated under a 20-year PFI contract until 2018. This meant the estate was managed by a third party to achieve contractual outputs which were somewhat outdated in the latter stages of its tenure.

Planning for 2018 provided an opportunity for the Department to rethink its needs and develop a progressive estate strategy accounting for improved business space for staff and customers, agile and flexible use of space and hybrid working. The new operating model incorporated an Integrator to provide technology, data aggregation and service assurance and an FM partner that could adapt to constantly changing requirements but still deliver the expected levels of service.

The DWP tri-party strategic and tactical delivery of services (DWP, integrator and supplier) relied on a clear understanding of the client's needs. Drivers moved from transactional requirements to softer and more behavioural aspects like demonstrating commitment, shared purpose, strong communication, flexibility and thought leadership. On the DWP account they don't have to continually refer to the contract as this would suggest there is something missing in that relationship. One of the most important aspects of their success is all parties understanding the unique requirements of the DWP and recognising the need to constantly evolve and innovate to meet the ever-changing needs of the business.

These ways of working were tested during the Covid Pandemic. To allow DWP to remain operational to the public, additional support with COVID related initiatives such as PPE provision, touch point cleaning, signage, screening and numerous other requirements were identified and delivered.

The importance of data and MI driven decision making was clear. The ability to centrally aggregate data from numerous suppliers and sources provided critical insight into any subset of the portfolio incorporating for instance sustainability metrics, landlord management data, FM costs and service levels and asset enhancement and replacement works. This data driven approach shone a light on future requirements and allowed DWP to focus their attention on real value add FM initiatives and improvements.

In 2022 DWP implemented the 2nd iteration of the Integrator model, bringing further improvements to the way FM is able to support the needs of the business.



Purpose, Coverage and Timescales

Purpose

Facilities Management plays a crucial role in supporting public services and public policy. This strategy sets out the vision to transform facilities management services over the next eight years along with nine corresponding goals which support this strategy's values of Enhancing Lives, Enabling Success and Ensuring Value.

This is a cross-government strategy aligned to support the overarching Government Property Strategy missions of transforming places and services, creating a smaller, better and greener estate, and professional excellence and insight.

As set out in Facilities Management Standard FMS 001: Management and Services, the strategy is intended to ensure FM services are:

- aligned with objectives, needs and constraints of the organisation's core business
- focused on improving the effectiveness of, and benefits provided to the organisation by its facilities
- meeting the needs of all stakeholders

Coverage

This strategy applies to all government departments and their arm's length bodies. It covers the property these organisations hold or manage, including properties held on their behalf. As with the Government Functional Standard, other public sector organisations, devolved or local, might find this document helpful and may use it to inform activity.

As it relates to the Government Property Function within these organisations, the strategy sets direction for capability improvement and the adoption of functional standards as an enabler of an effective and efficiently managed estate.



Timescales

This strategy covers the period to 2030 and is aligned to the overarching timeline of the Government Property Strategy. This timescale reflects the extended horizon of many FM contracts across government. Major FM contracts and their management arrangements are often over five years in duration and full implementation of some aspects of the strategy will only occur as departments reprocure their FM services. Given current procurement pipelines it is expected that all FM arrangements will be able to align with this strategy by 2030.

Plans for the current SR period to March 2025 are well-defined and the strategy reflects the outcome of the 2021 Spending Review. The strategy's ambitions for 2030 are more directional and will in due course direct departments' thinking for subsequent Spending Reviews.



Drivers

There are many drivers and alignments of FM across government given the broad scope of services provided and the impacts they can have on policy outcomes. The most significant drivers for FM services across government are provided below.

- **Declaration on Government Reform⁸**
 - **People** – We will deepen our understanding of citizens in all parts of the country; draw on a more diverse range of experiences, skills and backgrounds; set the standard for inclusive workplaces where people achieve their full potential; keep pace in areas of growing importance, including digital and technology; invest in training to equip our people with the skills and knowledge they need to tackle the challenges of the future; support and encourage multidisciplinary teams; and better reward those who excel.
 - **Performance** – Departments will be encouraged to be creative and imaginative in problem-solving and policy formulation, but expected to be rigorous in welcoming evaluation and scrutiny. Procurement processes will be reformed and simplified now we have left the EU, helping departments benefit from economies of scale and the best commercial expertise.
- **Government Property Strategy⁹**
 - **Better** – High quality, well-designed, inclusive environments are associated with higher staff performance and better user experience whilst also being more efficient and sustainable.¹⁰ A high quality estate can also contribute to recruitment and retention and help to create a sense of identity.
 - **Greener** – The UK has a legally binding commitment to reach net zero emissions by 2050. Alongside tackling emissions, the estate can contribute to improving air and water quality, tackling waste, increasing recycling, increasing biodiversity, and improving our natural environment.
- **Government FM Standard (FMS 001 Management and Services)¹¹**
 - The aim of this standard is to improve quality, consistency and interoperability of facilities management (FM) services throughout the government estate.
- **Government Functional Standard (GovS 008: Commercial)¹²**
 - The purpose of this standard is to set expectations and drive consistency in the planning and management of buying goods, works and services, ensuring contracts and relationships with suppliers realise value for money and result in delivery of high quality public services.
- **Greening Government Commitments¹³**
 - The Greening Government Commitments set out the actions UK government departments and their agencies will take to reduce their impacts on the environment in the period 2021 to 2025.
- **Cabinet Office Controls¹⁴**
 - Central government organisations, including departments and the bodies they sponsor, must obtain Cabinet Office approval when they want to spend money on specified activities. Cabinet Office Spend Controls are part of the wider government financial delegations and approvals process set out in Managing Public Money and an important part of the mandate of the government functions. The Cabinet Office operates the Spend Controls on behalf of HM Treasury.

⁸ [Declaration on government reform](#)

⁹ <https://www.gov.uk/government/publications/government-property-strategy-2022-2030>

¹⁰ [The Workplace Advantage \(the Stoddart Review\), 2016](#)

¹¹ [Facilities Management Standard \(001 Management and Services\)](#)

¹² [Government Functional Standard \(GovS 008: Commercial\)](#)

¹³ [Greening Government Commitments](#)

¹⁴ [Cabinet Office Controls](#)

