

Policy Summary

The overarching aim of the Facilities Management (FM) control is to “To improve efficiency and quality in the provision of Facilities Management through the centralised assurance of all new, irregularly extended or variations to FM contracts.”

Objectives

The FM Control provides third-line, independent assurance for significant and complex areas of spending. As such, they:

- Improve the cross-government approach to delivery of FM
- Enable government to operate in a much more holistic and joined-up way - controls promote the reuse of technology; interoperability; common terms and conditions; Improve the condition of the Government Estate (through Better Buildings); and efficient and collaborative property utilisation.
- Improve FM capabilities and efficiency within government organisations
- Promote a culture of continuous improvement
- Promote use of sustainable, innovative technologies and practises discouraging wasteful spending on FM
- Support the implementation of common government standards for FM
- Support implementation of government policies and priorities
- Ensure the achievement of best value for money.
- Ensure the inclusion of commercial and FM compliance criteria within contracts

The FM Control will benefit organisations and the government as a whole - they will help to deliver savings and efficiencies, increase delivery confidence, reduce risk, support capability improvements and help ensure improved outcomes for citizens.

The Office of Government Property (OGP) manage the FM control through the centralised approval of:

- All new FM contracts
- All FM contract irregular extensions
- Major FM contract variations (Contracts in excess of £20 million)

For the avoidance of doubt services classed as “FM” are detailed in Annex 3

Assumptions

The Facilities Management (FM) Control does not replace or negate any other government or departmental procurement or governance policies and processes. With this in mind, this guidance is written assuming an appropriate level of prior knowledge of the following:

- Your department’s procurement, business case and finance policies and processes - including

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Managing Public Money, and your department's delegated authority limits as agreed with HM Treasury

- [The Sourcing Playbook](#)
- [The HM Treasury Green Book](#)
- [Infrastructure and Projects Authority: assurance review toolkit\]](#)
- [Government Property Strategy](#)
- [FM Strategy](#)
- [Facilities Management Standard 001: Management and Services](#)
- [Government Standard - Property \(GovS 004\)](#)
- [The Government Property Profession Career Framework](#)
- [Greening Government Commitments 2021-2025](#)
- [Sustainability Strategy](#)
- [Social Value Model - PPN06/20](#)
- [Taking Account of Carbon Reduction Plans - PPN06/21](#)
- [Net Zero Playbook](#)

Overview

The requirement to procure, extend or vary FM Service contracts should be set out in a business case which provides evidence that supports the requirements of the Five Case Model (HMT Green Book). In addition, the FM Control Submission Form (FMC1) should be used to index the specific parts of the business case that relate to the 6 questions asked by the FM control. The FMC1 allows the attachment of documents that have already been produced by the submitting department during their own business case and governance processes.

Contracts under £500K that have been included in your approved FM Contract Pipeline are currently not subject to full assurance by the control and only require completion of Sections A and B. It should be noted that the £500K¹ threshold is the total value over the life of the contract (excluding optional extensions) including fixed and estimated variable cost. Particular care should be taken that all contracts are compliant with the delegated authority limits set for your department by HMT. If there is any doubt as to whether a given contract, or set of contracts, is compliant then you should contact the Treasury.

You should engage early with OGP FM Control (6 to 12 months prior to your required approval date, subject to the complexity of the case). You can do this by getting in touch with fmcontrols@cabinetoffice.gov.uk to arrange a meeting to discuss your procurement plan.

There are five sections on the submission form as follows:

- **Section A: Submitting Organisation**

- This section identifies the organisation requesting approval of their FM contract, extension or major variation and the key personnel involved

- **Section B: Contract Overview**

¹ The FM control value thresholds are based on the contract value exclusive of VAT. It is the responsibility of the submitting department to identify and quantify their VAT liability within the business case.

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- This section provides the key information regarding the FM contract, irregular extension or major variation. It is used to determine the routing of the submission within the FM Control process and ensures that relationships and dependencies with other projects, programmes or procurements are understood
- **Section C: Control Considerations**
 - This section identifies how the FM contract, irregular extensions or major variation supports the objectives of the FM Control.
- **Section D: Extensions**
 - This section provides the additional information required for FM contract irregular extensions
- **Section E: Major Variations (over £20m)**
 - This section provides the additional information required for major variations to FM contracts

This guidance provides details of the information that is expected to be in each of the sections. Missing information will result in a pause in the assessment process while the submitting organisation provides the requested information.

Where the response is contained in an attached document the relevant section(s) or paragraph(s) must be referenced.

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Section A - Submitting Organisation

This section is to be completed in full for every submission.

Section A: Submitting Organisation	
To be completed in full.	
Department / Parent Organisation:	<p><i>Please include the Governing Department so it is clear where the organisation sits.</i></p> <p>Where the submission is for a contract, extension or major variation that affects multiple departments, all departments should be listed and the lead department identified.</p> <p>If the contract, extension or major variation is for an Arm's Length Body (ALB), Executive Agency (EA), Non-departmental Public Body (NDPB) or Non-ministerial Department (NMD) the host department should be named.</p>
Department Division, ALB, EA, NDPB or NMD:	<p><i>Please include the name of the requesting organisation.</i></p> <p>N/A if the contract, extension or major variation is at departmental level.</p> <p>Name the requesting organisation if the contract, extension or major variation is not at departmental level.</p>
Name and evidence of Departmental Final Internal Approval:	<p><i>Please include the name and position of the Departmental Final internal approver. Evidence of approval in the form of email or minutes from a meeting must be provided.</i></p> <p>This will depend on the individual organisation's governance structure; it is expected that Accounting Officers will have delegated responsibility to the appropriate level.</p>
Contract Owner / SRO:	<p><i>Please include the name and position of the Contract Owner / Senior Responsible Officer</i></p> <p>Provide the name and job title of the Contract Owner or Senior Responsible Officer</p>
Intelligent Client(s):	<p><i>Please include the name of the individual(s) or team undertaking the Intelligent Client Role/Function</i></p>
Submitting Department Contact Details:	<p><i>Please include the name, position and contact details of the Submitting Department Contact.</i></p> <p>Provide the following information for the person the FM Control team should contact regarding this submission.</p> <p>Name, Job Title, Phone Number, Email Address</p>

Section B: Contract Overview

This section is to be completed in full for every submission.

References to attachments are acceptable where appropriate.

Section B: Contract Overview To be completed in full. References to attachments are acceptable where appropriate.																																					
Control Request Type:	<p><i>Please specify one of the following options:</i></p> <ul style="list-style-type: none"> <i>New Contract,</i> <i>Irregular Extension</i> <i>Variation over £20m</i> <i>A contract <£500k not included on an approved FM contract pipeline</i> <p>Choose the one option that applies to this submission.</p>																																				
Title of contract:	<p><i>Please insert the name of the contract</i></p> <p>This will be the name of the contract that is used internally by the department.</p>																																				
Wider Project / Programme (if applicable):	<p><i>If this contract falls within a wider project or programme, especially one that is on an Infrastructure and Projects Authority major projects list, please specify the name of the project / programme.</i></p> <p>N/A if the contract, extension or major variation is not part of a wider project or programme.</p> <p>Provide details of the wider project or programme this contract, extension or major variation forms part of.</p>																																				
Please provide details of properties within the scope of the contract:	<p><i>Please include a list of all the Regions within the scope of the contract. For consistency please align to regional boundaries set out in the map in Annex 5</i></p>																																				
Value of contract:	<p><i>Total value over the life of the contract (including optional extensions) including fixed and estimated variable costs . Financial Summary Table:</i></p> <table border="1"> <thead> <tr> <th></th> <th>Yr1</th> <th>Yr2</th> <th>Yr3</th> <th>Yr4</th> <th>Yr5</th> <th>Yr6</th> <th>Yr7</th> <th>Yr8</th> <th>Yr9</th> <th>Yr10</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>(£k)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>"Overall Forecasted Spend, £ (exc. VAT)"</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Yr10	Total	(£k)												"Overall Forecasted Spend, £ (exc. VAT)"											
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(£k)																																					
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	<i>Please Complete Table detailing the annual cost of the proposed contract.</i>
VAT Liability and Value:	<i>Please confirm the elements of the contract subject to VAT and the VAT Value associated with those elements.</i>
Term of Contract:	<p><i>Please include the length of the contract request (and any extension options).</i></p> <p><i>If request relate to an irregular extension or variation please go to sections D and E</i></p> <p>This is usually expressed in the term: initial period + extension period + extension period (i.e. 3+1+1)</p>
Please provide details of services within the scope of in the contract:	<p><i>Specify the in scope service(s) Complete the table by placing an X next to relevant services, also indicate whether service is part of a single or bundled Service.</i></p> <p>The taxonomy used for the classification of FM services within the scope of the FM Control is detailed in Annex 3.</p> <p>Where multiple services are included in the scope they should all be marked with an X.</p>
Contract model:	<p><i>If this is a change of commercial model for the Department (i.e. aggregation of many single into bundled services or disaggregation from bundled to single services) please state.</i></p> <p>If the model is not single service it is expected that a document is attached to explain the proposed model or a reference to the relevant section of a business case provided. Single service, Bundled services, Integrated services, Total Facilities Management, Managing Agent, Integrator, Hybrid approach are the common options.</p> <p>State if this a change from the current arrangement.</p>
Utilising a Government Commercial Framework (or Direct Award):	<p><i>If no, please provide an explanation of the request to be exempt from the mandate. If a direct award is being used please provide rationale for the direct award:</i></p> <p>Provide reference to the relevant section of a business case provided.</p> <p>Provide comment/assurance that details how the decision was made not to use an existing HMG Commercial Framework. This should be supported by conducting an expression of interest / request for information with the framework suppliers to determine if the suppliers have capability and capacity.</p> <p>Provide rationale for the direct award.</p>
Name of Current FM Contractor(s):	<i>Please include the name of the incumbent contractor(s)</i>

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	<p>Ensure that details of all current contractors affected by this contract, extension or major variation are listed.</p> <p>State if any services currently undertaken in-house become in scope of the contract, extension or major variation.</p> <p>If the list is extensive, provide a summary for example; Multiple single service contractors and in-house post team etc. and attach a list of the parties involved or reference the relevant section of a business case.</p>
Business Case Stage*:	<p><i>Please select the appropriate option:</i></p> <ul style="list-style-type: none"> ● <i>Outline Business Case - prior to procurement</i> ● <i>Full Business Case - prior to award, new contract, irregular extension, major variation</i> <p>State the stage of the approved business case.</p> <p>Note: Submission is required at both OBC and FBC stages.</p>
Proposed Supplier name (If FBC Submission):	<p><i>Please provide the name of the proposed supplier at FBC stage.</i></p>
Approval by Internal governance:	<p>Please include details of all approval boards that were convened to review the request, and a list of any papers / submission reviewed. It is expected that where there are any, these documents are provided alongside this approval form.</p>
Mobilisation Commencement Date and Mobilisation Period:	<p><i>Please provide the anticipated mobilisation date and length of mobilisation period.</i></p> <p>Please provide the mobilisation date and plan.</p>
Proposed Contract Start Date:	<p><i>Please provide the proposed contract start date.</i></p>
Gateway review stage:	<p><i>Please select the appropriate option:</i></p> <ul style="list-style-type: none"> ● <i>Review 0: Strategic assessment</i> ● <i>Review 1: Business justification</i> ● <i>Review 2: Delivery strategy</i> ● <i>Review 3: Investment decision</i> ● <i>Review 4: Readiness for service</i> ● <i>Review 5: Operations review and benefits realisation</i>

Section C: Control Considerations

This section should be used to index the relevant section(s) within the business case. except for contracts <£500k previously included in an approved FM Contract Pipeline.

Section C: Control Considerations	
To be completed in full. Not required for a contract <£500k previously included in an approved FM Pipeline	
Assessment Question	Evidence
1). How will the proposed contract support your departmental/ organisational estate strategy?	<p><i>The strategic dimension of the business case for this contract should:</i></p> <ul style="list-style-type: none"> • ensure the contract is focused on business needs that have been well researched and are supported by service demand and capacity planning. Including evidence of assessing customer feedback. • ensure the contract is planned and delivered as part of an approved organisational strategy • demonstrate an organisational 5 year FM strategy aligned with the FM strategy and the overarching GPS is developed and maintained. • demonstrate organisational plans for influencing users' behaviours within a facility, in order to create a positive response to the environment, the organisation and other stakeholders. • demonstrate a management system for FM, modelled on a recognised standard, for all their FM activities is in place or being developed. • explain how the contract and associated spend will deliver against the three pillars of the Government Property Strategy (Enabling Government Priorities; Transforming Services and Places, Smaller, Better and Greener Estate, and Managed with Professional Excellence, informed by Insight). • explain how the proposed contract will meet the requirements of the organisational FM Strategy. <p>Context</p> <p>The strategic dimension of the Five Case Model must identify “Business as Usual” (BAU) – that is the result of continuing without implementing the proposal under consideration. This must be a quantified understanding to provide a well understood benchmark, against which proposals for change can be compared. This is true even when continuing with BAU would be unthinkable.²</p> <p>We have a responsibility not only to deliver value for money, but also to contribute to a stronger, fairer economy, with the interests of the public at the heart of the decisions we make. If we get this right, this strategy can facilitate genuine transformational change and deliver a sustainable</p>

² The Green Book Central Government Guidance on Appraisal and Evaluation
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	<p>government estate that enables government priorities; transforming services and places.³</p> <p>Evidence</p> <ul style="list-style-type: none"> ● Provision of the organisational strategy and business objectives, along with evidence of how the proposed procurement will achieve the desired outcome. ● Analysis to show the contract's relationship to the following pillars of the Government Property Strategy: <ul style="list-style-type: none"> ○ Enabling Government Priorities; Transforming Services and Places ○ Smaller, Better and Greener Estate ○ Managed with Professional Excellence, informed by Insight. ● Provide the departmental/ALB FM strategy indicating how the procurement will support delivery of the overarching organisational strategy. (FM Management and Services Standard 7.2, FM Strategy) ● Evidence of how customer experience feedback is used by the department/ALB to inform the preferred option, and content of the contract. How the feedback will be used throughout the life of the contract. <p>Where the contract includes the provision of Hard FM Services please answer the following questions.</p> <ul style="list-style-type: none"> ● Provide evidence of a robust maintenance strategy ● Is there an asset register, containing complete and accurate data that includes a complete list of assets? Is it aligned to the data structure as set out in FMS002 FM Asset Data Standard? ● Are condition surveys for the facilities included in the proposed contract up to date? ● Is a strategy for assurance of the asset data in place? ● Is the asset data contractually owned by the property organisation (submitting)? ● Has backlog maintenance been assessed in the Sites/locations included in the proposed procurement? ● Does the proposal fully address backlog maintenance in these Sites/locations? ● Confirm the anticipated cost of the backlog maintenance element of the contract. ● Has a Whole Life Cost (WLC) assessment been undertaken? If so, please provide it. ● Have works/projects been prioritised? ● Will all identified maintenance works be completed prior to contract end date?
<p>2). How do the contractual arrangements comply with Government Standard for</p>	<p><i>The management dimension of the business case for this contract should:</i></p>

³ Government Estate Strategy 2022
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Property GovS 004 and FM Standard FMS001 and FMS002?

- *Evidence of how the contract will be managed, subjected to independent assurance and that the necessary arrangements are in place for change and contract management, benefits realisation and risk management. (FM Standard 7.15)*
- *Evidence of benchmarking, minimum acceptable standards for the new supplier being assessed and included within the business case. (GovS004 - 6.3.6- Performance Management)*
- *Evidence of a system for capturing performance data (CAFM and/or BIM) , and evidence of how this is/will be used to manage supplier performance? (FM Standard 7.16 & 7.18)*
- *Evidence of UK BIM Framework (Government Soft Landings) inclusion in mobilisation and asset management plans.*
- *Describe how your department/organisation will deem this contract a success.*
- *Explain how the risks during the mobilisation and the operational phases of the contract will be managed.*
- *Has Government Soft Landings (GSL) been considered or applied to the procurement?*
- *Demonstrate inclusion of KPI's and how they will be validated.*

Context

The management dimension is concerned with planning the practical arrangements for implementation. It demonstrates that a preferred option can be delivered successfully. It includes the provision and management of the resources required for delivery of the proposal and arrangements for managing budgets. It identifies the organisation responsible for implementation, when agreed milestones will be achieved and when the proposal will be completed.

Evidence

- The link between the contract and your department's property delivery plans
- A strategy to ensure that property assets will be managed and maintained to achieve an acceptable standard of maintenance, optimise sustainability and value for money throughout the term of the contract (**Govs004, 5.1, 5.3.1, 6.7.1**)
- That recognised standards for facilities management have been used as the basis for defining the services needed, regardless of whether the services are provided through in-house operations, outsourced to a delivery organisation, hybrid models and private finance initiative (PFI) (**FM Service Standard**)
- Data ownership and Forward Maintenance Registers – the asset data shall be contractually owned by the organisation, regardless of whether this data is managed by a supplier or integrator (**FM Management and Services Standard 8.5**)
- That the contract will support provision of accurate and up-to-date information about the status of government property assets

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	<p>enabling objective evidence to be used in decision-making so that the estate can be managed effectively and efficiently (GovS:004, 6.7.4).</p> <ul style="list-style-type: none"> • That the department is communicating with customers (building users) to prepare for them for the change in service. (UK BIM Framework) • When relevant to scope of the contact, that Heating, cooling, lighting, air quality, noise, and other essential physical attributes of a building for human comfort, including safety standards, should be monitored and shall meet the prevailing industry and Health and Safety Executive (HSE) standards (GovS 004. 5.3.3) • The scope of the FM Contract should reflect the purpose and use of the asset (GovS 004, 6.4) How the contract will meet the needs of users. • That the specification and KPIs are tested with stakeholders and users to ensure they align with business needs and priorities. • The appropriate flexibility has been built into contract terms (e.g. early break/exit clauses; accommodation of future policy changes) in response to potential changes.
<p>3). Do the contractual arrangements and the capacity of your departmental structures include full consideration of The Government Property Profession career framework and alignment to Government Property Strategy?</p>	<p><i>The management dimension of the business case for this contract should:</i></p> <ul style="list-style-type: none"> • <i>Confirm the FM/Estates resource and capability are/will be in place to manage the contract.</i> • <i>Demonstrate that robust arrangements are in place for the delivery, monitoring and evaluation of the contract, including feedback into the organisation's strategic planning cycle.</i> • <i>Demonstrate that the preferred option can be successfully delivered</i> • <i>Explain how the risks during the mobilisation and operational phases of the contract will be managed</i> • <i>Ensure that objectives are met, anticipated outcomes delivered, benefits evaluated and recorded.</i> • <i>Provide evidence of departmental governance including leadership structures and decision making process.</i> <p>Context</p> <p>The management dimension is concerned with planning the practical arrangements for implementation. It demonstrates that a preferred option can be delivered successfully. It includes the provision and management of the resources required for delivery of the proposal and arrangements for managing budgets. It identifies the organisation responsible for implementation, when agreed milestones will be achieved and when the proposal will be completed.⁴</p> <p>The Civil Service is committed to continuous professionalism and diversity, so that we reflect the population we serve and deliver for the public. This is exceptionally important for Government Property. We are central to transformative delivery of public services and faced with an evolving</p>

⁴ The Green Book Central Government Guidance on Appraisal and Evaluation
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business and workforce skills requirement. The framework is a key enabler to help us get to where we want to be as a profession for the future; to build Welcome to the Government Driving up professionalism Facilitating career development Supporting high quality selection into Government Property roles and attracting the right skills and acting as an anchor behind wider capability initiatives.⁵

We want to ensure that the property function is able to identify, attract and retain people with the skills and capability to deliver this Strategy. A highly skilled, dynamic and commercially focused workforce will enable us to meet the changing needs of customers, and deliver departmental strategies that incorporate strategic workforce plans and changing business delivery models that facilitate transformational change.⁶

Evidence

We expect your business case to provide evidence of the following:

- That your department has brought together (or has developed plans for bringing together) the skills and capabilities, including professional accreditation, it needs to manage the contract, and has access to external sources of expertise where necessary, this should include current and future resource requirements to manage the contract subject to the approval request. (**Government Property Strategy Professional Excellence 6.1**)
- That your department has used the [Government Property Profession career framework](#) to support the capability and capacity of their property teams.
- That your department has used the Government Property Profession career framework to identify capability gaps and develop career routes.
- Evidence of estates/property/FM departmental governance (**GovS 004, 4.1.1**) including a management framework.
- Analysis to show the programme's relationship to the Professional Excellence "professionals in core property roles to be accredited or working towards accreditation with targeted property professional bodies by 2025"(**Government Property Strategy Professional excellence 6.1**) (**FM Strategy - Enabling Success**)
- Complete the table below to identify the number of people within your organisation managing the contract and holding/not holding ore working towards accreditation*.

⁵ Government Property Career Framework

⁶ Government Property Strategy 2022

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	Headcount holding accreditation through experience	Headcount holding an accreditation	Headcount working towards an accreditation	Of those working towards accreditation, how many are doing this via an apprenticeship	Headcount not holding an accreditation	Total
	Foundation Practitioner (AA, AO, EO)					
	Practitioner (HEO, SEO)					
	Senior Practitioner (G7, G6)					
	Senior Leader (SCS)					
	<p>*Accreditation must be through one of the following bodies; Institute of Workplace and Facilities Management (IWFM), Royal Institution of Chartered Surveyors (RICS), Chartered Institute of Building (CIOB), Royal Town Planning Institute (RTPI), Royal Institute of British Architects (RIBA), Chartered Engineer (through IET, CABE, CIBSE, ICE, IHE, IMechE or other property, infrastructure or building services body) and Chartered Environmentalist (through IEMA, CIOB, CIWM, CABE, CIEEM or other property, infrastructure or building services body) . The GPP Accreditation Standard, including a map of accreditation to job/role, is published in the GPP Career Framework.</p>					
4). How will the contractual arrangement align to the cross-government approach to commercial activity within the Sourcing Playbook?	<p><i>The commercial dimension of the business case for this contract should:</i></p> <ul style="list-style-type: none"> ● <i>demonstrate that the preferred option will result in a viable procurement and a well-structured deal between the public sector and its service providers.</i> ● <i>demonstrate future planning</i> ● <i>demonstrate that the benefits and risks of all options have been assessed.</i> ● <i>explain how the role of 'Intelligent Client' will be fulfilled and how best public value will be achieved throughout the life of the contract, including as business, organisational and operational requirements change over time?</i> <p>Context</p> <p>The commercial dimension concerns the commercial strategy and arrangements relating to services and assets that are required by the proposal and to the design of the procurement tender where one is</p>					

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	<p>required. The procurement specification comes from the strategic and economic dimensions. The commercial dimension feeds information on costs, risk management and timing back into the economic and financial dimensions as a procurement process proceeds. This is part of the iterative process of developing a proposal into a mature business case.⁷</p> <p>Evidence</p> <p>We expect your business case to provide evidence of the following:</p> <ul style="list-style-type: none"> • The proposed procurement exercise is recorded on your submitted FM contract pipeline. • Options analysis (inc. use of Crown Commercial Service Commercial Agreements). • That risk has been allocated to the party best able to manage it. Provide evidence of how the Intelligent Client Function will be delivered in relation to the proposed contract or irregular extension. (FM Standard 001 7.14)
<p>5). How do the contractual arrangements innovate and promote value to society (social value and sustainability)?</p>	<p><i>The economic dimension of the business case for this contract should:</i></p> <ul style="list-style-type: none"> • <i>demonstrate that the contract delivers best value to society, including wider social and environmental effects. Identify Themes, Policy Outcomes and Delivery objectives that will be applied to the contract along with evidence of how Social Value performance will be validated.</i> • <i>justify higher quality options over BAU and 'do minimum' option(s)</i> • <i>use of data to provide assurance of compliance with sustainability targets.</i> • <i>Evidence of departmental/ALB sustainability or Net Zero plan.</i> • <i>Evidence of buying greener products and services.</i> • <i>measure the benefits and risks of all options.</i> <p><i>The management aspect for these contract arrangements should:</i></p> <p><i>Ensure the required resources and sustainability capability are in place to understand, manage and action the evidence and data provided where required.</i></p> <p>Context</p> <p>The economic dimension of the business case is driven by the SMART objectives and delivery of the business needs that are identified in the strategic case. It estimates the social value of different options at both the UK level and, where necessary, on different parts of the UK or on groups of people within the UK.⁸</p> <p>The value added by the contract, both in terms of social value and sustainability.</p>

⁷ The Green Book Central Government Guidance on Appraisal and Evaluation

⁸ The Green Book Central Government Guidance on Appraisal and Evaluation

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	<p>Evidence</p> <p>We expect your business case to provide evidence of the following:</p> <p>Analysis to show the contract's relationship to the following pillar of the Government Property Strategy 6.3:</p> <ul style="list-style-type: none"> ○ Professional excellence, Informed by Insight. Improved Data and analysis. The contract data will support the provision of a sustainable and efficient estate. ● Demonstrating how the contract will support your organisation in delivering it's Greening Government Commitment: <ul style="list-style-type: none"> ○ Reducing our emissions - confirm GGC Commitment(%) and what the contract will deliver(%) ○ Improving waste management - confirm GGC Commitment(%) and what the contract will deliver(%) ○ Reducing water use - confirm GGC Commitment(%) and what the contract will deliver(%) ○ Buying 'greener' products and services - Confirmation of the systems they have in place and the action taken to buy sustainably, including to: <ul style="list-style-type: none"> ■ embed compliance with the Government Buying Standards in departmental and centralised procurement contracts, within the context of government's overarching priorities of value for money and streamlining procurement processes ■ understand and reduce supply chain impacts and risks ● Evidence of Resource Efficiency and how the contract will minimise waste and support the organisation in making the best use of its assets. (Sustainability Strategy) ● Evidence of Sustainability planning (Net Zero Playbook) ● Evidence of a sustainability plan for FM activities and produce regular management information to feed into wider organisational sustainability reporting. (FM Strategy) ● Provision of department/ALB carbon reduction plans and evidence that they are incorporated into the procurement of all FM contracts. (FM Strategy) ● Evidence of how PPN06/20 has been applied to the contract, along with ongoing validation of social value outcomes by the supplier. (PPN06/20)
<p>6). Confirm the affordability and funding provision that demonstrates the overall spend for the period of the contractual arrangement using current expenditure as the baseline.</p>	<p><i>The financial dimension of the business case for this contract should:</i></p> <ul style="list-style-type: none"> ● <i>demonstrate and provide evidence of the affordability and funding of the preferred option, including the support of stakeholders and customers</i> ● <i>provide a spend analysis table.</i> ● <i>identify and resolve any potential funding gaps during the lifespan of the scheme.</i> ● <i>identify intangible/non-cashable benefits that the contract will deliver.</i> <p>Context</p>

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	<p>The purpose of the financial dimension of the business case is to demonstrate the affordability and funding of the preferred option, including the support of stakeholders and customers, as required. Demonstrating the affordability and fundability of the preferred option requires a complete understanding of the capital, revenue and whole life costs of the scheme and of how the Deal will impact upon the balance sheet, income and expenditure and pricing arrangements (if any) of the organisation.</p> <p>Evidence</p> <ul style="list-style-type: none">● Evidence of the budgetary provision and approval to spend.● Provision of a spend analysis table including optional years.● If funding gaps have been identified, a full explanation should be provided as to how these gaps will be addressed. Including risk analysis and contingencies.● Identification of intangible/non-cashable benefits that will be achieved as a result of the contract.
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Section D: Irregular Extensions

Additional information required for irregular contract extensions

To be completed in full. References to attachments are acceptable where appropriate. (see Annex 2 - Guidance)

Summary on why the approach was chosen and the reason for an extension:	<i>Please explain the reason for extending the contract beyond the contracted term (initial period + any approved extension period) and not testing the market at this stage. Please confirm the legal risks and mitigations have been assessed and accepted by the department.</i>
Latest date to confirm extension to supplier:	<i>Please tell us when the latest date to formalise the extension is.</i>
Expected Extension Commencement Date:	<i>Please tell us when the extension is required to start.</i>

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Section E: Major Variations

Additional information required for major variations >£20m.

To be completed in full. References to attachments are acceptable where appropriate. (see Annex 2 - Guidance)

If a request for variation, is this: regular / irregular	<i>Please tell us whether variation complies with commercial governance criteria such as OJEU thresholds.</i>
Latest date to confirm variation to supplier:	<i>Please tell us when the latest date to formalise the variation is.</i>
Expected variation commencement date:	<i>Please tell us when the variation is required to start.</i>
Summary on why the approach was chosen and the reason for an variation:	<i>Please explain the reason for varying the contract and not testing the market at this stage. If an out of contract variation, please confirm the legal risks and mitigations have been assessed and accepted by the department.</i>