
Facilities Management Strategy, Integrated Services and Performance Leadership Course

17 – 28 May 2027
Paris





Facilities Management Strategy, Integrated Services and Performance Leadership Course

Ref: 49_12137 **Date:** 17 – 28 May 2027 **Location:** Paris **Fees:** 9900 GBP

Programme Summary

Facilities management strategy, integrated services and performance leadership is a two-week training course for heads of facilities and estates at strategic level, culminating in a three-year FM strategy and service delivery plan for their portfolio. Facilities often absorb a large share of operating cost, yet many FM functions are still run contract by contract, with little link to organisational objectives. The approach treats FM as a managed system: strategy first, then delivery model, contracts, cost, workplace, risk and people. Mars Training Centre UK delivers this programme in facilities management strategy and performance leadership.

The Business Case

When facilities are managed reactively, costs drift, service failures reach core operations and contracts reward activity rather than outcomes. A facilities leader who sets a clear strategy, chooses the right delivery model and manages providers against measured outcomes protects both budget and the experience of building users. The capability also strengthens the case for investment in buildings, technology and sustainability that boards often defer.

- Total Cost of Occupancy: Controlled through lifecycle costing, bundling decisions and evidence-based budgets.
- Service Availability and User Satisfaction: Improved by outcome-based SLAs, KPIs and structured provider governance.
- Operational Risk Exposure: Reduced through FM risk registers, continuity planning and safe systems of work.

Principles and Evidence Base

- ISO 41001:2018 Facility Management Systems: Structures FM policy, objectives, operational control and performance evaluation in Sessions 1, 2 and 9.
- ISO 41012 Strategic Sourcing and Agreements: Guides delivery model choice, specifications and contract development in Sessions 3 and 4.
- ISO 41014 Development of a Facility Management Strategy: Links demand, supply and organisational objectives into the strategy built in Sessions 2 and 10.
- ISO 22301 and ISO 45001: Frame business continuity and occupational health and safety arrangements for facilities in Session 7.



Intended Participants

- Leaders accountable for the facilities strategy and budget of a site, campus or portfolio.
- Executives who decide between in-house, outsourced and integrated FM models.
- Senior managers who govern FM contracts and provider performance.
- Officials responsible for public buildings, estates and shared services.
- Heads of corporate real estate who link property decisions with workplace services.

The programme serves government estates, healthcare, higher education, commercial property and industrial sites.

Learning Outcomes

1. Participants will be able to construct a facilities management strategy aligned with organisational objectives and the requirements of ISO 41001.
2. Participants will be able to evaluate in-house, outsourced and integrated delivery models for a given portfolio.
3. Participants will be able to design output-based specifications, SLAs and KPIs for hard and soft services.
4. Participants will be able to prioritise FM budgets using lifecycle cost and total cost of occupancy analysis.
5. Participants will be able to diagnose risk, continuity and safety gaps in facilities operations.
6. Participants will be able to justify technology, sustainability and team development investments to senior decision-makers.

Programme Structure

Day 1: The Role of Facilities Management

What does FM contribute to the organisation it serves?

- Demand and Supply Sides of Facilities Management
- ISO 41001:2018 Context, Leadership and Policy
- Hard Services, Soft Services and Workplace Services
- FM Maturity Assessment
- Stakeholder Map for Building Users and Owners

Day 2: Facilities Management Strategy

How is FM strategy derived from organisational objectives?

- ISO 41014 Strategy Development Process
- Portfolio Demand Forecasting
- FM Objectives and Strategic Performance Measures
- Gap Analysis Between Current and Target Service
- Strategy Roadmap and Governance Structure



Day 3: Service Delivery Models

Which delivery model fits the organisation, its risk and its market?

- In-House, Outsourced, Bundled and Integrated FM
- Make-or-Buy Analysis for Facility Services
- ISO 41012 Strategic Sourcing Guidance
- Supplier Market Analysis
- Transition and Mobilisation Planning

Day 4: Contracts, SLAs and KPIs

How are providers specified, measured and rewarded?

- Output-Based Specifications
- Service Level Agreements and Response Times
- KPI Design and Balanced Scorecards
- Payment Mechanisms and Performance Deductions
- Contract Governance Meetings and Escalation

Day 5: FM Finance and Lifecycle Cost

How are FM budgets built, defended and optimised?

- Total Cost of Occupancy Analysis
- Lifecycle Cost Modelling for Building Elements
- Planned Versus Reactive Maintenance Spend
- Benchmarking FM Costs Across Sites
- Zero-Based FM Budget Construction

Day 6: Workplace and Space

How do workplace decisions shape cost and user experience?

- Space Utilisation Studies
- Hybrid Working and Workplace Models
- Moves, Adds and Changes Management
- Help Desk and Service Request Design
- User Satisfaction Surveys

Day 7: Risk, Continuity and Safety

How are facilities kept safe, resilient and in line with the law?



- FM Risk Register and Risk Appetite
- ISO 22301 Business Continuity for Facilities
- ISO 45001 Safe Systems of Work and Permits
- Statutory Inspection and Compliance Calendars
- Emergency Response and Incident Review

Day 8: Sustainability and Technology

Which investments reduce energy use and improve data for decisions?

- Energy and Carbon Reduction Plans
- Waste and Water Management
- CAFM and IWMS Platforms
- BIM for Operations and Asset Data
- Smart Building Sensors and Analytics

Day 9: Leading FM Teams and Performance

How is the FM function organised, developed and reviewed?

- FM Organisation Design and Role Profiles
- Competence Frameworks for FM Staff
- ISO 41001 Performance Evaluation and Internal Audit
- Management Review and Continual Improvement
- Leading Change Across In-House and Contracted Teams

Day 10: Applying Facilities Management Strategy

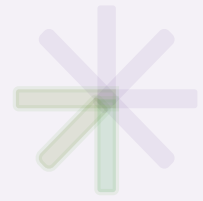
How are the elements combined into one strategy and delivery plan?

- Applying the Maturity Assessment to a Participant Portfolio
- Selecting the Delivery Model and KPI Set
- Building the Lifecycle Budget and Risk Plan
- Peer Review of Strategy Assumptions
- FM Strategy and Service Delivery Plan Presentation

Methodology

The programme is built around case analysis drawn from hospitals, universities, government campuses and commercial towers. Participants diagnose each case, then apply the same tools to their own portfolio across the two weeks, so the capstone grows session by session. Peer review and structured exercises test delivery model choices, specifications and budgets before they reach the final plan.

- Suggested activity: Choosing between bundled and integrated FM for a multi-site hospital group.
- Suggested activity: Rewriting an input-based cleaning specification as an output-based one.



- Suggested activity: Defending a lifecycle budget to a simulated finance committee.

Capstone Output

Each participant completes a three-year FM strategy and service delivery plan for their own portfolio. It sets out objectives, the chosen delivery model, the KPI framework, a lifecycle budget, the risk and continuity plan, technology and sustainability priorities and the team structure, ready for executive approval.

Frequently Asked Questions

Is facilities management strategy training suitable for senior leaders new to FM?

Yes, if you hold senior responsibility for buildings or estates. It assumes management experience and basic knowledge of building operations, and builds the strategic tools of FM from the first session.

Which standards does facilities management strategy in this programme rest on?

It rests on ISO 41001:2018 for FM systems, with ISO 41012 for sourcing, ISO 41014 for strategy, and ISO 22301 and ISO 45001 for continuity and safety.

How is the facilities management strategy and service delivery plan used at work?

It becomes your working plan for the next three years, guiding procurement, budgets and provider reviews, and giving your board a clear basis for decisions.

How does facilities management strategy differ from a building maintenance programme?

It addresses the whole FM function, including strategy, sourcing, finance, workplace and people, while maintenance programmes focus on the technical care of plant and building systems.