

Contents

	Page
Section 1	Introduction
1.1	Background and Objectives 4
1.2	Maturity Framework 5-8
Section 2	'How to' User Guides
2.1	FM Asset Data Standard 10-14
2.2	Maturity Tool 15-26
Appendices	
Appendix A	Maturity Assessment Guidance 28-32



List of abbreviations



Term	Description
ALB	Arm's-Length Bodies
API	Application Programming Interface
COBie	Construction Operations Building Information Exchange
FM	Facilities Management
GovS	Government Functional Standard
MoD	Ministry of Defence
NHS	National Health Service
OGP	Office of Government Property
PPM	Planned Preventative Maintenance



1. Introduction

1.1 Background and Objectives

Background

The Office of Government Property ('OGP') formed the Facilities management ('FM') Strategy Programme Team in January 2020. A new cross-department FM Taskforce was established and first met in February 2020. As part of a landscape review, the FM Taskforce has identified asset data as a priority area. This will help improve facilities management across the government estate.

There are a number of reasons why actions are being taken to improve FM:

- **Senior Civil Servant Function Surveys** – FM was identified as a key driver behind poor performance ratings for the Property Function.
- **Cross-Government feedback** – Senior officials and non-execs from Departments and property bodies have frequently raised concerns over services and a lack of strategy on FM.
- **Confidence in suppliers** – In recent years FM procurements have focused on minimising costs, this has impacted on service delivery and reduced suppliers' margins. One major FM provider collapsed and the financial stability of a significant part of the marketplace was questioned.
- **Changing needs** – The needs and demands of users have changed but approach to workplace and FM has not adapted. A refocus is needed to ensure buildings function well, user experience improves and to address policy issues such as sustainability.
- **Investment in maintenance** – Lack of investment, and significant backlog maintenance, is the single biggest risk across the Property Function.

Objective

The objectives of the FM asset data standard include:

- **Collaboration and knowledge sharing** – a common standard and common language across FM asset data will facilitate collaboration and knowledge sharing between departments.
- **Consistent reporting of FM asset data** – improved aggregation and collation of FM asset data across departments will facilitate cross-government evidence-based decision making.
- **Improved reporting within Departments** – suppliers applying consistent FM data standards will support the improvement of FM reporting within departments.
- **Improved data to support procurement** – increased transparency and accuracy of data to support contract pricing discussions with FM suppliers; increased interoperability and transferability of data between FM suppliers when changing service providers.

Purpose of this document

This document contains guidance on how to interpret and use both the standard document and the maturity tool.

The FM asset data standard are aimed at improving consistency and quality of FM asset data across the follow areas – data structure, data assurance, data ownership, data systems, data usage and supporting teams.

The maturity tool has been developed to support departments in assessing themselves against the standard, to indicate potential areas for improvement and evidence the required case for change and investment.

The purpose of this document is to help users:

- **To understand the FM asset data standard** – to provide an overview of what the FM asset data standard is, as well as an understanding of when and how it should be used.
- **To guide users through how to complete the maturity tool assessment** – to provide step by step guide for departmental users on how to use the maturity tool to complete the self assessment.

1.2 Maturity Framework – Stages

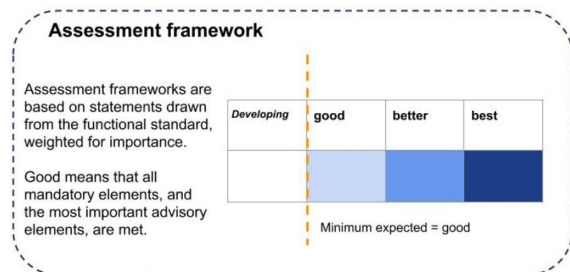
Maturity framework

This maturity framework has been developed to assist departments in self assessing against the FM asset data standard. The maturity tool will support departments in evidencing investment requirements to adhere to the FM asset data standard. This framework is designed around five maturity stages (Developing – Basic, Developing – Improving, Good, Better, Best) and six assessment dimensions (Structure, Assurance and Quality, Ownership and Access, Systems, Usage, Team). These are detailed in this section ‘1.2 Maturity Framework - Dimensions’.

Functional Standards Framework

The stages in this maturity framework are aligned to the “**Government Functional Standards - Handbook for assessing performance against functional standards, version 1.1**”, issued 25th November 2020.

The functional standards framework sets out different levels of maturity against the most important aspects of a functional standard - from ‘Developing’, to ‘Good’ (which is the level at which the data standard is developed), to ‘Better’ and ‘Best’, as shown in figure below:



Maturity Framework Stages

For the purposes of the FM asset data maturity framework, the ‘Developing’ stage has been separated into two: ‘Developing – Basic’ and ‘Developing – Improving’ to allow differentiation in the levels below ‘Good’. In order to be ‘Developing - Improving’, ‘Good’, ‘Better’ or ‘Best’, a department would need to meet all the criteria for that level across the framework, so by default an department is ‘Developing - Basic’ if it doesn’t meet at least ‘Developing - Improving’ across all six dimensions.

Developing – Basic	Developing – Improving	Good	Better	Best
Non existential or very basic stage (Default value)	Meets some of the mandatory and important elements	Meets all the mandatory and most important elements (Minimum expected stage)	Exceeds expectations beyond the mandatory and most important elements	Industry leading / Best in the market covering wide range of elements

1.2 Maturity Framework – Dimensions

The dimensions of the maturity framework have been defined to be closely aligned to the sections of the FM asset data standard. The definition and sub components of these dimensions are detailed below.

Dimensions	Definition
Data Structure	<ul style="list-style-type: none"> i. Hierarchy – The FM asset data is captured for the a clearly defined location and system hierarchy (e.g. Site > Building > Floor > Room > Space > System > Asset). ii. Data specification – The FM asset data is aligned to the data structure and classifications within FM data standard or tailored specifications based on specific department needs.
Data Assurance and Quality	<ul style="list-style-type: none"> i. Coverage and Completeness – The coverage of FM assets and completeness of data fields related to these assets. ii. Audit – The sample surveys of assets to verify data quality and independent asset verification exercises. iii. Data Quality Control – The processes of data quality checks, verifying data prior to updates and change controls processes. iv. Governance – The governance and documentation around FM asset data quality and assurance.
Data Ownership and Access	<ul style="list-style-type: none"> i. Ownership – The contractual ownership of the FM asset data. ii. Accessibility – The ability to readily access the FM asset data and control the access management to this data.
Data Systems	<ul style="list-style-type: none"> i. Flexibility – The ability of the systems to alter the data schema enabling data structure flexibility as per departmental needs and integration of specifications. ii. Interoperability – The ability of the systems to transfer data between and connect with other systems even if they are managed by different suppliers. iii. Management – The responsibility for the management of data systems including data security and backup procedures.
Data Usage	<ul style="list-style-type: none"> i. Management Information – The reporting and dashboarding to provide the management information related to FM assets. ii. Insights – The use of this management information to inform decisions around contract management, compliance, maintenance schedules and investment prioritisation.
Team Capacity and Capability	<ul style="list-style-type: none"> i. Capacity – The current capacity of data teams within the department to deliver FM data related requirements. ii. Capability – The required skillset of the data team members to complete the required analysis, both technical data skills and FM understanding/experience. iii. Training – The training, guidance material and knowledge sharing for the data team members for onboarding, upskilling and transitions.



1.2 Maturity Framework – Summary

The table below combines the maturity stage and dimensions into the maturity framework.

Key = FM asset data standard
 Greyed out text = Required for 'Good' and above

Dimensions	Developing - Basic	Developing - Improving	Good	Better	Best
Data Structure - Hierarchy - Data Specification	<ul style="list-style-type: none"> - Asset data is captured against a hierarchy which includes the site and building - No consistent data standards defined 	<ul style="list-style-type: none"> - Asset data is captured against a hierarchy which includes the site, building, floor and location - A consistent data standard is defined for core fields but inconsistently applied across the estate 	<ul style="list-style-type: none"> - Asset data is captured against a hierarchy which includes the site, building, floor, location and system - A data standard is defined for core fields and is consistently applied across the estate 	<ul style="list-style-type: none"> - Asset data is captured against a hierarchy (from site to system) including sub components where required - A data standard is defined for both core and non-core fields but inconsistently applied across the estate for non-core fields 	<ul style="list-style-type: none"> - Asset data is captured against a hierarchy (from site to system) including sub components where required - A data standard is defined for both core and non-core fields and consistently applied across the estate
Data Assurance and Quality - Coverage and Completeness - Audit - Data Quality Control - Governance	<ul style="list-style-type: none"> - Incomplete asset register - No data update, quality control and assurance processes - Processes are ad-hoc, with improper audit trails - No governance board and documented items 	<ul style="list-style-type: none"> - Incomplete asset register with actions to address - Inconsistent update, audit and change control processes - Processes contain basic checks and traceable audit comments but applied on an ad-hoc basis - Governance board exists but meets on an irregular basis without all required attendees 	<ul style="list-style-type: none"> - Complete asset register across all estates - Consistent update assurance and change control processes running on a regular basis - Verification tools for quality control based on business rules along with audit logs - Dedicated governance board covering all estates with the department engaged in setting policies and strategy 	<ul style="list-style-type: none"> - Complete asset register across all estates - Partially automated assurance and change control processes running on a frequent basis - Quality control dashboards are used observing a high level of consistency across systems and high quality audit trails synchronised across systems - Dedicated governance board along with additional sub-working groups with suppliers 	<ul style="list-style-type: none"> - Complete asset register across all estates - Automated assurance and change control processes - Automated controls for erroneous records, user feedback and data quality gaps - Dedicated governance board along with additional sub-working groups with suppliers and cross departmental governance board
Data Ownership and Access - Ownership - Accessibility	<ul style="list-style-type: none"> - Data contractually not owned by the department - No/limited data access - No/limited data access management privileges 	<ul style="list-style-type: none"> - Data contractually owned by the department for some estates - Access to some data tables/extracts in some parts of the estate - Some access management privileges in some parts of the estate 	<ul style="list-style-type: none"> - Data contractually owned by the department for all estates - Access across all data stores / all estates and ability to manually extract the required data - Access management privileges across all data stores these are consistently applied and tightly controlled. 	<ul style="list-style-type: none"> - Data contractually owned by the department for all estates - Access across all data stores with the ability to connect using desktop tools - Access management privileges across all data stores these are consistently applied and tightly controlled. 	<ul style="list-style-type: none"> - Data contractually owned by the department for all estates - Access across all data stores with the ability to connect using automated APIs - Access management privileges across all data stores these are consistently applied and tightly controlled.

1.2 Maturity Framework – Summary


The table below combines the maturity stage and dimensions into the maturity framework.

Key = FM asset data standard
 = Required for 'Good' and above

Dimensions	Developing - Basic	Developing - Improving	Good	Better	Best
Data Systems - Flexibility - Interoperability - Management	<ul style="list-style-type: none"> - Limited flexibility of system to accommodate the data standards - Limited interoperability between systems - Systems do not meet minimum security and backup management requirements 	<ul style="list-style-type: none"> - Systems with some flexibility to accommodate the data standard but not fully and for all estate - Interoperability between some systems, not transferable in COBie format - Inconsistent common aggregation data platform - Some systems meet minimum security and backup management requirements 	<ul style="list-style-type: none"> - Systems with flexibility to fully accommodate the data standards for all estates - Interoperability between all systems and transferable data in COBie format - Consistent common data aggregation platform with regularly updated data - All systems meet minimum security and backup management requirements 	<ul style="list-style-type: none"> - Systems with flexibility to fully accommodate the data standards for all estates - Interoperability between all systems and transferable data in COBie format - A common data platform with frequent data updates using desktop tools - All systems meet minimum security and backup management requirements 	<ul style="list-style-type: none"> - Systems with flexibility to fully accommodate the data standards for all estates - Interoperability between all systems and transferable data in COBie format - A common data platform with real-data updates using automated APIs - All systems meet minimum security and backup management requirements
Data Usage - Management Information - Insights	<ul style="list-style-type: none"> - None / limited reports on ad-hoc basis or based on unreliable data - None / limited insights 	<ul style="list-style-type: none"> - Inaccurate reports generated from data gathered point in time - Some insights generated but with limitations that impact decision making 	<ul style="list-style-type: none"> - Standardised reports generated regularly with reliable processing and calculations - Data insights are generated and used to make informed decisions 	<ul style="list-style-type: none"> - Interactive dashboards generated from frequently updated via robust data pipelines - Repeatable processes for generate insights and acting on these 	<ul style="list-style-type: none"> - Ability to create bespoke customisable reports to answer the latest business questions - Predictive and prescriptive analytical techniques used to create forward looking insights
Team Capacity and Capability - Capacity - Capability - Training	<ul style="list-style-type: none"> - No dedicated personnel/working team - No / limited training, guidance materials or knowledge sharing 	<ul style="list-style-type: none"> - Informal team covering some parts of the estate - Individuals may not be identified with roles and responsibilities - Team with some FM experience and data/technical understanding - Some irregular/inconsistent training and knowledge sharing - Inconsistent training materials which are reviewed and referred on an ad-hoc basis 	<ul style="list-style-type: none"> - Dedicated team covering all estates. - Individuals with identified with roles and responsibilities - Team with FM experience and ability to extract, transform, load and report data to generate required reports and insights. - Regular/consistent training and knowledge sharing aligned - Consistent training materials which are reviewed and referred regularly 	<ul style="list-style-type: none"> - Additional sub-teams working with suppliers - Ability to create robust and repeatable data processes along interactive dashboard - Additional upskilling and knowledge sharing sessions with suppliers - Consistent training materials which are reviewed and referred regularly 	<ul style="list-style-type: none"> - Additional sub-teams working with suppliers and cross-departmental teams - Ability to use predictive and prescriptive analytical techniques used to create forward-looking insights - Additional upskilling and knowledge sharing sessions across departments - Consistent training materials which are reviewed and referred regularly



2. 'How to' User Guides



2.1
FM Asset Data
Standard

2.2
Maturity Tool

2.1 FM Asset Data Standards – Overview

Overview of the FM asset data standard

The aim of the standard is to improve data quality, consistency and interoperability of FM asset data throughout the Government Estate. The adoption of an agreed FM asset data standard will help improve consistency and quality across the public estate, through a common approach to FM asset data within the public sector.

The standard covers the following components related to FM asset data:

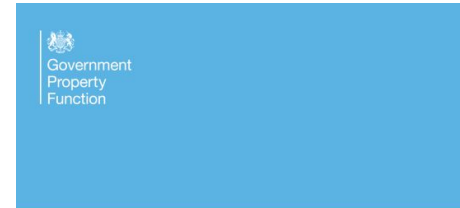
- **Data Structure** – the data field taxonomy and related asset hierarchies
- **Data Quality and Assurance** – the process and governances around data coverage and completeness
- **Data Ownership and Access** – the contractual data ownership and accessibility of this data
- **Data Systems** – the flexibility, interoperability and security of data systems
- **Data Usage** – the application and decisions based on FM asset data
- **Team capacity and capability** – the supporting teams' capacity, capability and responsibility

Audience of the FM asset data standard

The audience of the standard is individuals involved in managing asset data, analysis asset data, monitoring compliance or making investment/contracting decisions based on asset data.

How to self assess against the standard?

To support with self assessing against the FM asset data standard there is an associated maturity tool (FM Standard - FMS 002 - Asset Data - Maturity Tool v0.1). This tool provides a set of questions to understand where a department is adhering to the standard and where it is not. This maturity assessment can support departments in generating some of the supporting evidence for investment around FM asset data.



Facilities Management Standard
FMS 002: Asset Data



2.1 FM Asset Data Standard – Principles and Definitions

Principles and Definitions

The standard has been developed to support consistency and improvement in the use of FM asset data across Government. The corresponding maturity tool and guidance are designed to support in assessment against the standard and to provide evidence to support any required case for change.

When applying the standard there are a set of definitions and principles which should be considered:

- **Definition of an asset** – within the standard and supporting documents, assets are defined as components of buildings, for example building fabric, a boiler or a fire alarm. This refers to assets which are maintained by a FM supplier, not owned by a FM supplier. The term asset refers to an FM asset (i.e. system / component) rather than a property asset (i.e. building or land) where property asset is meant it will be clearly identified as such.
- **Scope of asset data** – the scope of assets covered by the standard is the built environment, including building fabrics, mechanical and electrical assets. The standard does not cover the natural and non-built environment on sites.
- **Space types** – the standard applies to all space types across Government. It is noted specific space types / estates will have specific requirements around asset data standards.
- **Delivery model agnostic** – the standard has been developed to be delivery model agnostic and therefore is applicable to outsourced, inhouse or mixed economy service provision.
- **System agnostic** – the standard has been developed to be system agnostic and as such the data structure detailed may sit across multiple data tables within the asset management source systems.

2.1 FM Asset Data Standard – Guidance

Guidance

When applying the standard, the following guidance points should be considered:

- **Tailoring for specific department requirement** – the standard has been developed to promote consistency across departments, however it is noted and understood that departments will have specific requirements which will require them to deviate from the standard, examples being international estates, specialist space types and enhanced healthcare or customer focussed standards. Where deviations exist from the data structure in the standard departments should create a mapping back to the standard data structure to maintain cross-government consistency.
- **Contract lifecycle** – the processes and specifications which are agreed during the contracting of FM suppliers shall be adjusted to the standard when renegotiating contracts (e.g. data structure, ownership and access, systems). The other elements of the standard (e.g. assurance and quality, usage, team capacity and capability) shall be adopted as soon as practicable.
- **Level of detail** – the standard has been set at a level of detail, to provide enough information for departments to interpret and adhere to the standard, but not too much specificity as to restrict departments' flexibility to adjust to specific requirements.
- **Portfolio Estates** – the standard should be applied to assets across the whole portfolio of department's estate. Where this includes various business units or ALBs with different FM arrangements departments may find it useful to undertake separate maturity assessments for each one.
- **Data system** – as stated in 6.5 of GovS004 'information on non-strategic assets shall be recorded in their own property management data systems'. The standard is not related to the creation of a centralised database.

2.1 FM Asset Data Standard – Related Documents

Related Documents

The FM asset data standard has been developed alongside a maturity tool and supporting guidance. These supporting documents are designed to support assessments against the standard and to provide evidence to support any required case for change.

The standard document is designed to set asset data related standards across the public estate, and not to replace existing specifications or legal requirements.

In any event, the following hierarchy of standards should be applied:

- All applicable laws as relevant in England and Wales.
- Organisational asset data specific standards that exceed the Standard.
- FM Asset Data Standard.

The FM asset data standard is associated with the Government Functional Standard for property, namely GovS 004: Property and forms part of the Governance and Management Framework for the Government Property Function. The standard document is in alignment with the Government Property Data Standard GovS004-PDS010, which details data standards related to property and building level data.

Departments and Government Commercial Functions shall continue to maintain detailed up to date standards as technology and legislation evolves, including Annexes A and B of the CCS FM Framework, NHS and MoD standards. The FM asset data standard is not intended to duplicate these and will need to accommodate them by changing over time.



2.1
FM Asset Data
Standard

2.2
Maturity Tool

2.2 Maturity Tool – Overview

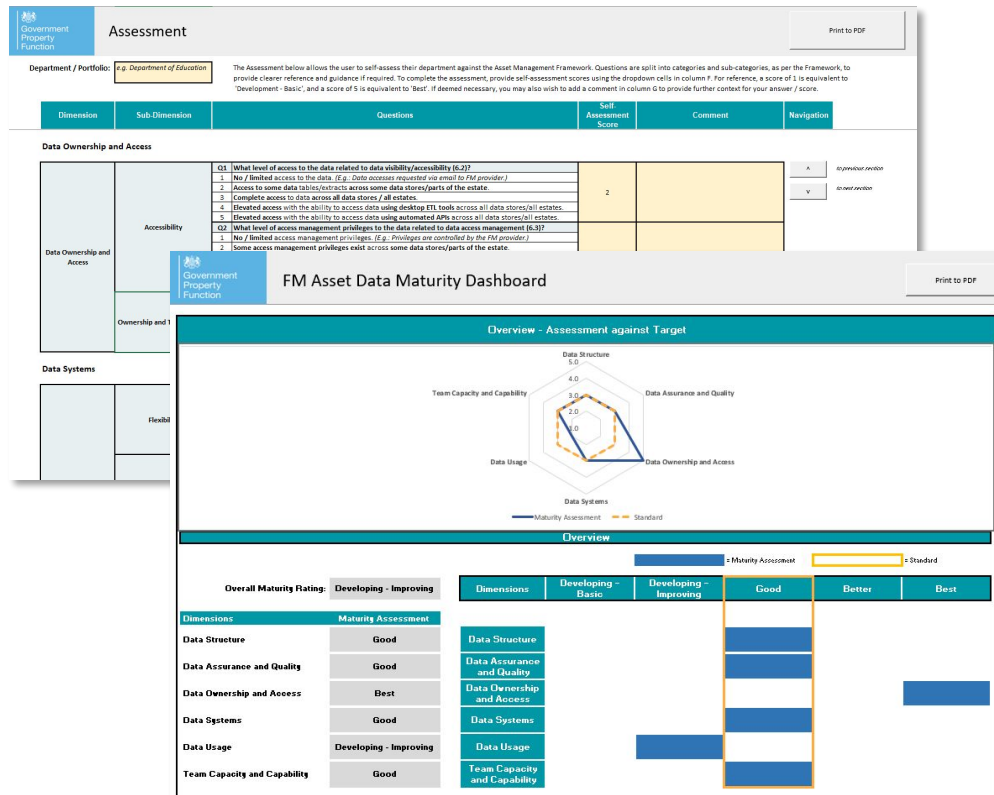
Maturity Tool Overview

The Maturity tool is an Excel-based tool that allows departments to assess themselves against the framework developed.

Users can determine where they meet the required components of the standard, where further development is required or where they exceed the standard and are examples of best practice.

In turn, the tool will allow departments to provide additional evidence in favour of investment in those areas identified as requiring further development.

Note: The tool uses macros, so selecting 'enable macros' when the tool opens will allow these to work as intended. Please note that these macros are intended only to enhance user experience and are not necessary for the tool to work.



Assessment

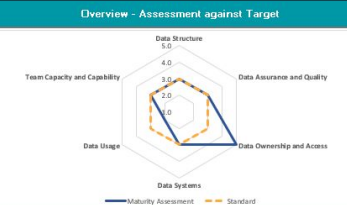
Department / Portfolio: Print to PDF

The Assessment below allows the user to self-assess their department against the Asset Management Framework. Questions are split into categories and sub-categories, as per the Framework, to provide clearer reference and guidance if required. To complete the assessment, provide self-assessment scores using the dropdown cells in column F. For reference, a score of 1 is equivalent to 'Development - Basic', and a score of 5 is equivalent to 'Best'. If deemed necessary, you may also wish to add a comment in column G to provide further context for your answer / score.

Dimension	Sub-Dimension	Questions	Self Assessment Score	Comment	Navigation
Data Ownership and Access					
Data Ownership and Access	Accessibility	Q1: What level of access to the data related to data visibility/availability (6.3)?			X <input type="button" value="to previous review"/> Y <input type="button" value="to next review"/>
		1. No / limited access to the data (E.g. Data accesses requested via email to PM provider) 2. Access to some data tables/extracts across some data stores/parts of the estate. 3. Complete access to data across all data stores / all estates. 4. Elevated access with the ability to access data using desktop ETL tools across all data stores/all estates. 5. Elevated access with the ability to access data using automated APIs across all data stores/all estates.	2		
	Ownership and	Q2: What level of access management privileges to the data related to data access management (6.3)?			
		1. No / limited access management privileges (E.g. Privileges are controlled by the PM provider) 2. Some access management privileges exist across some data stores/parts of the estate.			

FM Asset Data Maturity Dashboard Print to PDF

Overview - Assessment against Target



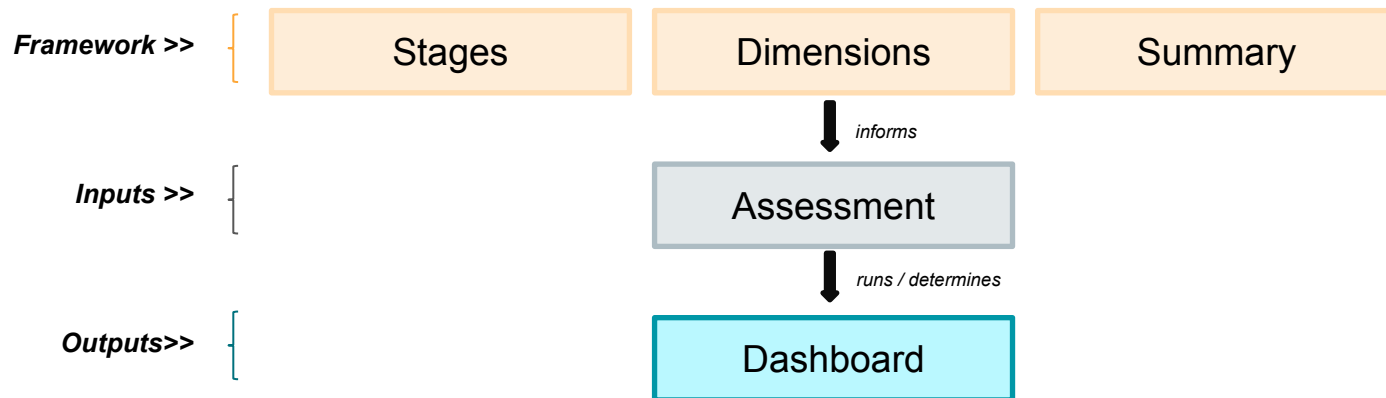
Overall Maturity Rating:		Maturity Assessment				
Developing - Improving		2	3	4	5	Standard
Dimensions	Maturity Assessment	Developing - Basic	Developing - Improving	Good	Better	Best
Data Structure	Good					
Data Assurance and Quality	Good					
Data Ownership and Access	Best					
Data Systems	Good					
Data Usage	Developing - Improving					
Team Capacity and Capability	Good					

2.2 Maturity Tool – Overview

Structure

- **Introduction and Framework** – this section contains the *‘Introduction’*, *‘Stages’*, *‘Dimensions’* and *‘Summary’* tabs. These tabs are to provide the user with an introduction and overview of the maturity framework (see pages 18-20 for further detail).
- **Inputs** – the Inputs section contains the *‘Assessment’* tab (see pages 21-23 for further detail). This tab contains a set of questions for users to answer, scoring their department alongside the guidance provided in this document, as well as using the information provided in the tool.
- **Outputs** – the answers provided on the *‘Assessment’* tab determine the *‘Dashboard’* tab outputs (see pages 24-26 for further detail), where overall scores are displayed for each of the Dimensions. The Dashboard provides a graphical representation of where departments meet, exceed, or require development to meet each of the standards outlined in the Framework.

The guidance provided in this document, as well as the Framework tabs, provides supporting the information for completing the Assessment. The answers provided in the Assessment section determines the visualisations in the Dashboard section.



2.2 Maturity Tool – Framework Stages

Structure

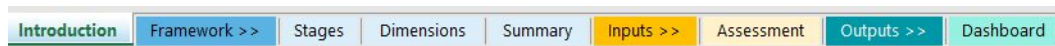
The tool is split into three sections, **Framework** (blue tabs), **Inputs** (orange tabs), and **Outputs** (green/teal tabs).


Framework

- **Framework** – the ‘*Stages*’, ‘*Dimensions*’ and ‘*Summary*’ are all included on separate tabs to allow users quick reference to the framework against which departments are assessed.

Framework - Stages

- The ‘*Stages*’ tab details and defines the scores / tiers by which departments will be measured through each of the Framework Dimensions. This determines where, for each Dimension, departments are adhering to standard, exceeding standards, or require further development to meet the standard.





Framework Stage

Maturity framework

This framework has been developed to assist in assessing the baseline position of departments with regards to FM asset data and to inform the maturity tool development. The maturity tool will support departments in evidencing investment requirements to adhere to the FM asset data standards. This framework is designed around five maturity stages (Developing – Basic, Developing – Improving, Good, Better, Best) and seven assessment dimensions (Structure, Quality, Assurance, Access, Systems, Usage, Team). These are detailed in this section 2.1 Maturity Framework.

Functional Standards Framework

The stages in this maturity framework are aligned to the ‘Government Functional Standards - Handbook for assessing performance against functional standards, version 1.1’, issued 25th November 2020.

The functional standards framework sets out different levels of maturity against the most important aspects of a functional standard - from ‘Developing’, to ‘Good’ (which is the level at which the data standard is developed), to ‘Better’ and ‘Best’, as shown in figure below.

Assessment framework

Assessment frameworks are based on statements drawn from the functional standard, weighted for importance.

Good means that all mandatory elements, and the most important advisory elements, are met.

	Developing	good	better	best

Minimum expected = good

Maturity Framework Stages

For the purposes of the FM asset data maturity framework, the ‘Developing’ stage has been separated into two: ‘Developing – Basic’ and ‘Developing – Improving’ to allow differentiation in the levels below ‘Good’. In order to be ‘Developing – Improving’, ‘Good’, ‘Better’ or ‘Best’, a department would need to meet all the criteria for that level across the framework, so by default an department is ‘Developing – Basic’ if it doesn’t meet at least ‘Developing – Improving’ across all seven dimensions.

Developing – Basic	Developing – Improving	Good	Better	Best
Non essential or very basic stage (Default value)	Meets some of the mandatory and important elements	Meets all the mandatory and most important elements (Minimum expected stage)	Exceeds expectations beyond the mandatory and most important elements	Industry leading / Best in the market covering wide range of elements

2.2 Maturity Tool – Framework Dimensions

Framework - Dimensions

- The '*Dimensions*' tab details the key areas through which departments will be assessed.
- The table displays the Dimension names and their definitions.
- Each Dimension is split into Sub-dimensions, which are then further defined.

Definitions of each dimension. Each dimension is split into sub-dimensions, which are then further defined.

Dimension names

Dimensions	Definition
Data Structure - Hierarchy - Data Specification	i. Hierarchy – The FM asset data is captured for the a clearly defined location and system hierarchy (e.g. Site □ Building □ Floor □ Room □ Space □ System □ Asset) ii. Data Specification – The FM asset data is aligned to the data structure and classifications within FM data standard or tailored specifications based on specific department needs.
Data Assurance and Quality - Coverage and Completeness - Audit - Data Quality Control - Governance	i. Coverage and Completeness – The coverage of FM assets and completeness of data fields related to these assets. ii. Audit – The sample surveys of assets to verify data quality and independent asset verification exercises. iii. Data Quality Control – The processes of data quality checks, verifying data prior to updates and change controls processes. iv. Governance – The governance and documentation around FM asset data quality and assurance.
Data Ownership and Access - Ownership - Accessibility	i. Ownership – The contractual ownership of the FM asset data. ii. Accessibility – The ability to readily access the FM asset data and control the access management to this data.
Data Systems - Flexibility - Interoperability - Management	i. Flexibility – The ability of the systems to alter the data schema enabling data structure flexibility as per departmental needs and integration of specifications. ii. Interoperability – The ability of the systems to transfer data between and connect with other systems even if they are managed by different suppliers. iii. Management – The responsibility for the management of data systems including data security and backup procedures.
Data Usage - Management Information - Insights	i. Management Information – The reporting and dashboarding to provide the management information related to FM assets. ii. Insights – The use of this management information to inform decisions around contract management, compliance, maintenance schedules and investment prioritisation.
Team Capacity and Capability - Capacity - Capability - Training	i. Capacity – The current capacity of data teams within the department to deliver FM data related requirements. ii. Capability – The required skilset of the data team members to complete the required analysis, both technical data skills and FM understanding/experience. iii. Training – The training and guidance material for the data team members for onboarding, upskilling and transitions.

2.2 Maturity Tool – Framework Summary

Framework - Summary

- The 'Summary' tab combines both the Framework Stages and Dimensions, providing a matrix of the criteria for each of the Framework Stages (see pages 7-8 for further detail).
- For example, point (1), highlighted red in the diagram to the right, provides guidance as to what 'Best' practice is defined as with regards to 'Data Systems'

The Framework Dimensions and underlying Sub-dimensions

The Framework Stages, from Developing – Basic -> Best

Dimensions	Developing – Basic	Developing – Improving	Good	Better	Best
Data Structure - Hierarchy - Data Specification	- Asset data is captured against a hierarchy which includes the site and building - No consistent data standards defined	- Asset data is captured against a hierarchy which includes the site, building, floor and location - A consistent data standard is defined for core fields but inconsistently applied across the estate	- Asset data is captured against a hierarchy which includes the site, building, floor, location and system - A data standard is defined for core fields and is consistently applied across the estate	- Asset data is captured against a hierarchy (from site to system) including sub components where required - A data standard is defined for both core and non-core fields but inconsistently applied across the estate for non-core fields	- Asset data is captured against a hierarchy (from site to system) including sub components where required - A data standard is defined for both core and non-core fields and consistently applied across the estate
Data Assurance and Quality - Coverage and Completeness - Audit - Data Quality Control - Governance	- Incomplete asset register - No data update, quality control and assurance processes - Processes are ad-hoc, with improper audit trails - No governance board and documented items	- Incomplete asset register with actions to address - Inconsistent update, audit and change control processes - Processes contain basic checks and traceable audit comments but applied on an ad-hoc basis - Governance board exists but meets on an irregular basis without all required attendees	- Complete asset register across all estates - Consistent update assurance and change control processes running on a regular basis - Verification tools for quality control based on business rules along with audit logs - Dedicated governance board covering all estates with the department engaged in setting policies and strategy	- Complete asset register across all estates - Partially automated assurance and change control processes running on a frequent basis - Quality control dashboards are used observing a high level of consistency across systems and high quality audit trails synchronized across systems - Dedicated governance board along with additional sub-working groups with suppliers	- Complete asset register across all estates - Automated assurance and change control processes running on a frequent basis - Automated controls for erroneous records, user feedback and data quality gaps - Dedicated governance board along with additional sub-working groups with suppliers and cross departmental governance board
Data Ownership and Access - Ownership - Accessibility	- Data contractually not owned by the department - Non-fully data access - Non-fully data access management privileges	- Data contractually owned by the department for some estates - Access to some data tables/extracts in some parts of the estate - Some access management privileges in some parts of the estate	- Data contractually owned by the department for all estates - Access across all data stores for all estates and ability to manually extract the required data - Access management privileges across all data stores these are consistently applied and tightly controlled.	- Data contractually owned by the department for all estates - Access across all data stores with the ability to connect using automated APIs - Access management privileges across all data stores these are consistently applied and tightly controlled.	- Data contractually owned by the department for all estates - Access across all data stores with the ability to connect using automated APIs - Access management privileges across all data stores these are consistently applied and tightly controlled.
Data Systems - Flexibility - Interoperability - Management	- Limited flexibility of system to accommodate the data standards - Limited interoperability between systems - Systems do not meet minimum security and backup management requirements	- Systems with some flexibility to accommodate the data standards but not fully, and for all estate - Interoperability between some systems, not transferable in COBie format - Inconsistent common aggregation data platform - Some systems meet minimum security and backup management requirements	- Systems with flexibility to fully accommodate the data standards for all estates - Interoperability between all systems and transferable data in COBie format - Consistent common data aggregation platform with regularly updated data - All systems meet minimum security and backup management requirements	- Systems with flexibility to fully accommodate the data standards for all estates - Interoperability between all systems and transferable data in COBie format - A common data platform with frequent data updates using automated APIs - All systems meet minimum security and backup management requirements	- Systems with flexibility to fully accommodate the data standards for all estates - Interoperability between all systems and transferable data in COBie format - A common data platform with real-time data updates using automated APIs - All systems meet minimum security and backup management requirements
Data Usage - Management Information - Insights	- None / limited reports on ad-hoc basis or based on unreliable data - None / limited insights	- Inaccurate reports generated from data gathered point in time - Some insights generated but with limitations that impact decision making	- Standardised reports, generated regularly with reliable processing and calculations - Data insights are generated and used to make informed decisions	- Interactive dashboards generated from frequently updated via robust data pipelines - Repeatable processes for generate insights and acting on these	- Ability to create bespoke customisable reports to answer the latest business questions - Predictive and prescriptive analytical techniques used to create forward looking insights
Team Capacity and Capability - Capacity - Capability - Training	- No dedicated personnel working team - No / Limited training materials	- Informal team covering some parts of the estate - Individuals may not be identified with roles and responsibilities - Limited capability with some FM understanding and data skills - Some training and guidance material exists which are reviewed and referred on an ad-hoc basis	- Dedicated team covering all estates - Individuals identified with roles and responsibilities - Good capability with good FM understanding and data skills - Consistent training and guidance materials which are reviewed and referred on a regular basis	- Dedicated team covering all estates and additional sub-teams working with suppliers - Advanced capability with good FM understanding and multiple data skills - Consistent training and guidance materials - Additional upskilling and knowledge sharing sessions within the team	- Dedicated team covering all estates and additional sub-teams working with suppliers and cross departmental data team - Leading capability with good FM understanding and multiple data skills - Consistent training and guidance materials - Additional upskilling and knowledge sharing sessions with suppliers

Note: Greyed out text indicates elements required at the 'Good' stage as well as at 'Better' and 'Best' stages.

2.2 Maturity Tool – Assessment

Assessment

The 'Assessment' tab allows users to assess their department against the standards provided in the Framework.

Assessment Fields

- 1. Dimension** indicates the relevant dimension for the question currently being answered. This will determine the overall score for this dimension in the Dashboard.
- 2. Sub-Dimension** indicates the relevant sub-dimension for the question being answered; these sub-dimensions are outlined in the Framework. The structure of sub-dimensions and dimensions is hierarchical: the scores for each of these Sub-dimensions will determine the score for the Dimensions that sit above.
- 3. Questions** – the questions and answers against which the department is scored.
- 4. Self-Assessment Score** – the score the user provides as per the question asked, using the answer scheme provided for that question. Scores map as: 1 = *Development, Basic*; 2 = *Development, Improving*; 3 = *Good*; 4 = *Better*; 5 = *Best*. The Dimension score will be determined by the answer with lowest score achieved against each of the questions within that Dimension.
- 5. Rationale** – the user can support their score with commentary in the text box provided alongside.

Dimension	Sub-Dimension	Questions	Self-Assessment Score	Rationale	
Coverage and Completeness		2 The asset data covers all assets in some estates.	3+		
		3+ The asset data covers all assets in all estates.			
	G2 What is the level of completeness of the asset data?	1 Data is not captured against these assets for the 'core fields' in the data standard (4.2.1).	3		
		2 Data is captured against some of these assets for the 'core fields' in the data standard (4.2.1).			
		3 Data is captured against all of these assets for the 'core fields' in the data standard (4.2.1).			
		4 Data is captured against all of these assets for the 'core fields' in the data standard (4.2.1) and some of these assets for the 'non-core fields' in the data standard (4.2.2).			
		5 Data is captured against all of these assets for the 'core fields' in the data standard (4.2.1) and all of these assets for the 'non-core fields' in the data standard (4.2.2).			
	Data Quality Control	G3 How is the process related to data-led quality checks (5.4)?	1 No / limited quality controls in place related to asset data.		3
			2 Inconsistent process exists with basic checks covering some parts of the estate.		
			3 Consistent process exists with regular checks based on business rules and data quality check algorithms covering all estates.		
4 Advanced process exists with regular checks based on business rules, data quality check algorithms and data quality dashboards covering all estates.					
5 Leading process exists with automated real-time checks based on data quality check algorithms, business rules, quality control dashboards and user feedback.					
	G4 How is the process related to data update assurance (5.7)?	1 No / limited process in place.	3		
		2 Inconsistent process exists with minimal data quality checks covering some parts of the estate.			
		3 Consistent process exists with verification tools covering all estates.			
		4 Advanced process exists with a high level of consistency across all the systems.			
		5 Leading process exists with automated controls for erroneous records, user feedback, etc.			

2.2 Maturity Tool – Assessment

Instructions

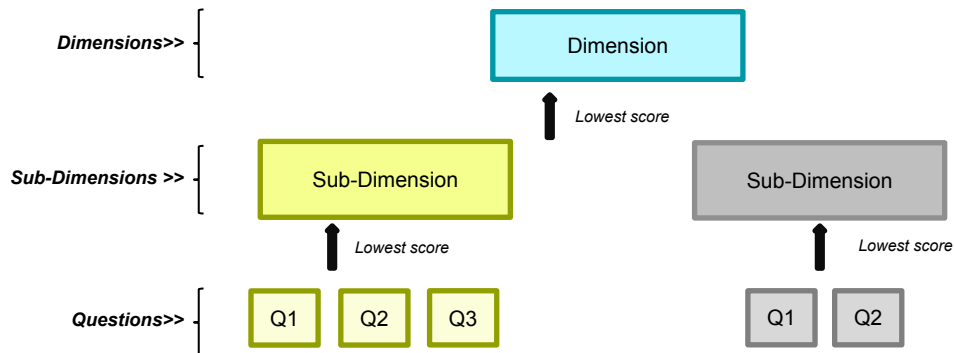
1. The answers are in tabular format, and provide further context as to how the department might be scored. The Guidance and Frameworks are also available to provide further context and instruction.
1. To answer, select the cell and then click on the arrow that appears (1). A drop down list of scores should appear.
1. Further guidance points for each question are included in Appendix A.
1. Selecting your answer will populate the Self-Assessment Score field.
1. If necessary, complete the comment section to provide additional context and support for this answer.

Scoring

1. The score for each question determines the Sub-dimension score. These Sub-dimension scores then determine the score for that Dimension. The scores at each stage determine what is displayed in the Dashboard.

Q5	What level of processes exists for data quality checks (5.4)?	
1	No / limited quality controls in place related to asset data.	
2	Inconsistent processes exist with basic checks covering some parts of the estate.	
3	Consistent processes exist with regular checks based on business rules and data quality check algorithms covering all estates.	
4	Advanced processes exist with regular checks based on business rules, data quality check algorithms and data quality dashboards covering all estates.	4
5	Leading processes exist with automated real-time checks based on data quality check algorithms, business rules, quality control dashboards and user feedback.	

(1)



2.2 Maturity Tool – Assessment

Scoring (cont.)

2. The score is determined by the **lowest** score achieved in the level below i.e. the score for that sub-dimension is determined by the lowest score achieved against any of the questions within the sub-dimension. For some questions the highest answers that can be selected is '3+', a score of '3+' will not limited the sub-dimension score to a '3' if '4s' or '5s' are selected for other questions in that sub-dimension.

The dimension for these questions is Data Assurance and Quality

The sub-dimension is Data Quality Control

The three questions under Data Quality Control are displayed here

The scores for these three questions are 2, 2, and 4. The overall score for the Sub-dimension Data Quality Control will be 2, 'Developing – Improving' (1) (2).

Dimension	Sub-Dimension	Questions	Assessment Score	Comment
Data Assurance and Quality	Data Quality Control	Q3 How is the process related to data led quality checks (5.4)? 1 No / limited quality controls in place related to asset data. 2 Inconsistent process exist with basic checks covering some parts of the estate. 3 Consistent process exist with regular checks based on business rules and data quality check algorithms covering all estates. 4 Advanced process exist with regular checks based on business rules, data quality check algorithms and data quality dashboards covering all estates. 5 Leading process exist with automated real-time checks based on data quality check algorithms, business rules, quality control dashboards and user feedbacks.	2	
		Q4 How is the process related to data update assurance (5.7)? 1 No / limited process in place 2 Inconsistent process exists with minimal data quality checks covering some parts of the 3 Consistent process exist with verification tools covering all estates 4 Advanced process exist with high level of consistency across all the systems 5 Leading process exist with automated controls for erroneous records, user feedback, etc.	2	
		Q5 How is the process related to change control / approvals processes for adding, removing or changinf of asset (5.3)? 1 No / limited process in place 2 Inconsistent process exist covering some parts of the estate 3 Consistent process exist covering all estates 4 Advanced process exist with high quality logs synced across all the systems 5 Automated process for approval controls spanning across all systems	4	
		Q6 How is the governance to support asset data assurance and quality (5.5)? 1 No / limited governance for asset data quality. 2 Informal working group for asset data quality or asset data quality is discussed within existing non-dedicated governance boards. 3 A dedicated asset data quality governance board exists which meets on a regular basis with all the relevant attendees covering all estates. 4 A dedicated asset data quality governance board exists which meets on a regular basis with all the relevant attendees covering all estates. There are additional sub-working groups	3	

Dashboard

Data Assurance and Quality	
Maturity Rating: Developing - Improving	
Sub-Dimensions	Maturity Assessment
Completeness	Good
Audit	Good
Quality Control	Developing - Improving (1)
Governance	Good

Dimensions	Developing - Basic	Developing - Improving	Good	Better	Best
Completeness					
Audit					
Quality Control		(2)			
Governance					

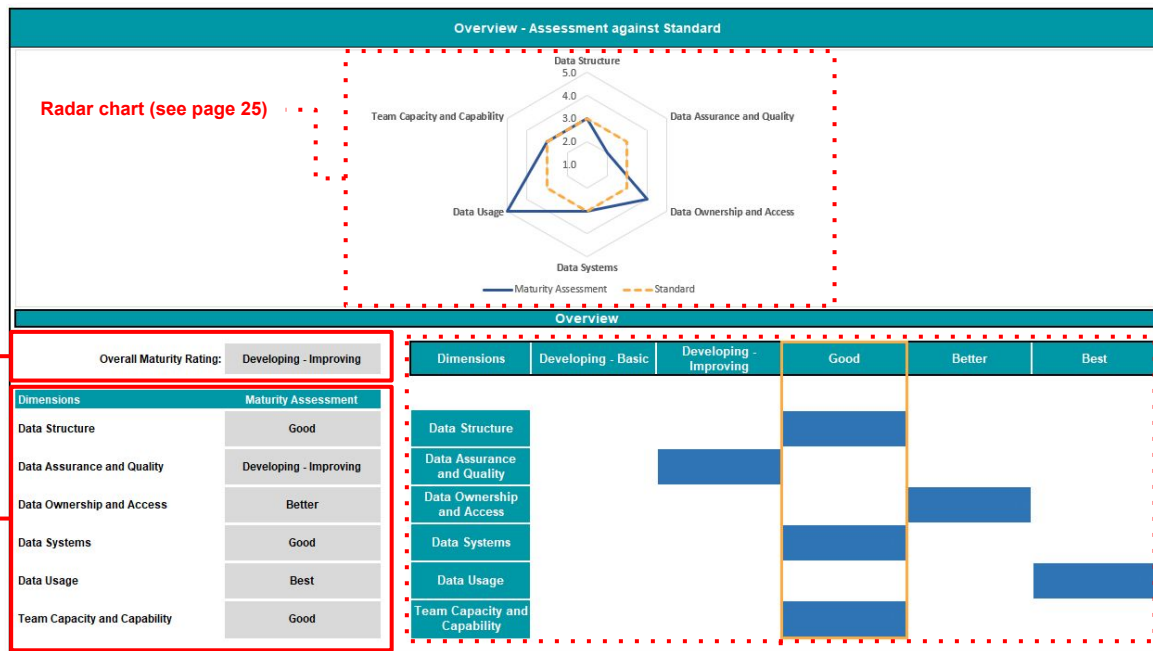
2.2 Maturity Tool – Dashboard

Dashboard

The Dashboard provides a graphical representation of where the department has been assessed, as per the Assessment, against each of the key Dimensions and overall.

Outputs

1. The ‘*Maturity Assessment – Overview*’ visualises the current standing of the department against each of the Framework Dimensions. In the table on the left of the tab, an overall Maturity Rating is shown this is calculated as the lowest score achieved against each of the Dimensions. The maturity assessment for each of the Dimensions is listed below.



Overall Maturity Rating

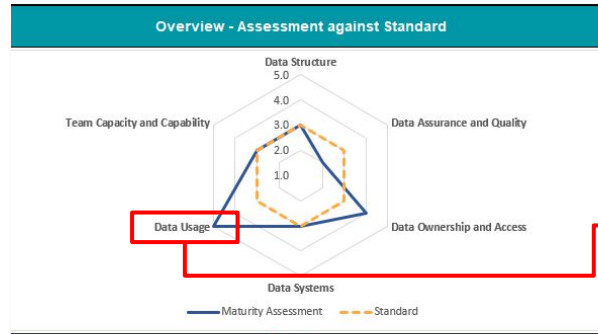
Dimensions Maturity Ratings

Maturity table (see page 25)

2.2 Maturity Tool – Dashboard (Radar Chart + Maturity Table)

Outputs

- The radar diagram allows the user to quickly compare the assessment for each Dimension against the target of 'Good'. The target standard is set as 'Good' for all Dimensions and is marked by an orange line, and the department standing is marked by a blue line.



The further towards the outer edge of the graph a point sits, the higher the rating for that Dimension

Here the Dimension is 'Data Usage'. The blue line for Data Usage sits at the edge of the graph. This indicates a score of 'Best', which corresponds to the table on the left. It also sits closer to the edge of the graph than the orange line. This means it exceeds the target standard provided in the Framework.

- To the table, a graphical representation allow the user to quickly assess the Dimensions under which the department is meeting, exceeding and requires development to meet the standard. The target standard is set as 'Good' for all Dimensions and is marked by an orange line. The score for the department is then represented by a highlighted block.

Key Framework Dimensions

Framework Stages, Developing – Basic -> Best

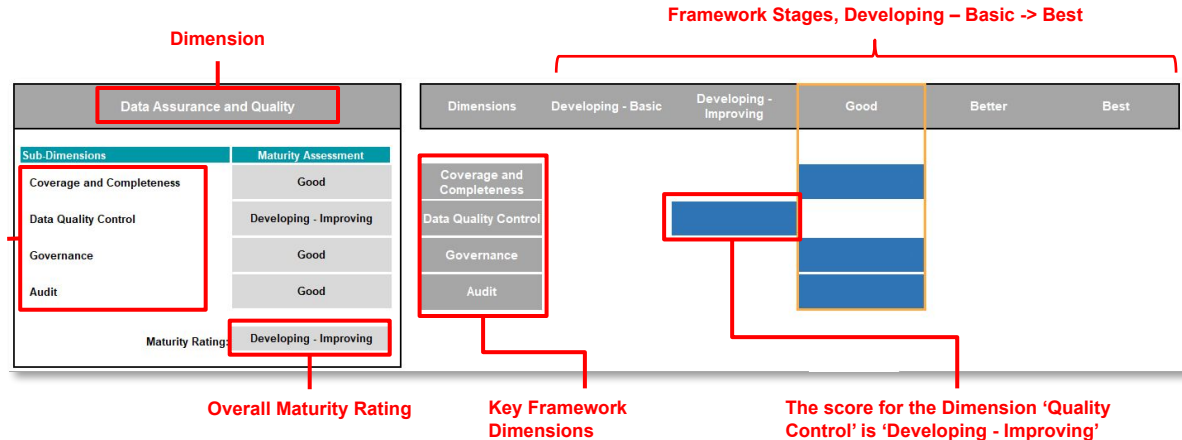
Dimensions	Developing - Basic	Developing - Improving	Good	Better	Best
Data Structure			[Block]		
Data Assurance and Quality	[Block]				
Data Ownership and Access		[Block]			
Data Systems				[Block]	
Data Usage		[Block]			
Team Capacity and Capability		[Block]			

The score for the Dimension 'Team Capacity and Capability' is 'Developing - Improving'

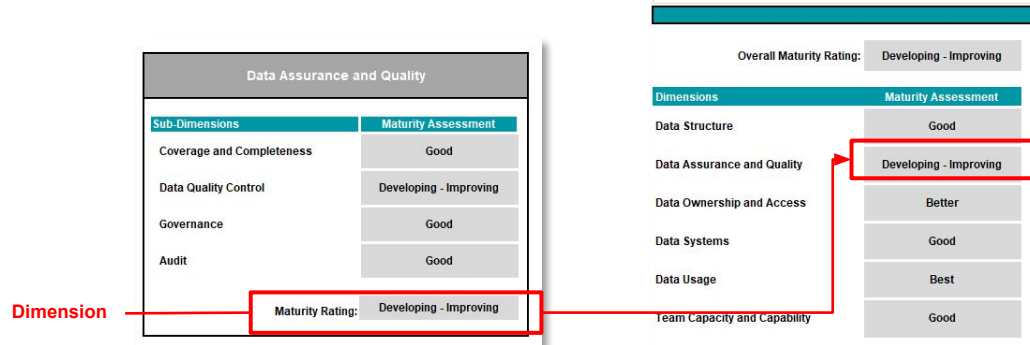
2.2 Maturity Tool – Dashboard (Dimensions)

Outputs

4. Each of the subsequent tables display the maturity assessment for each Dimension. An Maturity Rating is shown for the Dimension, this is calculated as the lowest score achieved against each of the Sub-dimensions. The maturity assessment for each of the Sub-dimensions is then listed below. The table format is similar to that of the *Maturity Assessment - Overview*.



4. The scores for Dimensions will then be represented above in the Overall Assessment.



Appendix

A. Maturity Assessment Guidance

This table details the maturity assessment questions and is designed to provide additional guidance to the user completing the assessment. The dimension, sub-dimension, related standard sections and assessment considerations are detailed for each question.

Dimension	Sub-dimension	Question	Related standard section(s)	Assessment considerations
Data Structure	Hierarchy	<ul style="list-style-type: none"> Q1 – What level of location hierarchy is asset data captured against? 	<ul style="list-style-type: none"> 4.2 Data Structure 	<ul style="list-style-type: none"> Lowest level of data capture Consistent levels without missing any hierarchy levels
	Data specification	<ul style="list-style-type: none"> Q2 – Is there a consistent data specification aligned to the FM asset data standards (4.2)? 	<ul style="list-style-type: none"> 4.2.1 Core FM Asset Data Fields 4.2.2 'Non-Core' FM Asset Data Fields 	<ul style="list-style-type: none"> Consistent application of the specifications for all types of assets Application across all core fields Coverage of estates
		<ul style="list-style-type: none"> Q3 – How consistently is the data specification applied across the estate? 	<ul style="list-style-type: none"> 4.2.1 Core FM Asset Data Fields 4.2.2 'Non-Core' FM Asset Data Fields 	<ul style="list-style-type: none"> Coverage of estates All data captured to the asset level of granularity
Data Assurance and Quality	Coverage and Completeness	<ul style="list-style-type: none"> Q4 – What is the level of coverage of assets in the asset register data? 	<ul style="list-style-type: none"> 5 Data Assurance and Quality 	<ul style="list-style-type: none"> Coverage of estates All data captured to the required level of granularity
		<ul style="list-style-type: none"> Q5 – How complete is the data captured against assets in the asset register? 	<ul style="list-style-type: none"> 5 Data Assurance and Quality 4.2.1 Core FM Asset data Fields 4.2.2 'Non-Core' FM Asset Data Fields 	<ul style="list-style-type: none"> Data accuracy Data captured for all necessary fields / level of missing data Data is up to date
	Audit	<ul style="list-style-type: none"> Q6 – Is a full asset verification exercise required to update the asset register (5.1)? 	<ul style="list-style-type: none"> 5.1 Initial Asset Verification 	<ul style="list-style-type: none"> Coverage of assets Data is up to date Processes to maintain asset register completeness
		<ul style="list-style-type: none"> Q7 – What regular sample surveys exist for on-going asset verification (5.2)? 	<ul style="list-style-type: none"> 5.2 Regular Sample of Asset Verifications 	<ul style="list-style-type: none"> Frequency of the verifications Coverage of assets Level of detail and reliability of the processes Actions on findings Audit and traceability of the changes

A. Maturity Assessment Guidance

Dimension	Sub-dimension	Question	Related standard section(s)	Assessment considerations
Data Assurance and Quality (cont.)	Data Quality Control	<ul style="list-style-type: none"> • Q8 – What processes are in place for change control/approvals for adding, removing or changing an asset (5.3)? 	<ul style="list-style-type: none"> • 5.3 Change control / approvals process for adding, removing or changing assets 	<ul style="list-style-type: none"> – Involvement of the department on approval – Coverage of assets – Audit and traceability of the changes
		<ul style="list-style-type: none"> • Q9 – What processes are in place for data quality checks (5.4)? 	<ul style="list-style-type: none"> • 5.4 Data Quality Checks 	<ul style="list-style-type: none"> – Frequency of the checks – Coverage of assets – Level of detail and reliability on the check processes – Actions on findings
		<ul style="list-style-type: none"> • Q10 – What processes are in place for data update assurance (5.5)? 	<ul style="list-style-type: none"> • 5.5 Data Update Assurance 	<ul style="list-style-type: none"> – Frequency of the checks – Coverage of assets – Level of detail and reliability on the check processes – Actions on findings
	Governance	<ul style="list-style-type: none"> • Q11 – What governance is in place to support data assurance and quality (5.6)? 	<ul style="list-style-type: none"> • 5.0 Data Assurance and Quality 	<ul style="list-style-type: none"> – Dedicated roles, capacity and capability of the personnel – Relevant mix of personnel (business, IT, supplier, etc.) – Involvement in defining strategy for quality assurance
		<ul style="list-style-type: none"> • Q12 – What level of documentation exists for the these data quality processes and governance (5.7)? 	<ul style="list-style-type: none"> • 5.6 Documentation 	<ul style="list-style-type: none"> – Frequency of reviews and updates to the documentation – Usability and reliability of the documentation – Action and application based on the documentation
Data Ownership and Access	Ownership	<ul style="list-style-type: none"> • Q13 – Is the data contractually owned by the department (6.1)? 	<ul style="list-style-type: none"> • 6.1 Data Ownership 	<ul style="list-style-type: none"> – Contractual ownership of data
	Accessibility	<ul style="list-style-type: none"> • Q14 – What level of access does the department have to the data in the asset management systems (6.2)? 	<ul style="list-style-type: none"> • 6.2 Data Accessibility 	<ul style="list-style-type: none"> – Data systems used – Method of accessing data – Parties involved in getting access to data – Frequency of data access
		<ul style="list-style-type: none"> • Q15 – What level of access management exists for controlling user privileges (6.3)? 	<ul style="list-style-type: none"> • 6.3 Data Access Management 	<ul style="list-style-type: none"> – Ability to provide/remove access to data – Ability to establish/remove data access to tools/applications – Ability to audit and trace user/application logins and actions

A. Maturity Assessment Guidance

Dimension	Sub-dimension	Question	Related standard section(s)	Assessment considerations
Data Systems	Flexibility	<ul style="list-style-type: none"> • Q16 – Do the asset management systems provide the flexibility to accommodate the data standards (7.1)? 	<ul style="list-style-type: none"> • 7.1 Data Taxonomy/Flexibility 	<ul style="list-style-type: none"> – Systems being used – Privileges on the systems to alter structure
	Interoperability	<ul style="list-style-type: none"> • Q17 – Do the asset management systems allow interoperability of asset data (7.2)? 	<ul style="list-style-type: none"> • 7.2 Data Interoperability/Transferability 	<ul style="list-style-type: none"> – Systems being used – Ability to extract data from systems – Ability to connect the systems to other tools/software – Privileges on the systems to extract data and establish connections
		<ul style="list-style-type: none"> • Q18 – Does the asset management systems sync to a common data platform (7.3)? 	<ul style="list-style-type: none"> • 7.3 Common Data Platform 	<ul style="list-style-type: none"> – Storage size – Data transaction speed – Input/output source coverage – Accessibility and security – Platform type (Shared drive, database, application, etc.)
	Management	<ul style="list-style-type: none"> • Q19 – Do the systems meet data security requirements (7.4)? 	<ul style="list-style-type: none"> • 7.4 Data Security 	<ul style="list-style-type: none"> – Secured login to data stores – Access restricted to required personnel – Controlled read/write/delete privileges – Encrypted data stores – Access and operation logs – In sync with departmental IT requirements
		<ul style="list-style-type: none"> • Q20 – Do the systems meet data backup management requirements (7.5)? 	<ul style="list-style-type: none"> • 7.5 Data Management and Backup 	<ul style="list-style-type: none"> – Backup frequency and archive history – Recovery process – Readiness of the team – Recovery testing frequency – Standby systems

A. Maturity Assessment Guidance

Dimension	Sub-dimension	Question	Related standard section(s)	Assessment considerations
Data Usage	Management Information	<ul style="list-style-type: none"> • Q21 – What types of management information reports and dashboards are used for FM asset data (8.1)? 	<ul style="list-style-type: none"> • 8.1 Management Information 	<ul style="list-style-type: none"> – Data quality and accuracy – Accuracy of the required KPIs – Usability and reliability of the reports – Frequency of generating the reports
	Insights	<ul style="list-style-type: none"> • Q22 – How does asset data inform decisions relating to contract management (8.2)? 	<ul style="list-style-type: none"> • 8.2 Contract Management 	<ul style="list-style-type: none"> – Data / information required readily available – Insights used to inform decisions – Robust and repeatable decision making process based on the data insights – Forward or backward looking insights / data
		<ul style="list-style-type: none"> • Q23 – How does asset data inform decisions relating to mandatory and statutory compliance (8.3)? 	<ul style="list-style-type: none"> • 8.3 Mandatory and Statutory Compliance 	<ul style="list-style-type: none"> – Data / information required readily available – Insights used to inform decisions – Robust and repeatable decision making process based on the data insights – Forward or backward looking insights / data
		<ul style="list-style-type: none"> • Q24 – How does asset data inform decisions relating to Planned Preventative Maintenance (8.4)? 	<ul style="list-style-type: none"> • 8.4 Planned Preventative Maintenance 	<ul style="list-style-type: none"> – Data / information required readily available – Insights used to inform decisions – Robust and repeatable decision making process based on the data insights – Forward or backward looking insights / data
		<ul style="list-style-type: none"> • Q25 – How does asset data inform decisions relating to Investment Prioritisation (8.5)? 	<ul style="list-style-type: none"> • 8.5 Investment Prioritisation 	<ul style="list-style-type: none"> – Data / information required readily available – Insights used to inform decisions – Robust and repeatable decision making process based on the data insights – Forward or backward looking insights / data

A. Maturity Assessment Guidance

Dimension	Sub-dimension	Question	Related standard section(s)	Assessment considerations	
Team Capacity and Capability	Capacity	<ul style="list-style-type: none"> • Q26 – What is the capacity of the teams working with asset data (9.1)? 	<ul style="list-style-type: none"> • 9.2 Capacity 	<ul style="list-style-type: none"> – Team coverage across all estates – Team coverage around management, monitoring and analysis of data – Dedicated roles and bandwidth to work on the data/actions 	
	Capability	<ul style="list-style-type: none"> • Q27 – What is the capability of the teams working with asset data (9.2)? 	<ul style="list-style-type: none"> • 9.3 Capability 	<ul style="list-style-type: none"> – Data skills of the team – Specialists/experienced members to perform their dedicated tasks/roles 	
	Training		<ul style="list-style-type: none"> • Q28 – What training is provided for teams working with asset data (9.3)? 	<ul style="list-style-type: none"> • 9.4 Training 	<ul style="list-style-type: none"> – Alignment with Government Property Profession career framework – Audience covered in training – Frequency of training – Relevance to business and technical needs – Initiatives to share and expand knowledge/trainings
			<ul style="list-style-type: none"> • Q29 – What training materials exists relating to asset data (9.4)? 	<ul style="list-style-type: none"> • 9.5 Training Material 	<ul style="list-style-type: none"> – Usability and reliability of the materials – Frequency of review and updates – Use and application of the materials – Initiatives to share and expand knowledge/trainings
			<ul style="list-style-type: none"> • Q30 – What knowledge sharing exists relating to asset data (9.5)? 	<ul style="list-style-type: none"> • 9.6 Knowledge Sharing 	<ul style="list-style-type: none"> – Audience covered in the sessions – Frequency of the sessions – Relevance to business and technical needs – Initiatives to share and expand knowledge/trainings