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## The organizational context for sustainability in Municipal Facilities management

*A contribution to Smart Livable Cities*

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Sustainable Facilities Management (SFM) is an essential discipline to realize a societal vision of smart sustainable liveable cities; as facilities managers own, operate and manage buildings. In theory this profession has the possibilities to make all the right decisions but still the transformation seems to go rather slow (technologies are available but not put into use). There are barriers in decision making processes which hamper lifetime thinking when renovating buildings, building new buildings or when providing building services such as ICT-solutions, catering, cleaning etc.

This is a presentation of a current investigation of the organisational context for integrating sustainability in facilities management in Danish municipalities. The 98 Danish municipalities own, operate and manage in total more than 61.000 buildings equal to 27,6 km<sup>2</sup>(1). From this perspective the municipalities are relevant stakeholders as they are major owners of buildings/facilities essential in our welfare society. Facilities Management (FM) organisations in private organisations are also relevant stakeholders in a societal transformation process, but are excluded in this investigation. 74 municipalities have responded to a survey of the organisation of the municipal FM organisation today and the result is that 3 models are dominating. There is a tendency of centralising ownership and building operation in facilities management centres with increased authority to coordinate building activities with the following operation, maintenance, space management and adaptation to changing user needs.

<b>Model 1:</b>	<b>Independent FM centre with the full authority (and political leadership) to manage the municipal facilities.</b> <i>31% of the respondents stated that this model had the best match with their organisation.</i>
<b>Model 2:</b>	<b>A FM centre which manages the municipal facilities on behalf of the owners, which are various administrative departments and institutions.</b> <i>43% of the respondents stated that this model had the best match with their organisation.</i>
<b>Model 3:</b>	<b>Decentral organisation where the ownership and the operation is assigned to the various administrative departments and institutions.</b> <i>26% of the respondents stated that this model had the best match with their organisation.</i>

The mapping of the municipalities FM organisations show that even though the municipalities own and operate their buildings, the organisational structure within the municipal organisation separate the ownership and the operation, which is a problem from an economy and knowledge management perspective and hamper e.g. building lifetime thinking and sustainable operational friendly buildings.

With the full authority to sustainable facilities management the municipal organisations could set their strategy and management measures with key performance indicators for economic, environmental and social sustainability (2).

(1): Hansen og Nielsen (2015): Kommunal Ejendomsforvaltning- 6 fortællinger om etablering af et centralt ejendomscenter  
(2): Nielsen, Junghans & Jones (2016): Sustainability chapter. In "Facilities Management and Corporate Real Estate Management as Value Drivers: How to Manage and Measure Added Value" edited by Per Anker Jensen and Theo van der Voordt, Oxfordshire: Routledge.