

3 August 2026

Dear Sir/ Madam

CIRCULAR ON NEW FEEDBACK CHANNEL ON PUBLIC SECTOR FACILITIES MANAGEMENT (FM) PROJECTS AND REVISED GUIDE ON FM PROCUREMENT

This circular informs all firms registered in the BCA's FM registry on the launch of new feedback channel on FM projects and revised Guide on FM Procurement.

BACKGROUND

2 Singapore's built environment is operating in an increasingly complex landscape, driven by a growing and ageing building stock, rising expectations in maintenance quality, and tight manpower constraints. BCA has been working in close collaboration with industry stakeholders to transform the FM sector and champion progressive partnerships across FM value chain. In 2021, the Guide on FM Procurement was developed to provide guidelines and share good practices on procuring IFM services, including adoption of outcome-based contracting requirements.

3 BCA has received feedback and worked with industry stakeholders on measures to enable more inclusive FM transformation. These include new initiatives and the corresponding updates to the Guide on FM Procurement are detailed in the paragraphs below.

FEEDBACK CHANNEL FOR FM PROJECTS

4 To facilitate firm's feedback on FM practices, we will be introducing an ad-hoc feedback channel on public sector FM projects. This will allow FM Companies (FMCs) and subcontractors to share project-specific feedback directly with BCA and government agencies at any time. Firms can submit their feedback, highlighting both positive experiences and areas for improvement through

the feedback form hosted on BCA's website ([CPAS, C41, and FM Appraisal | Building and Construction Authority](#)). This initiative is designed to foster a more positive and collaborative FM environment, improve overall standards and adoption of progressive practices over time.

REVISED GUIDE ON FM PROCUREMENT

5 The FM Procurement Guide was first issued in 2021 to provide guidance on best practices across the key stages of FM procurement, i.e. pre-tender stage, tender preparation and evaluation stage, and post-tender stage. The guide has since been revised to incorporate updated good practices gathered from industry stakeholders including key government agencies, NEA, EMAS, and Security Industry Transformation Tripartite Committee (SITC) focusing on three areas: collaborative contracting, progressive payment practices, and subcontracting practices.

6 A summary of the key updates is set out in Table 1 below. Industry can refer to the revised Guide on FM procurement ([Procuring Facilities Management \(FM\) Services | Building and Construction Authority](#)) for the full details.

Focus areas	Highlights
Collaborative contracting	- Provides guidance on building organisational knowledge and a collaborative mindset; and - Identifying suitable collaborative approaches including contract forms, equitable risk allocation, incentivising performance and innovation.
Progressive payment practices	Promotes fair, transparent and prompt payment across the supply chain including targeted performance-based incentives / deductions and tiered payment mechanisms linked to work done and fulfilment of key performance indicators.
Subcontracting practices	Sets out good practices for managing subcontracting across the FM value chain including fair tendering practices, clearer contractual

	terms, appropriate risk allocation, and stronger communication between service buyers, FM companies and subcontractors.
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CLARIFICATIONS

7 For clarifications on this circular, please direct your queries to [Building & Construction Authority](#).

Thank you.

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(Transmitted via email)

