Part 3. Appendices

Appendix 1 Facilities Management: origins, definitions, competencies, standards

Overview

The origins of facility/facilities management in the 1970s and 1980s are traced together with the formation of the national and global FM groupings and professional bodies. The various definitions of facilities management and the competencies required by facilities managers are analysed.

1.1 Introduction

The management of facilities is an increasingly complex operation and requires technical expertise and experience which most facilities managers will be in a position to handle. What is further required of facilities managers is much more than technical skills – it is to understand the productivity effects of working environments on occupiers, workstyle flexibility, computing and mobile technologies, strategic business planning and, sometimes, the value and marketability of the facilities being managed.

It is instructive to look at how facilities management has developed over the last 40 years and it is not surprising to discover that the origins have much to do with the inferior placement found in corporate structures today. The difficulty of defining what facilities management means has added to the confusion both within and outside the sector and poor 'marketing' and communication in the early years have probably held back the development of the whole FM profession.

However, despite this inauspicious start, the profession of facilities management now occupies a prominent position in the real estate sector. This has much to do with the excellent work of the FM organisations, particularly BIFM, FMA, FMA Australia, Global FM[1] and IFMA, as well as that of the RICS Facilities Management Group.

1.2 The origins of FM

The origins of facility and facilities management date back to the US in the 1970s when out of the 'maintenance, servicing and cleaning' role, which was the building caretaker's domain, emerged managers to oversee these roles as well as managing leasing and workplace design for the fast growing accommodation portfolios of businesses in the telecomms, banking and media sectors. This 'facility manager' role contrasted with the 'facilities management' operation, which at this time was a collective term for an external company managing the outsourced non-core administrative operations of a larger organisation.

The 1980s was a decade of rapid growth. IFMA was formed in the US and later in the UK, AFM and IFM were formed, subsequently merging to become BIFM in 1993. In 1988, FMA Australia was formed and similarly a European network of academics, users and associations – Euro FM was formed.

In the UK in the late 1980s, Frank Duffy promoted many of the US office design principles proposing that 'facilities management is an essential part of the development of a new vision in the design of a new kind of architecture'. At about the same time in the US, Franklin Becker was developing concepts of organisational structures and calling for the embryo FM sector to understand the patterns of organisations described as 'shared patterns of thought, belief, feelings and values that result from shared experiences and common learning'. While this advanced thinking may have been a step too far for the FM and real estate industries at the time, in retrospect much of the theories of that time have appeared in FM-related research in more recent years.

FM associations and groups have been formed across most European countries and in Japan, Singapore, South Africa, UAE and Brazil, so that the FM 'movement' is now truly global. As a result, there is a widening understanding of the contribution FM makes to occupational efficiency and productivity in different regions, with the profession at different stages of development in each country.

The expansion of FM-related associations has been accompanied by a proliferation of training and qualifications at all levels, to meet the growing demand for well qualified facilities management professionals. Across the world, there are a number of university-related courses which offer FM degree/master status qualifications and alongside those are the variety of courses and qualifications run by the FM bodies, which provide focused technical and professional qualifications.

1.3 Definitions of facilities management

It may seem surprising that there is little unanimity about the definition of facilities management. While this is frustrating for some in the sector, a brief analysis of the definitions used by the professional groups and others provides an opportunity to investigate the different perspectives from which facilities management is viewed.

But first, is it facility or facilities management? In the US, Australia and some European countries, the profession is known as facility management – which suggests the management of a facility being perhaps a hospital or office estate. Elsewhere, the term is facilities management which includes a wider range of activities, described in this guidance, as a whole infrastructure or business support management service.

At the time of its establishment in 1983, the International Facility Management Association (IFMA) definition was:

Facility management is the practice of coordinating the physical workplace with the people and the work of the organisation. It integrates the principles of business administration, architecture, and the behavioural and engineering sciences.

In 2003 IFMA adopted a revised definition of facility management as follows:

Facility management is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology.

The Facility Management Association of Australia adopted what appears to be a community focused definition:

Facilities management involves the management, operation and maintenance of buildings, precincts and community infrastructure. In all cities and regional areas facilities management provides safe, healthy, productive environments, protecting the wellbeing of the Australian community.

The British Institute of Facilities Management (BIFM) defines facilities management in organisational terms following the wording of the European Committee for Standardisation and ratified by British Standards (BSI), as follows:

Facilities management is the integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities.

The Institute also uses an alternative version:

Facilities management is the integration of multi-disciplinary activities within the built environment and the management of their impact upon people and the workplace.

The National Standards bodies under the auspices of the CEN Organisation (the European Committee for Standardisation), to which almost all European states belong, initiated the European Standard series: EN15221 Facility Management, in which facility management is defined as:

The integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities.

FM is further explained as:

The basic concept of Facility Management is to provide integrated management on a strategic and tactical level to coordinate the provision of the agreed support services (facility services). This requires specific competencies and distinguishes Facility Management from the isolated provision of one or more services. (EN 15221-1, paragraph 3).

In this RICS guidance, the definition used for facilities management is:

The effective management of place and space, integrating an organisation's support infrastructure to deliver services to staff and customers at best value whilst enhancing overall organisational performance.

In summary, facility or facilities management creates an environment that supports corporate operations, integrating the organisation's service infrastructure to deliver satisfaction to staff and customers at best value and optimising productivity to the organisation. So facilities management operations will:

- provide flexible, well maintained and serviced accommodation and supportive technology
- enhance customer experience and enable the efficient delivery of products and services; and
- enhance the organisation's brands, image and financial performance.

The number of definitions or explanations of facilities management highlights the diversity across the sector. The reality is that what is involved in facilities management varies from organisation to organisation, supplier to supplier and country to country. The definitions will change over time as conventions change, additional responsibilities are added and others are subtracted from the role of the facilities manager. The dynamism and variety of facilities management is one of its attractions as a career.

1.4 What facilities managers do and the essential competencies

In 2011, the CEN Organisation published facilities management standard BS EN 15221-4 Taxonomy, as part of a series of seven FM related published standards, which offers a definition of 'Facilities Products' under the two categories of 'Space and Infrastructure' and 'People and Organisation' and together contains 121 headings and sub headings that attempt to define the activities and services that are delivered through a facilities management regime.

A much simplified schedule highlighting the principal responsibilities of facilities managers is shown at Fig A1

(1), approximately divided into Services and Management categories. The roles apply equally to private and public sector facilities managers, although the responsibilities will vary dependant on position, in the client side or supply side role.

Note: The real estate role will be carried out by a specialist in-house team where one exists.

In 2009, IFMA carried out a global survey of facilities managers across 62 countries, which resulted in the creation of a global task analysis of the facilities function. This generated the following 11 competencies, which greatly assist the understanding of the scope of the facilities manager's role. An important omission here is that of Legislative and Regulatory awareness and compliance.

Fig A1 (1) : What facilities managers do

Services	Management	Real estate
Catering, Hospitality, Cafe	**Administration**, Asset registers, records, archives	**Occupational and Financial Strategy**
Cleaning, Internal and external, Pest control	**Business continuity**, Disaster recovery, Crisis management	**Asset Strategy and Management**
Documents, Copying, Archiving, Printing, Scanning, Shredding	**Compliance**, Accreditation, Legislation, Policy, Regulation	**Transactions**
Front of House, Concierge, Conferencing, Help desk, Reception, Switchboard	**Contract Management**, Specification, Tenders, Project management	**Capital Projects**
Logistics, Vehicles, Consumable supplies	**Corporate Social Responsibility**, Energy, Carbon, Waste, Work-life balance, Sustainability	**Business Agility**
Maintenance, Fabric, Landscaping	**Customers**, Relationship management, Complaint handling	**Leasehold Management**
M&E, Air con., Fire alarms, Lifts, Lighting, UPS systems	**Finance**, Accounts, Budgets, Business cases	**Operating Cost Management**
Security, Access control, Alarms, CCTV, Asset tagging, Information security, Security sweeps	**FM Team**, Management, Training, Recruitment	
Staff welfare, Crèche, Gym, Medical Centre, Sports facilities, Staff shop	**ICT**, BMS, Cable management, CAD, CAFM	
Telecomms, Mobiles	**Networking**, linkage with internal & external customers	
Utility supplies, Water treatment	**Performance management**, Staff surveys, Benchmarking	
Waste management	**Procurement**, Services, Utilities, Supplies	
Workplace, Space allocation, Churn, Hot desking	**Risk**, Business continuity, Environmental, Heath and Safety, Insurance	
	Strategy, Business plan, FM vision, Mission & Objectives	
	Workplace, Design, Workstyle, Flexible working, Furniture	

1.4.1 Real estate management and strategy

This competence falls to the facilities manager where there is no real estate function in the organisation. Where the function does exist, it is essential that the facilities and real estate teams work in partnership to deliver the accommodation strategy and maintained and serviced workspace.

The task involves the alignment of accommodation and business strategies and the allocation of appropriate accommodation assets to meet operational business plans. The management of projects, preparation of business cases, real estate asset management, leasing and transactional management are all part of this overall competency.

1.4.2 Accommodation operations and maintenance

This is essentially the 'hard' and 'soft FM' operation involving the planned and managed preventative maintenance of the accommodation portfolio, maintaining building services and systems, landscaping and upgrading, designing and redesigning workplaces. This will include linkage with IT specialists to create optimum working environments. The cleaning and catering services, along with many others, are also included (see references in 'Key terms' at Appendix 3).

1.4.3 Project management

Many of the operations previously described will involve projects of various sizes and so will require design and programming, procurement and management as works proceed, as well as move management and relocations. This competence is important in the delivery of quality services to the organisation.

1.4.4 Finance and business

The facilities manager is called upon to manage operating costs and capital budgets and control the bottom line finances for the accommodation portfolio. It is also an imperative to understand how FM decisions will impact both financially and operationally across the organisation. The ability to construct business cases, and to analyse and audit costs to avoid waste and reduce overheads, without compromising quality, is part of the key competence.

To reiterate, the activities under the control of the facilities manager often represent the second highest overhead of an organisation. Good financial skills and budget management are, therefore, a pre-requisite to success in the role.

1.4.5 Quality

The quality of facilities services is vital to the delivery of a fully supportive operation. The ability to deliver and maintain standards at an affordable cost will depend on establishing quality assurance and performance measurement systems. The benchmarking of the facilities function, together with the regular assessment of customer experience, are essential features of facilities delivery improvement.

1.4.6 Technology (ICT)

An understanding of, and interest in, ICT and related issues is essential for the facilities manager. ICT is a vital tool in the management of the facilities function and is a key to the success of the organisation as a whole. The integration of ICT, workspace design, flexible workstyles and flexible work delivery styles (in conjunction with HR specialists) are operational imperatives for the organisation and, therefore, for the facilities manager.

1.4.7 Human resources (HR)

It is fundamental for the facilities manager to understand the issues of productive workspace and layouts from an occupier/user perspective, along with the ergonomics of workstations, health and safety, security of staff and visitors and the HR, contract, workstyle, workplace implications of flexible employment contracts. Understanding and accommodating the requirements of a modern flexible workplace, including the organisation, health and safety, regulatory and legislative environment are equally as important as delivering technical and process related services.

1.4.8 Business continuity and risk

The need to identify, document, plan and execute a continuity plan based on a cross-organisation risk assessment is a long standing requirement for the facilities manager. This competence includes having an FM continuity plan and the processes, resources and back up in place to manage service loss and restoration in any circumstances. In some sectors, this competence includes the establishment and management of accommodation which can be 'fired-up' and occupied should principal locations become unusable.

1.4.9 Sustainability

The facilities manager should have regard to the regulatory and legislative backdrop regarding sustainability when advising on the acquisition of buildings and in the setting of servicing plans along with the organisation's in-house strategy on environmental and sustainability issues. The facilities team will be expected to mitigate, as far as possible, the negative environmental impacts of the organisation's portfolio of accommodation using technical solutions and management techniques, which will improve the working environment of occupiers and minimise the environmental impact of the accommodation.

1.4.10 Leadership and change management

Much more than technical skill is needed to deliver the organisation-wide accommodation and servicing strategies demanded by large organisations. The facilities professional should be prepared to lead, influence, motivate and manage people throughout the organisation at all levels. In addition, the change management that is required to move the organisation forward may well be workstyle or accommodation led, so the facilities manager needs these skills to gain agreement and cooperation from others.

1.4.11 Communication

The facilities manager must be a good communicator, successfully putting the strategy and business case message across, persuading, negotiating and influencing everyone throughout the organisation as well as external suppliers and consultants. Successfully 'selling' the benefits of the occupational and service offering will be a large part of the delivery of supportive business space.

1.4.12 RICS competencies

RICS publishes a *Facilities Management Core Competency* Guide as part of the documentation for the test of Professional Competence in Facilities Management[1]. These are in the process of being updated but the present document set offers direction and insight into what is expected of facilities management professionals.

RICS produces guidance and information papers and details of these appear in the Further Reading section. It is for individual members to check the nature of these guidance publications, which may be mandatory or advisory, and become familiar with the Institution's requirements as to the exact meaning of each document classification.

Facilities managers are recommended to study these publications and the plethora of information available on the subject of professional and practice standards. While much may be irrelevant to their particular operations or present role, the principles described will provide a good baseline from which to plan their on-going facilities service operations.

1.5 The development of standards for facilities management

The development of standards in facilities management began in 2004 when a European initiative was launched to develop facilities management as a professional discipline. BIFM has been at the forefront of this initiative through their involvement within the BSI Facilities Management Committee and representation at European level with the Technical Committee. In 2006, the first two standards were published and, subsequently, further standards have been accepted so that the current listing is as follows:

BS EN 15221-1 Facilities Management: terms and definitions

BS EN 15221-2 Guidance on How to Prepare Facility Management Agreements

BS EN 15221-3 Guidance on Quality in Facilities Management

BS EN 15221-4 Taxonomy, Classification and Structures in Facilities Management

BS EN 15221-5 Guidance on Facilities Management Processes

BS EN 15221-6 Area and Space Measurement in Facilities Management

BS EN 15221-7 Guidelines for Performance Benchmarking in Facilities Management.

These standards have pan European application and while not having global 'reach', are certainly used as the basis for producing standards elsewhere. While standards are in the main voluntary in terms of compliance, they do form the basis of governmental and legal assessments in appropriate circumstances. They also form part of the considerable amount of information which is available to facilities managers to assist with the wide variety of duties they are called upon to perform.

Endnotes

Note 1   A copy of this document *Facilities Management – Assessment of Competence*, can be viewed at: http://www.rics.org/Global/pathway_guide_facilities_management_dwl_pt.pdf

Appendix 2 Abbreviations

AACS	Automated access control systems
AEC	Architecture, engineering and construction
AM	Account manager (See also CRM)
B2B	Business to business
B2C	Business to customer
BCMS	Business continuity management system
BCP	Business continuity plan
BIA	Business impact analysis
BIFM	British Institute of Facilities Management
BIM	Building information modelling; see also 5DBIM, 6DBIM and BIMStorm at Part 2, Para 5.7, page 45 onwards.
BREEAM	Building Research Establishment Environmental Assessment Method
CAD	Computer aided design
CAFM	Computer aided facilities management
CEM	Critical environment management
CIBSE	Chartered Institution of Building Services Engineers
CSSA	Cleaning & Support Services Association
CDM	*Construction (Design and Management) Regulations* 2007
CIOB	Chartered Institute of Building
CIPFA	Chartered Institute of Public Finance and Accountancy
CIPS	Chartered Institute of Purchasing and Supply
CLG	Department for Communities and Local Government
COPROP	Association of Chief Corporate Property Officers
COSHH	*Control of Substances Hazardous to Health Regulations* 2002
CPAMG	Corporate Property Asset Management Group
CPD	Continuing professional development
CPNI	Centre for the Protection of National Infrastructure
CRE (M)	Corporate real estate (management)
CRM	Customer relationship manager (see also AM)
CSR	Corporate social responsibility
CTM	Counter terrorism measures
DCFM	Data centre facilities management
DCLG	Department for Communities and Local Government (now CLG)

DDA	*Disability Discrimination Act now replaced by the Equality Act* 2010
EuroFM	A Europe-wide alliance of FM organisations
FM	Facilities Management (Manager(s))
FMA	Facility Management Association of Australia
FMA	Facilities Management Association – the trade association representing FM
GlobalFM	A worldwide alliance of member-centred facility management organisations
GIS	Geographic information system
GPS	Global positioning system
HefmA	The Health Estates Facilities Management Association representing estates and facilities professionals operating within the NHS
HOSDB	Home Office Scientific Development Branch
HR	Human Resources (department)
HSE	Health and Safety Executive
HVAC	Heating, ventilation and air conditioning
ICF/ICU	Informed (or intelligent) client function or unit
ICT (IT)	Information and communication technology
IDS	Intruder detection system
IFMA	International Facility Management Association
IFRS	International financial reporting standard
ISO	International Organisation for Standardisation
ISO 9001	International Organisation for Standardisation, Standard 9001 (Quality Management)
ISO 14001	Standard for Environmental Management
IWMS	Integrated workplace management system
KPIs	Key performance indicators
M&E	Mechanical and electrical
MIS	Management Information System
NAO	National Audit Office
NEBOSH	National Examinations Board in Occupational Safety and Health
OGC	Office of Government Commerce – now part of HMG Cabinet Office
OJEC	Official Journal of the European Union
PAM	Property asset management (also real estate asset management)
PIDS	Perimeter intruder detection system
PFI/PPP	Private finance initiative/public private partnership
PPM	Planned preventative maintenance

QA	Quality assurance
RICS	Royal Institution of Chartered Surveyors
RFID	Radio frequency identification
RIDDOR	*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations* 1995
SLA(s)	Service level agreement(s)
SSC	Sector Skills Council
TFM	Total facilities management
TUPE	*Transfer of Undertakings (Protection of Employment) Regulations* 2006
UPS	Uninterrupted power supply system

Appendix 3 Key terms

Asset management

The process for maintaining, upgrading and operating assets (both real estate and other assets required to operate/occupy buildings), combining engineering principles with sound business practice. A close relation to facilities management (see also property asset management).

Asset register

A listing of an organisation's assets (real estate and all other assets) owned or leased, with full information on each asset – sometimes called an asset inventory.

Audit (internal)

The verification of practices, processes, plans and decision-making procedures, with the aim of improving efficiency and effectiveness.

Balanced scorecard

A methodology for holistically measuring performance originally developed by Kaplan and Norton and since developed further by Kaplan and Norton and others.

Benchmark

A comparison of relative performance (generally between similar organisations), by the use of recognised performance indicators, or a set of performance indicators.

Big data

A collection of data sets so large and complex that it becomes difficult to process using database management tools and traditional data processing applications. Effective and efficient management of the 'data mountain' will provide enterprises with competitive advantage.

BREEAM

The Building Research Establishment Environmental Assessment Method – in the UK, the most widely accepted methodology for the appraisal of the environmental impact of building design. In other countries LEED – Leadership in Energy and Environmental Design – provides building owners and operators with a framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions.

Building services

Mechanical and electrical installations including air conditioning and heating, electrical and ventilation, power, elevators, lighting, security systems and communications. These are the services which 'bring a building to life'.

Business

In this guidance the term is used to describe the organisation and/or its operational activities, be it a retailer or a health centre, a call centre or a factory. It includes private, public and third sector organisations.

Business case

A business case is a systematic analysis of the benefits and dis-benefits (financial and non-financial) of a project, compared with continuing with the current situation.

Business continuity plan

The process by which an organisation plans to deal with emergency incidents which threaten the continuance of operations.

Business drivers

The major business imperatives that drive a business – they are all likely to be articulated in an organisation's mission, vision and values, and in its goals, objectives and plans.

Business lines

See 'Operating unit'

Business operations

See 'Operational'

Business planning

The process by which an organisation puts its mission, vision, values, goals and objectives into effect, resulting in implementation and delivery plans.

Business process

Any formal process used by an organisation to run its affairs.

Business strategy

The medium and longer term aspirations of the organisation, articulated in a written document. It will form an integral part of business planning and will be accompanied by short term tactical plans, for example, annual business plans.

Capability

The availability of all the skills needed to run an organisation.

Capacity

The resources needed (often human resources) to run an organisation.

Capital expenditure and income

One-off expenditure on major items (e.g. land and property), often, but not always, funded by borrowing, with recurring expenditure implications. Capital income is generally known as a capital receipt, often resulting from the disposal of real estate.

Capital planning

The overall capital requirements of an organisation, normally arranged over a series of forthcoming years, which includes as a major part of the capital strategy, the capital requirements of accommodation and workplace projects and the funding sources to meet those requirements.

Change management

The management of all types of change within an organisation.

Client side

In the provision of any services, there will be a need for the organisation to articulate its requirements as the 'client' for the provision of services. A 'client-side' facilities manager is usually a member of staff or sometimes a consultant acting in this capacity.

Contract management

The organised management of the contractual provision of a service or function, which is the subject of a contractual arrangement.

Core service support team

These are the central organisation support services, being facilities management, finance, human resources, information and communication technology, procurement, and real estate – sometimes referred to as 'non-core' activities but key to the efficient operation of the organisation.

Corporate

An organisation acting as a whole, rather than in its constituent parts.

Data management

The organised management of numeric and other data and information (see 'Big data').

Delivery department

A department that delivers a service – this term is associated with the terms delivery performance, delivery level, delivery experience, delivery metrics.

Facility

An environment built, installed or established to serve an organisation in the delivery of its operational objective. This is also a generic term to describe a specific building, a group of buildings on the same site and/or a site itself, which is used to provide an overall function; for example, a school, a research establishment, a hospital complex, a training complex, a university campus.

Facility management

A term used interchangeably (in some geographies), with facilities management.

Financial modelling

The holistic analysis of the financial consequences of a course of action.

Flexible working

A generic term used to describe the ways in which staff work when they are not all in one place of work at all times. It normally involves remote (i.e. outside of the normal workplace) access to information and communication technology. It may include home working, peripatetic working, desk sharing, 'hot desking', and open plan workplace layouts. It is generally used to improve productivity, staff motivation and retention and is normally associated with accommodation cost savings.

Framework agreements

Agreements for the provision of services with a limited group of suppliers; almost always selected on a competitive basis initially. When services are required by the client, they are sourced from one of these suppliers on a basis already prescribed in the framework agreement.

Hard FM Services

Facilities services which focus on managing the maintenance of the building fabric, heating, ventilation and lighting maintenance, ICT infrastructure, fit-out and often waste management.

Helpdesk

A point of contact, usually with a service supplier, to report faults or seek alterations to supplied services. This may be a call centre, an on-line service, or both.

Information management

The organised management of data and information within an organisation.

In-house

The provision of services by an organisation utilising its own staff.

Input specification

A specification for the provision of services, which expresses its requirement in terms of the inputs the supplier must make. It is normally associated with the process that the supplier is expected to adopt in delivering the service. See also 'Output based'.

Informed /intelligent client

This describes the ability of the organisation to clearly and succinctly articulate its requirements in terms of the provision of services. It is an essential concept to provide in-house expertise to oversee the procurement of contracted-out services and the informed oversight of the performance of the resulting service delivery. This function can also be outsourced if the service is to be provided by a consultant who knows the client's business and requirements very well.

Interoperability

The seamless inter-working of different software applications.

Key decision makers

These are the senior managers in an organisation. Typically, they would be board members and top management team members.

Maintenance backlog

The cost of works necessary to bring all accommodation in a portfolio up to good condition.

Mechanical and electrical engineering services (M&E)

The air conditioning, heating, ventilation, lighting and allied services in a building.

Metrics

Parameters or measures of assessment used for measurement, comparison, or to track performance – in this guidance, the performance of service providers or of buildings. A performance metric is a measure of an organisation's activities and performance. See also 'Performance indicators'.

Mission

This is the overall purpose of an organisation – the reason why it exists.

Net present costs and values

The sum of a series of future costs and/or values discounted to reflect the future dates at which they occur. This will give the net present cost/value.

Occupational strategies

The organisation's approach to providing accommodation that it wishes to occupy.

Open Book

The transparent exchange of information – usually financial (costs) between the client and the supplier of services.

Operating costs

The total costs of operating a building or portfolio. Inter alia, it would include maintenance, energy, rates, service charges and the facilities management provision.

Operating unit

The various parts of an organisation which deliver elements of its goods or services, or which enable those goods or services to be delivered. It might also be referred to as a business unit.

Operational

Those aspects of the organisation which are directly related to the provision of its services. They are sometimes referred to as 'front line' operations or 'business lines'. Thus any accommodation assets that are directly connected would be operational assets.

Operational areas

Those areas or parts of the organisation that are directly involved in 'operational' activities.

Operational objectives

The objectives of 'operational areas', which while within the overall ambit of the organisation's 'corporate' objectives, will be more specific and narrow, generally solely related to the provision of the service concerned.

Organisation

A corporate grouping which operates for a collective goal.

Organisational

A term used to indicate an 'organisation' acting corporately or to describe cross-organisation features (e.g. organisational change, organisational culture, and organisational databases).

Organisational objectives

The objectives of the 'organisation' as a whole.

Organisational performance

The performance of the organisation measured in terms of its 'organisational objectives'.

Outcomes

The actual result of a course of action rather than the intended results – these are normally associated with the results that the 'organisation' achieves in delivering its services. In the public sector they are referred to as public service outcomes.

Output based

A focus on the outputs that are to be expected (from a contract for services), or have already been achieved. Outputs describe the physical manifestations of the service to be supplied. It should not be confused with 'Outcomes'. See also 'Input specification'.

Outsourced

Using a supplier outside the organisation to undertake a service on behalf of the organisation.

Partnership

Working together with another organisation to achieve an agreed goal.

Performance indicators

Measures that are used to judge performance. There may be a wide range of measures over many subject areas or there may be a number of different measures for one subject area. The critical ones are called key performance measures/indicators. See also 'Metrics'.

Performance management

The organised management of performance, including measures, performance data, measurement, reporting and improvement.

Planned and reactive maintenance

There are two types of property maintenance – planned, which is undertaken as part of an on-going plan (e.g. regular redecoration), and reactive, which is a reaction to a maintenance problem that has arisen (e.g. a burst pipe). It should be noted that there is clearly a relationship between the two – the less planned maintenance that is undertaken, the more reactive maintenance will arise.

Power security

A measure of the reliability of the power (or other utility) supplies to a facility.

Project and programme management

The organised management of projects and programmes of projects.

Property asset management

The process which aligns business and property asset strategies, ensuring the optimisation of an organisation's property assets in a way which best supports its key business goals and objectives.

Property asset management plan

A business planning and communication document providing operational, financial and quality 'readings' for all those associated with the organisation. It considers property as just one of the many corporate resources which are needed to deliver services to customers.

Property management

This is the activity that ensures that land and buildings matters are dealt with so that they operate efficiently and effectively. It is the undertaking of professional/technical work necessary to ensure that property is in the condition desired, in the form, layout and location desired, and supplied with the services required. Related activities include the disposal of surplus property, the construction or acquisition of new property, the valuation of property, and dealing with landlord and tenant and rating matters, all at an optimum and affordable cost.

Quality management system

A quality management system (QMS) is the organisational structure, procedures, processes and resources needed to implement quality management. It is closely associated with the ISO quality standard and the quality management system standards.

Remote working

See 'Flexible working' of which 'Remote working' is a part.

Risk management

The organised management of the consequences of risks identified by an organisation.

Risk management plan

The plan for risk management. The minimisation, as far as possible, of risks and the preparedness for risks.

Risk register

A document that lists identified risks, their magnitude and likelihood of occurrence, and the measures to be taken to manage and minimise them, together with the responsibility for those measures.

Risk transfer

The organised and explicit transfer of the risks of an organisation to another party, normally as part of a contract to provide outsourced services. It should be noted that not all risks can be transferred and that any organisation will always bear some risk. Therefore, the real transfer of risk is difficult to achieve and sometimes can be illusory.

Sensitivity analysis

The adjustment of variables (normally in a business case) to judge the effect if incorrect assumptions have been made about the values of those variables. Hence, adjusting the discount rate to see the comparative effect on the selected options will expose how 'sensitive' the results of the option appraisal may be to incorrect assumptions about the discount rate to be used.

Service delivery

The delivery of a service (e.g. higher education), or the delivery of an internal service within an organisation (e.g. ICT support).

Service level agreement (SLA)

A document specifying the method, timing and quality of delivery of services, and the methodology for measuring performance.

Service provider

An organisation providing (real estate or facilities) services, usually under the terms of a supply or consultancy agreement.

Service specification

A document describing what a specified service will be; see 'input' and 'output' based.

Soft FM

Soft facilities management are services that ensure staff work in a safe, clean and productive environment. Services may include cleaning, ground maintenance, restaurant, security and sometimes waste management. These services are often outsourced.

Sourcing

The process by which the provision of the work involved in providing services or goods is sourced. This may be in-house, outsourced, in partnership or shared with a similar organisation.

Stakeholder

All those that have a direct or indirect legitimate interest in the use of the organisation's land or buildings.

Strategic

A generic term generally used to describe a purposeful way in which high level aims and objectives are pursued.

Supply side

A term applied to the external service providers, supplying the outsourced needs of organisations for facilities services.

Third sector

The third sector is formed by all those organisations that are not-for-profit and non-government, together with the activities of volunteering and giving which sustain them. These organisations are a major component of the provision of services to the public.

Total facilities management (TFM)

A single supplier taking responsibility for the delivery of all facilities services. In practice, this may be a supplier managing services being delivered by a number of subcontractors.

TUPE – *Transfer of Undertakings (Protection of Employment) Regulations*

The *Transfer of Undertakings (Protection of Employment) Regulations* protect employees' terms and conditions of employment when a business is transferred from one owner to another.

Users

Those who are in any way users of accommodation or facilities services.

Vision

Here the word is used in the context of business or organisational vision. It is where the organisation aspires to be (e.g. 'to be the most effective in the sector').

Whole life costing

The identification of whole life costs – the cost of acquisition, of operations, and of maintaining the property over its whole life through to its disposal – that is, the total ownership costs.

Workplace productivity (effectiveness)

The extent to which the working environment (usually in the office), contributes to the productivity of the occupiers. A measure of this will indicate the effectiveness of the workplace.

Appendix 4 Further reading

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A guide to green real estate, Allen & Overy LLP, 2009 Access the document at: www.allenovery.com/AOWeb/binaries/53237.PDF

Achieving Excellence in Construction: a series of OGC papers and case studies on topics including:

- partnering
- the development of long-term relationships
- reduction of financial and decision-making approval chains
- improved skills development and empowerment
- the adoption of performance measurement indicators; and
- the use of tools for value and risk management and whole life costing.

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Better Estate Management in local government, DCLG, 2011 Access report on document at: www.pfmonthenet.net/featuresarchive/article.aspx?ArticleID=39475

Better Management Practice, a series of government-sponsored papers and case studies on topics including:

- PRojects IN Controlled Environments (PRINCE2®) – for project management
- Managing Successful Programmes (MSP®) – for programme management
- Management of Risk (M_o_R®) – for risk management (www.mor-officialsite.com)
- IT Service Management (ITIL®) – for IT service management
- Management of Portfolios (MoP™) – for portfolio management
- Management of Value (MoV™) – for value management
- Portfolio, Programme and Project Offices (P3O®)
- Portfolio, programme and project management maturity model (P3M3®)

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BIFM Good Practice Guides available at: www/bifm.org.uk: Vacant Property Management, Procuring and Running Catering Contracts, Procuring and Running Cleaning Contracts, Inclusive Access, Disability and the Equality Act, FM Procurement, Security Management, Procuring and Running Guarding Contracts, Implementing a Sustainability Policy, Commercial Removals, Customer Care, Risk Management, Business Continuity, Recycling and Waste Management, Benchmarking, Space Planning and Management.

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CIPFA Capital Accounting Review: Interim Position, 2002 Access to document at: www.cipfa.org.uk/pt/download/projectbrief.pdf

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- policy development and implementation
- organisational change and other change initiatives
- acquisition programmes and projects
- property/construction developments
- IT enabled business change; and
- procurement, using or establishing framework arrangements.

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ISO 14001 *Environmental management systems — Requirements with guidance for use*

ISO 15392 *Sustainability in building construction — General principles*

ISO 15686-5 *Buildings and constructed assets — Service-life planning — Part 5: Life cycle costing*

ISO 28000:2007 specifies the requirements for a security management system, including those aspects critical to security assurance of the supply chain.

NS 3454 *Life cycle costs for building and civil engineering work — Principles and classification*

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BS8572 2011 *Guide to the procurement of facility-related services*

BS EN 15221-1 *Facilities Management: terms and definitions*

BS EN 15221-2 *Guidance on how to prepare facility management agreements*

BS EN 15221-3 *Guidance on Quality in Facilities Management*

BS EN 15221-4 *Taxonomy, Classification and Structures in Facilities Management*

BS EN 15221-5 *Guidance on Facilities Management Processes*

BS EN 15221-6 *Area and Space Measurement in Facilities Management*

BS EN 15221-7 *Guidelines for Performance Benchmarking in Facilities Management*

BIFM Good Practice Guides

Guides are available on the following subjects through the
BIFM website: www.bifm.org.uk

Benchmarking	Implementing a sustainability policy	Guarding contracts	
Business continuity	Inclusive access Disability and the Equality Act	Project financial appraisal	Space planning and management
Commercial removals		Refurbishing office interiors	Vacant property management
Customer care	Catering contracts	Risk management	
FM procurement	Cleaning contracts	Security management	

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