

A Practical Introduction to Facilities Management

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List of theory and information slots

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Abbreviations used

ACMs	Asbestos-containing materials
AMR	Automated meter reading
AOC	Association of Colleges
BIFM	British Institute of Facilities Managers
BMS	Building Management System
CAD	Computer-aided design
CCL	Climate Change Levy
CCTV	Closed-circuit television
CIOB	Chartered Institute of Building
COSHH	Control of Substances Hazardous to Health
CPD	Continuous professional development
CPM	Critical Path Method
CRB	Criminal Records Bureau
CTR	Collective team responsibility
ELI	Employers liability insurance
EMS	Environmental Management System
FM	Facilities Management
M & E	Mechanical and Electrical
MPAN	Meter point reference number
O & M	Operations and Maintenance
PCV	Passenger carrying vehicle
PDA	Personal digital assistant (palmtop computer)
PFI	Private Finance Initiative
PLI	Public liability insurance
PPM	Planned preventative maintenance
PQQ	Pre-qualification questionnaire
QA	Quality Assurance

QDP	A national questionnaire on the quality of student perception
QMS	Quality Management System
SAR	Service Area Reports
SLA	Service Level Agreements
TRV	Thermostatic radiator valve
TUPE	Transfer of Undertakings and Protection of Employment
VRF	Variable refrigerant flow
WEE	Waste Electrical Equipment

To aid you through this book, various key pieces of information will be highlighted in the following way.

Note to self

These are action points to draw your action to key pieces of text or remind you to do something.



Warning

These are warnings of key things to avoid.



These are bright ideas to get you thinking about quick wins.



Theory and information slot

Most of the work described in this book is based on practical experience tied closely to accepted theories and information about facilities management. These slots will detail some of the theories behind my work. Theory and practice may not always be identical, but you have the option to compare the two side by side. These slots will also contain key pieces of information. The information given in relation to the theories will be summaries, not the full theory.

The information slots will work in two ways. For the experienced Facilities Manager, they will remind him or her of some of the key theories learned as a student. For the student, they will point the way to exploring the theories in greater depth.

Aide Memoire

The Aide Memoire section at the end of each chapter will summarise the key points covered.

Chapter 2

The basics

Tools of the trade

No worker can work without tools. Set out your stall and ensure you have the tools of the trade.

Computer systems and software

You will obviously need a PC. The PC must be capable of running a number of applications, so make sure you get the highest specification of computer possible. Speak to your IT department and tell them what you want from the system and what programs you are likely to run. You may find that the number of programs you wish to run on the system will slow it down, leading to frustration. Planning ahead will allow you full functionality.

Current FM almost always demands the use of technology and you will find that you need to run a wide variety of software on your PC, from Computer Aided Design (CAD) programs, Helpdesk and financial software, to practical software solutions such as temperature monitoring, a Building Management System (BMS) and environmental systems. Make sure your PC is matched to your requirements.

Try to avoid buying a printer in the first instance. If you set yourself up in the correct way you can usually avoid the need for printing. This will help with your sustainability obligations. Start with systems that follow good practice and you will naturally follow this philosophy and the “need” to print documents will reduce. Information is king, but it can also paralyse you.

Phones

One of the best resources I have is my phone. Yes, it seems obvious to have a phone, but today's phones have more than one function. Modern phones are more like Swiss Army knives! They can be used for:

- making phone calls
- linking to your calendar to provide alerts for meetings
- linking to your emails to allow quick responses to queries
- Internet surfing, again allowing quick access to information
- access to your home area where data or information is held
- making voice memos on site that can be listened to later
- clock or timer
- various Apps, such as levels, compass, lights, taking photos

Administration structure

Information, information and information. If you don't get this flow of information right from the start, you will be swimming upstream forever more. Most of the time the FM practitioner will be coming into an environment that has already had an FM function for a number of years. You may be faced with mountains of paperwork and archived material that is neither accessible nor in a logical form. Your first task is to sort this out and start building your FM strategy.

Note to self

Use technology to the best effect. Think about what you want in advance rather than trying to fit it all together afterwards.

Note to self

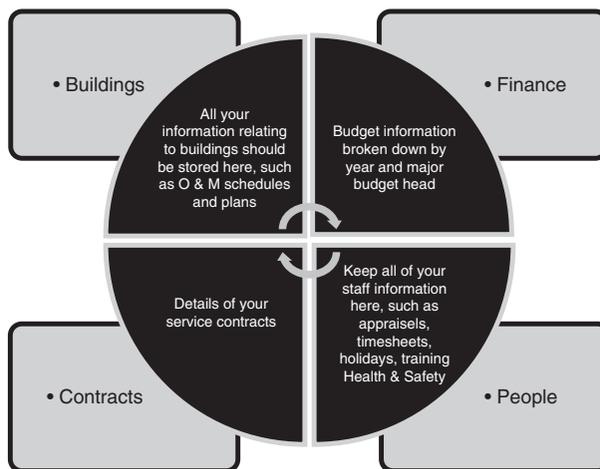
Pull together all the information, lay it out in a logical format and fill in the blanks.

You cannot do everything at once: you are not superhuman, although you may think to the contrary. Do not try to adapt the systems you are inheriting. Start from scratch and then, over a period of time, try to integrate your information into the new system. However, you may find that parts of your inherited system work quite well. Don't shut your eyes to this. Part of being a good FM practitioner is having the ability to recognise when something is working well

and leave it alone. As you gain experience, you will find that the best way forward for any FM practitioner is to start with something that best fits your needs, then steal ideas from other FM practitioners. Do not reinvent the wheel each time you approach a problem. Develop a networking philosophy and let your peers help you. This book aims to give you a framework on which to base your best practice. Never forget the value of management theory and make sure you utilise academic expertise to the full and use the principles and theories you have learned.

If you get your administration structure right, you will save yourself lots of time and effort. It is all about getting the maximum results from the minimum effort. You already have too much to do without making it harder by overcomplicating your admin support. Concentrate on the key aspects of your set-up and plan the way your systems are likely to run in advance. Avoid duplication whenever possible, although in practice this is rarely completely achievable.

Give the layout of information on your PC some real thought from day one. The way you access and save your work over a period of time can leave you with a chaotic mishmash of documents that don't form a logical format. It then becomes increasingly difficult to locate the files you want and to access saved work.



Start by breaking things down into streams of information as illustrated, but make sure that your process has seamless integration between each of the subject headings. Only by laying all of your workload out in a logical way will you ensure that you don't miss things. Just as importantly, you will ultimately find it easier to find things saved onto your PC.

Networking

Professional FM practitioners are rarely precious about their ideas and will generally give you ideas for systems, procedures and policies without obligation. As mentioned earlier, steal your ideas from people who have tried and tested systems and found them to work. If you become obsessed with this being all your own work, you will become so bogged down that you will not be able to move forward in a positive way. Networking can be the key to unlocking potential ideas, creaming the best ideas, or tweaking those you have already to gain the market edge.

Every area of the country will have an active FM group who meet on a regular basis to discuss current issues and to share ideas. Tap into this by contacting groups such as the Association of Colleges (AOC), the Chartered Institute of Building (CIOB) or the British Institute of Facilities Management (BIFM). All these organisations have special interest groups dealing with the specifics of areas you may wish to look at more closely. If you are paying the subscriptions to these institutions, then use them. Treat these FM practitioners as your resource library. After all, they probably did exactly the same when they started their new roles.

Be forceful. FM professionals are your best resource and will invariably part with their most prized possessions: systems and policies and procedures.

Note to self

Don't be too proud to pinch ideas from other people.

Simply Google all the similar institutions in your area and ring them up. Remember, however, that as FM professionals are not precious about their systems, you must be prepared to part with your

equivalent prized possessions. Not only does this cross-fertilisation help you to establish new and better systems, it can also help to forge friendships with your peers that can last a long time and be mutually beneficial.

Going out and looking at other institutions can be rather off-putting. You may come back with a sense of foreboding about the task ahead and sometimes think you may have taken on too much. This is good. It means you are starting to become self-critical about what you do. It means you are beginning to see that things need to change and that all in the garden is not always rosy. Only through being self-critical can you improve quality and take positive steps towards change.

Don't forget to use technology. There are many social networks such as LinkedIn that have special interest groups or forums where open discussions on FM topics can take place. I would be lost without the resource of the Internet. You can find almost anything you wish on the Internet if you use

the correct terminology. We are increasingly using technology to reduce our reliance on paper-based systems. Using tablets and iPads to store data and minutes or notes of meetings helps us to achieve this. Syncing will allow you to integrate your iPad into your home area on your PC and allow you access to internal networks.

Being a “newbie”

As the newbie, you will get away with a lot because you are new. You are mostly also given the latitude to change things and usually an open ear from your senior managers. This is your opportunity to set out your stall and make an impression. Take advantage of this: be as forceful as you can and push things through while you have the opportunity. Once you have been there a while you will lose the ability to be radical as people get the measure of you.

Having a clear out

You will have inherited a lot and your predecessor will have left his or her mark on the organisation. This will be reflected in everything that you do and will come back to haunt you for years to come unless you are decisive. The following areas should be looked at as soon as possible.

- *Letterheads.* Is your predecessor’s name on any of the letterheads? This is the first thing to get rid of, even if it means you don’t have your stationery for some time. Don’t send your name out on your predecessor’s letterhead. It can instantly give the impression that you are not strong.
- *Emails and telephone answering machines.* Get rid of them as quickly as possible. I have fallen foul of this, having had the previous Facilities Manager’s voice on the emergency phone for over two years. No one wanted to tell me it was still on there. You need to find out for yourself.
- *Internal documents.* Documents such as policies and procedures may all carry the digital signature of your predecessor. Make sure these are updated. If you do this under the guise of review, then you can then legitimately put your name to these documents.
- *Signage.* You may find your name needs updating on signage around the buildings. This is by far the best way of getting your name embedded into your organisation’s culture.
- *Organisation staff.* Don’t quietly creep in through the back door. Make sure you introduce yourself to each member of the management

team. These are the people you will be working for and a bit of early customer feedback can often set you on the right track.

- *Contractors.* All your contractors need to know who is now steering the ship. Make a start by inviting them all in to meet you. Forming early bonds with these people could prove beneficial in the future.
- *Suppliers.* These are just as important to your team as the contractors who work for you, so let them know you are in charge.
- *Partners and local organisations.* You may have affiliations with groups, subgroups and local authority partnerships. Making it clear there is someone new in charge can get you invited along to important networking activities.
- *Police and emergency services.* A good working relationship with the police is important. Developing an early relationship with the police helps you to tap into initiatives that may be run from time to time. This is particularly important in a town centre organisation where crime is likely to be on your doorstep. These early relationships with the police may get you a more sympathetic ear if you do get issues on your site.

The quick fix

Day one of your new position usually means stepping into your new office with a sense of anticipation and dropping yourself into your new chair at your new desk to begin to formulate your ideas. Here are a few quick fixes to help you along.



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It is worth the time and effort to obtain a full set of building plans. These will pay for themselves over and over again.

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- *See your staff.* Get this important task out of the way as soon as possible. You need to start to build relationships with these people as soon as you can. They are going to be the ones who fulfil your ambitions for the organisation. You need them to know that you are not a faceless boss who sits behind his or her desk all day. Book regular time in your diary during your first few months to get out of your office and see each of your staff in turn. It is much better to see them in their own environment. Let them know that you are there to help them and tell them how they can get hold of you when they need to.

Chapter 5

Outsourcing of services or in-house staff?

Reasons to outsource services

Outsourcing services can be a very emotive subject as you are dealing with the livelihoods of your staff. It must always be approached in a sensitive way and must be carried out under the scrutiny of your entire department. The choice to outsource a service or to use in-house staff must be made on the basis of sound rationale and should take into account the following issues.

- Does the service work; if it isn't broken, don't fix it!
- Does the service fit the requirements of the site?
- Is the service financially sound, or does it need a new financial model?
- Is there a sound reason for change?

Does the service work?

Do you like change? Be sure of one thing, your staff won't. Unless you have a sound, rational reason to tinker with a system, then leave it well alone.

Warning

Never approach change like a bull in a china shop; be methodical in your approach and plan well in advance.

However, a good manager always looks to improve the service that he or she provides. You should continually appraise your service to see if it still meets your operational requirements. We have already looked at how operational requirements can change through the application of good customer service. Change for changes sake is a poor way to

5 Outsourcing of services or in-house staff?

develop your working strategy for your team, although trying something new can be good in small steps; if you don't test something, you will never know if it works. You need to develop a strategy to deal with these minor tweaks rather than approaching them in a cavalier way.

Outsourcing versus using in-house staff is exactly the same in terms of how you should approach it. You should not source any service in-house without first having carried out some background work to determine the type of service you are likely to end up with and whether this service would be better for your department and your client. Be careful. Once you start down the road of outsourcing your service, you may find that, if this is successful, internal politics may create a desire to outsource all your operations. Change is not always bad, but it needs to be embraced by all your staff from the start.

Does the service fit the requirements of the site?

Your goal must always be to provide the best possible service for the site. Only when you understand your site can you start to make decisions about whether the changes you are planning best suit the site. The hope is that through good, sound management practices your organisation will continue to grow. This is a natural desire of all businesses. With growth comes change, and this is likely to have a number of effects on your site and the service you provide. Things such as waste and recycling become much bigger issues that require managerial and strategic decisions to cope with and to keep within legislative requirements. You may have to start to add services which have never been needed before to ensure compliance, e.g. you may need a specific person to deal with waste or recycling. Or you may see a synergy between roles, combining roles to create a more streamlined service. Your site should come first, not your desire to create an empire. Any assessment of a service provided must be based on facts and figures, not on aspirations.

Is the service financially sound?

No Facilities Manager is lucky enough to have an open chequebook for the provision of services. Your service delivery must be based on sound financial judgements and projections of likely outcomes. Although quality and service are important, if they are not financially sound in their application they will not be successful. However, sometimes services need to be provided that do not have a sound financial basis. These services are those that contribute to an organisation's image. These services need to be clearly understood as areas that benefit an organisation, such as window cleaning, plant displays or litter-picking. The image of an organisation should never be undervalued,



particularly in educational institutions. The “learner experience” is far more valued these days and may rate almost as high as the education itself.

This “learner experience” is an area where Facilities Managers can enhance their contribution by developing service. My background is in educational FM, so this book is sometimes biased towards education, but the same principles apply to all FM practices.

Is there a sound reason for change?

Sometimes issues come along that demand a change to the way you are doing things, such as financial austerity, which is currently high on the list of any government-funded agency or body. These boom or bust scenarios have been with us before and will no doubt be with us in the future. Sometimes it can be an organisation’s response to these critical events that makes it stand out from the rest. Funding cuts sometimes enforce change and for the Facilities Manager

Note to self

When a business expands naturally, the services required will change. Always bear in mind whether you have the capacity to take on these new services, or whether you need to ask for additional resources.

this creates a challenge as to how to cut services while maintaining compliance. If a Facilities Manager truly understands his or her organisation and the services provided, then these judgements and decisions will be easier to take and will, in the long term, create a more robust organisation.

If you are asked to reduce your budget and are expected to do this without it having any effect on the services you provide, then the first thing you are likely to feel is indignation. The assumption is that, if you can reduce your budget without changing the service, then you have been over-budgeting all along. The truth is, every now and again you need to re-evaluate your budgets and the services you provide to ensure you are not suffering from “service drift.”

Service drift

Service drift is where the service you provide develops unchecked and becomes something completely different from the original service. A simple service can organically grow through success and become something

5 Outsourcing of services or in-house staff?

completely different. Constituent parts of the service may develop, sometimes in an ad hoc way, to move the service on. This organic growth can sometimes lead to an over-complication of the service and duplication of administration. As a result of the way in which services grow, they may develop traits or good practice from other services. This is particularly true of administration. For example, you could have two independent services following similar “best practice” methods of administration, undertaken by two different people. It might be more practical and more economical to roll these two positions together into one post. This generates staff savings and may reduce the overall administration requirement of the organisation.

Care must be taken to make these sorts of decisions based on workload, not just on similarity of position. It is not practical to think that one person can suddenly take on the roles of two people unless there is capacity there and you can make genuine changes to your operation to reduce the overall administration workload in the first place.

We often over-complicate things, particularly processes, for little extra added value. It is these over-complications that we can target to make subtle changes to the way we work. Streamlining processes can sometimes lift a burden from staff, who may feel enlivened and released from unnecessary duties. We need to consider:

- Why do we do a process?
- What value does that process create?
- Are there any alternatives?

When we began doing something, we had a valid reason for doing it. Or did we? Sometimes we do things because we feel we should. This is particularly prevalent in the public sector, where information and audit processes are so important.



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List all the administration processes that take place in your department, lay them out side by side and look for similarities between them and any items that are duplicated. This can be your starting point for review.

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Note to self

Do we know if the things we do are worthwhile? Sometimes we do something because we think it is the right thing to do, but without it creating any real value.

Chapter 8

Sustainability, use of resources and sustainable technologies

What is sustainability?

Sustainability is increasingly becoming an integral part of the FM role and most Sustainability Managers are now found in the FM or resources department. In a larger organisation the Sustainability Manager is often an entirely separate role because of the complex issues involved. So what is sustainability in the context of a busy FM department?

Sustainability means different things to different people and, as far as a busy FM department is concerned, it can become an integral part of everything that you do. If you are expected to take the lead on sustainability, you need to define what areas you are going to concentrate on, what specialists you need to bring in, and how you are going to report your progress back to the senior management team.

All FM departments buy in services for the site. Do we ever stop to think about the environmental impact of these services and supplies, e.g. the amount of carbon that has been used in their journey from source, through manufacture to your doorstep? Do we ever consider alternatives or even really consider sustainability as a real issue? The answer is probably no. As an active FM department, we swim in a sea of information and sometimes more information and responsibility seem too much to take on. Should

Note to self

Do not underestimate how much time you are likely to spend on sustainability. To do it justice, you need to carve out time to do it. Start by trying to get a regular time slot on your Outlook calendar, even if this is only an hour a week, and stick to it rigidly. It will pay dividends.

we bother with sustainability, or should we let others deal with this issue? In my opinion, we should definitely consider sustainability as part of our role.

The concept of sustainability has become increasingly important in recent years as we all try to reduce the resource intensity of our day-to-day lives. For hundreds of years we have been plundering the Earth's resources without much concern, but we now know that these resources are finite. Our growing population has experienced an explosion of consumerism and our planet's resources have dwindled to the point where, within a few years, we will face a catastrophic decline in the availability of fuel and raw materials. Previous generations have seen remarkable leaps in technology which have made us feel invincible. Many believe we will be able to develop alternative technologies to take the place of the traditional oil and gas deposits we have come to rely on. Nuclear energy sources, once seen as the answer to generating cheap electricity, have been called into question following natural disasters which have shown the vulnerability of this technology. The simple truth is that we cannot continue in this fashion without reducing our reliance on fossil fuels and giving greater consideration to how we can reduce the resource intensity of our actions.

How does this then affect individual organisations? Quite simply, we need to re-evaluate our systems to make sure we reduce resource consumption and, in particular, our use of carbon. This does take time and can be costly but, if undertaken correctly, this evaluation could bring the following benefits to your department.

- Reduce your carbon footprint.
- Raise the profile of the FM department.
- Save money, as waste is cash intensive.
- Give your organisation a marketing advantage over competitors.
- Show due diligence.
- Reduce your long-term reliance on fossil fuels.
- Increase your long-term robustness and reduce vulnerability with respect to utilities costs.
- Give an edge with key partners in terms of funding. An organisation which is seen to be managing its carbon use proactively shows that it is managing waste. When applying for grants or capital funding, a formulated carbon plan will give you the edge.

Sustainability in any business environment can be a journey of discovery, but also sometimes horror when you realise what you are using and what

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impact this is having on the environment. As with any journey, we must first establish our baseline so we can plot a course for the future. We must try to identify all the areas within the organisation where we use a resource and then calculate its impact on the organisation.

Improving the sustainability of your organisation

The logical stages to follow to increase the sustainability of your organisation are: identify all the resources used; convert these resources into a carbon figure; set a bench-mark figure; set future targets; and report progress and review.

Identification of resources used

This can be one of the most difficult areas to define. It will vary between organisations and may fall under the remit of more than one department. However, as one of the prime users of resources, the FM department should take the lead on this if there is no Sustainability Manager in post.

Utilities

The use of gas and electricity in an organisation is likely to be the second highest expenditure after staff costs. Increasingly, as sites become more sophisticated and acquire more technologies, electricity consumption increases as we move from naturally vented low-tech buildings to pressure-sealed environments that require mechanical cooling and ventilation. This is coupled with an increased reliance on computer technology, which adds to the cost of your utilities. New buildings, far from reducing your overall electricity consumption, may double it. You cannot really avoid this, unfortunately, but you can control the efficiency of all of the M & E equipment in the building. You also have some control over the proliferation of the other electrical devices that will inevitably find their way onto the site. Efficiency of M & E equipment is essential and you must try every possible way to reduce consumption through control measures implemented to optimise performance. Utilities and their procurement are discussed in more detail later in this chapter.

Waste

What waste streams does the organisation create? These could be as follows: general waste which cannot be recycled; recyclable waste, e.g. paper, card, packaging; plastics and tins; waste electrical equipment (WEE); specialist waste, the disposal of which is covered by specific pieces of legislation, such as batteries, fluorescent lighting tubes, oil and oil products and asbestos; and food waste. Waste is dealt with in detail in Chapter 9.

Transport

Note to self

When comparing data, make sure it is like-for-like and in a consistent form that you can easily understand.



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Waste is often a large chunk of your expenditure in a busy organisation; don't forget to factor in your space requirements. Space costs money and all too often busy FM sections do not have the luxury of having a lot of space to store waste. Your solution needs to be minimalist while still being practical.

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Your organisation is likely to have its own transport, but you also need to look at how staff get to work and how schemes such as car sharing and cycling to work are promoted.

In education, modern teaching methods mean that education is increasingly taken to the students, with off-site training and even international travel taking place to promote courses around the globe. All these areas need to be taken into consideration when calculating how transport affects your carbon footprint.

Conversion of resource use into a carbon footprint

Converting your resources into a figure for the amount of carbon used is a tricky subject. There are countless methods to convert your resources used into an actual carbon figure (http://www.carbontrust.com/media/18223/ct1153_conversion_factors.pdf) Whichever method you use, stick with it, as changing the way you calculate your carbon use will invalidate your data. Using a consistent approach will help you to audit your figures more easily and assist your successors. Store your formulas on your PC and document how these formulas work and how they are constructed. There is nothing more frustrating than coming back to a spreadsheet after a year away and not understanding what you have done previously.

Setting bench-marks and targets

We need to know where we starting from when we begin our journey to reduce our carbon consumption. Discussing with your staff how you want to report your data is well worth the time taken and will help to provide consistency in reporting. Your data need to cover whole the site, but also need to be able to adapt as the site evolves, while still giving figures which

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can be compared over a number of years. Make sure you are comparing like with like. It is no use simply collecting, for example, data on energy used for heating each year without including data on outside temperatures to allow temperature differences to be factored out. Think in advance about what your data needs to represent and what factors could change that data and then it will be valid every year. Also decide how you want to visually represent your figures. Numerical data are fine, but pictures, graphs and pie charts are far more pleasing to the eye. Be careful about how you collect your data and make sure that you verify all your figures. If your calculations are flawed, then the final data will be too. You do not want to look stupid to senior managers, as this will immediately derail your attempts to create a low carbon environment. This will affect your credibility and make it less likely that you will get assistance in the future.

Setting future targets

You need to have targets to work to. Targets can sometimes be purely aspirations; this is an easy trap to fall into. If you set yourself difficult targets, you are setting yourself up for failure. You should always under-promise and over-perform. There is nothing more demoralising than to miss a target because you have been unrealistic. Set reasonable targets and exceed them if necessary. If you over-promise and under-perform, senior managers will be less inclined to believe any future targets you set. Use the SMARTER methodology for setting targets.

Reporting progress and reviewing results

You need to report your successes, particularly if they have created a financial saving. Use this to your best advantage, as some of your future projects may

Theory and information slot

SMARTER methodology:

S - Specific, Significant, Stretching

M - Measurable, Meaningful, Motivational

A - Agreed upon, Attainable, Achievable, Acceptable, Action-oriented

R - Realistic, Relevant, Reasonable, Rewarding, Results-oriented

T - Time-based, Timely, Tangible, Trackable

E - Evaluate

R - Re-evaluate

need capital funding and initial success means you are more likely to receive support from the finance director. Your reports should be simple and effective to achieve maximum effect. Avoid too much data. Dashboard-type reports seem to be the best and most eye-catching reports and these use a ragging (red, amber, green) system to report progress. You need to be honest in these reports as you can make your data say anything. Keep it simple and under-report as this then gives you more latitude the following year.

Sustainability: a whole organisation approach

Sustainability is a major topic for the practising Facilities Manager and can have a massive impact on your bottom line. If you ignore sustainability, you will suffer in the long term and put your organisation at risk. Engaging with the whole organisation is extremely important. You cannot have a successful sustainability strategy without engaging with staff and, in an education environment, students. Sustainability in an educational environment is different from that in any other type of organisation as sustainability is often proactively driven by the students rather than the organisation.

Staff need to understand some of the basics about sustainability before you can truly connect with them and influence their behaviour. The key areas include the following.



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The only way you will be successful with your sustainability strategy is if you get everyone on board. The best way to do this is to create incentive. Competition between departments with prizes works very well.

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- *How much carbon do we create?* Staff need to understand the amount of carbon the organisation uses and how it is used. There is no point providing lots of data as this will only confuse people and your target audience will lose interest. Use simple bar or pie charts to show the relationship between consumption and carbon.
- *How much does carbon consumption cost?* Carbon consumption is a difficult concept to understand. We don't take the carbon away in trucks; it just gently floats off into the atmosphere as carbon dioxide emissions. If you represent your reductions in carbon emissions as potential financial savings, staff will easily see the connection between money and their actions, particularly in times of austerity when they can directly equate money wasted with potential job losses.