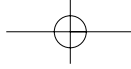


Preface

The first edition of *Total Facilities Management* was, at the time of its publication, the latest phase in a collaboration that had begun five years earlier. This collaboration was illustrative of how serious research into an ill-defined problem can yield not only improved and even new insights, but also how it can provide answers for practitioners who need guidance based on tested theory. The original work was 'a study of value for money in facilities management' in a key area within the public sector in the UK. The study helped us understand how real organisations were coping with issues such as best value, customer satisfaction and the development of the professional discipline of facilities management. From this work, we were able to set out practical guidance which we were pleased to see published by the UK government through the Stationery Office (formerly known as HMSO). The guidance was written for practitioners, not an academic readership, and was well received by the public sector and, to our delight, by many organisations and individuals in the private sector. This reaction was instrumental in taking the decision to draft *Total Facilities Management* as a means for others to access our research findings and practical guidance.

The success of the first edition encouraged us to update and expand the treatment of the subject and to draw in a broader appreciation of how facilities management is practised in parts of the world other than the UK and North America. In this connection, we are especially grateful to Dr Keith Fitcher, Managing Director of EastPoint Management Services Limited, and his colleagues for providing access to so many examples of best practice facilities management. The location of EastPoint – part of the international conglomerate Jardine Matheson – in Hong Kong has added a further dimension, one of managing a different organisational culture and context to that found in the UK and North America. What is also interesting about EastPoint is that it has taken and applied, tested and refined, many model practices and procedures. This has allowed us, as authors, to establish this broader international appreciation and to enable readers to access material from a market leader.

We are also grateful to several organisations in the UK that have helped us deepen our treatment of a number of issues which we introduced into the first edition. Important changes have taken place in the UK during the past five years and these are reflected in an expansion of our concern for human resources management, change management, workplace productivity and the dramatic growth in public-private partnerships. Particular thanks

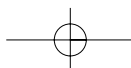


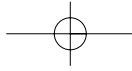
go to Karen Gunther of Sun Life of Canada (UK) Limited, a prominent life assurance and pensions provider, and Ruth Saunders of Diageo plc, one of the world's leading premium drinks businesses, for allowing us to incorporate case studies of their in-house activities. Finally, we should like to thank Dr Roine Leiringer for his input on public-private partnerships, drawing as it does from his doctoral research in this area.

We trust this second edition of *Total Facilities Management* will go some way towards satisfying a market need for balanced guidance based on best practice underpinned by robust theory. If it does, it will demonstrate the important connection between research and practice, as well as offering something for everyone with a professional interest in facilities management.

Brian Atkin
Reading

Adrian Brooks
London





Introduction

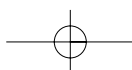
Managing non-core business services enables an organisation to function at its most efficient and effective level. Implicit in this management role are the issues of customer satisfaction and best value. The focus for these issues is facilities management, which has traditionally been seen as the poor relation of the main real estate and construction disciplines. The significance of facilities management is now recognised and this book offers a progressive look at how facilities management applies to organisations of all kinds. The book contains many examples of how facilities can be better managed; these are largely derived from practices known to work well, although the approach is not intended to be prescriptive.

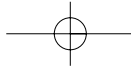
The organisation

This book is directed at organisations within both the public and private sectors. The types of organisation addressed might therefore range from colleges to entertainment complexes, from manufacturing companies to airports. The structure, management and accommodation of these organisations will vary widely; nevertheless, the information contained in this book is intended to have a correspondingly wide application. It is necessary, of course, for each organisation to consider the relevance to itself, its sector and its country of each of the points raised. Thus, where specific public sector regulations, or UK and European legislation, are referred to, it is the principles embodied within that legislation that should be noted if the legislation itself is not directly applicable.

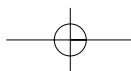
The customer

In the broadest sense, the customer is the client organisation acting as a purchaser of services. These will sometimes be procured in-house and sometimes from external providers. Although the distinction between purchaser and provider is more obvious in the case of external provision, it is important that the same distinction is recognised within in-house provision. The customer in this instance might be an internal department being served by the organisation's facilities management team, with a financial exchange between the two different cost centres. The relationship between the two parties therefore remains a formal one requiring guidelines and procedures for its formulation and implementation.



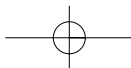


In most organisations, customers will therefore be the organisation's employees and constituent departments, as the principal building users. In some, such as leisure centres or department stores, the external user of the organisation's facilities becomes an additional type of customer whose needs must be considered within facilities management planning and operation. This book generally refers to the former type of customer (internal user), with these users typically providing the interface between the external user and the facilities management service providers.



Abbreviations

B2B	business to business
B2C	business to consumer
BIFM	British Institute of Facilities Management
BPR	business process re-engineering
CAFM	computer aided facilities management
CCT	compulsory competitive tendering
CCTV	closed circuit television
CDM	Construction (Design and Management) Regulations 1994
CIOB	Chartered Institute of Building
CIPS	Chartered Institute of Purchasing and Supply
COSHH	Control of Substances Hazardous to Health Regulations 1988
CPD	continuing (or continuous) professional development
CSF	critical success factor
DBFO	design, build, finance and operate
EBITDA	earnings before interest, taxes, depreciation and amortisation
EC	European Commission
EU	European Union
EVA	earned value added
FM	facilities management
HRM	human resources management
HSE	Health and Safety Executive
ICF	informed (or intelligent) client function
IFMA	International Facility Management Association
ICT	information and communications technology
ISO	International Organization for Standardization
JCT	Joint Contracts Tribunal
KPI	key performance indicator
M&E	mechanical and electrical
NEBOSH	National Examinations Board in Occupational Safety and Health
OJEC	Official Journal of the European Communities
PACE	Property Advisers to the Civil Estate
PDA	personal digital assistant
PEST	political, economic, social and technological
PFI	private finance initiative
PPE	personal protective equipment
PPM	planned preventive maintenance
PPP	public-private partnership
QA	quality assurance



RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995
SBS	sick building syndrome
SLA	service level agreement
SMEs	small and medium sized enterprises
SWOT	strengths, weaknesses, opportunities and threats
TFM	total facilities management
TUPE	Transfer of Undertakings (Protection of Employment) Regulations 1981

