



FM3.01

Introduction to Facilities Management Sample Workbook

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ABOUT THIS SAMPLE

What's included

This sample workbook is designed to give you a flavour of what to expect when studying with the Xenon Group for an IWFM Level 3 Qualification in facilities management.

The sample is taken from one of the key units of the IWFM Level 3 course - FM3.01 - Introduction to Facilities Management. This is a mandatory unit for all versions of the Level 3 qualification - Award, Certificate and Diploma - so if you enrol on a course you are guaranteed to be studying this content.

Each unit of the course has its own dedicated workbook like this one, so the depth of knowledge you will gain is thorough and comprehensive.

We've included part 1 of this workbook in its entirety, along with the unit introduction and guidance on how best to use the book.

You'll see from the page of contents that there's plenty more covered by this unit beyond what's included in this sample. All of the different sections have been mapped against the learning outcomes and assessment criteria for the qualification, so when it comes to your assessments, you'll have a logical, structured base of information to refer to.

What else is included in the course?

As well as a dedicated workbook, each unit also has a pre-recorded webinar. These webinars cover similar information to that found in the workbooks, but offer an alternative method of consuming the information on offer.

Alongside the course content, we also offer comprehensive support on the assessments that you'll need to complete in order to successfully complete your qualification.

- > You'll have access to detailed guidance notes for each assessment which help you to plan and structure your coursework assignments.
- > You'll have a personal tutor who can be contacted for help and guidance with your assessment or any other aspect of the course.
- > You'll have access to a huge library of additional resources which can help put some context around the concepts you are learning.
- > You'll be able to post on our dedicated online forums, allowing you to access additional support from your fellow students.

Next Steps

For more information about our IWFM Qualifications, you can call us on [0330 912 5400](tel:0330 912 5400) or e-mail clare.gairn@xenongroup.co.uk.

To enrol on a course and get started, visit www.xenongroup.co.uk/enrolment

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INTRODUCTION

IWFM Level 3 Qualifications

IWFM Level 3 qualifications develop the skills required to identify and use methods and skills to complete tasks and address problems that, while well defined, have a measure of complexity.

It includes taking responsibility for initiating and completing tasks and procedures as well as exercising autonomy and judgement within limited parameters. It also reflects awareness of different perspectives or approaches within an area of study or work. (Taken from the OfQual Level descriptor).

The IWFM level 3 qualifications (i.e., the Award, the Certificate, the Diploma) in Facilities Management are for those new to Facilities Management or working at a junior level, Facilities Assistant, for example, and who are wishing to progress in their career.

This workbook

Purpose

This Unit, FM3.01 – An Introduction to Facilities Management, is the first workbook of the IWFM Level 3 in Facilities Management Course. It is one of two mandatory Units for IWFM Level 3 Award in Facilities Management and is also a mandatory unit for the Level 3 Certificate and Diploma in Facilities Management.

The explanatory text of the book is supported by exercises at key points to further understand core concepts through direct activities, reflective questions and examples drawn from case studies at relevant points.

Learning Outcomes

The overall goals of the Unit are to enable learners to understand key fundamentals of facilities management and the unit provides an overview of some of the topics which will be covered in more detail later in the course. There are the 5 learning outcomes that will lead to achieving this objective:

FM3.01 Learning Outcomes

- 1.** Understand the nature of facilities management
- 2.** Understand responsibilities commonly delegated to facilities managers
- 3.** Understand the different service delivery models for facilities management
- 4.** Understand the range of facilities management roles
- 5.** Understand the benefits of good communication

HOW TO USE THIS WORKBOOK

This workbook contains everything you need to achieve the learning outcomes for this unit. As you work through the content, you'll notice that there are various activities and assessments to complete. These will help consolidate your learning and some will actually form part of your assessment to ensure that you have reached the required level of understanding to achieve the unit.

As you go through the workbook, you'll notice a number of markers designed to help you identify activities or focus your mind on key points. Here's a quick guide to what those markers mean.



If you see one of these markers, it means there is an activity for you to complete. These activities are optional, but we highly recommend that you complete them.

When reading through material, it's very easy to let our minds wander off somewhere else and not actually digest the information we are reading! Completing activities will help you to focus and to check your understanding of the concepts you are learning.



These markers are included to draw your attention to specific pieces of information that you may need to pay attention to. We'd advise that you make a note of these key points and revisit them a couple of times to check your understanding.

Hint: Some key points will relate to assessment questions later in the unit



If you see this marker, you'll really want to pay attention! These represent an activity for you to complete, but unlike the other activities, these will form part of your assessment and will need to be completed to the necessary standard in order to pass the unit.

Whenever you see an assessment, you'll need to answer the questions on the associated assignment for this unit, which you can download from the Academy. The assessments are split into 'tasks'. The workbook will tell you which task you need to undertake next.



You'll occasionally see this marker at the end of a long, intensive section of the workbook. Sometimes it can be helpful to take a break from studying to digest what you've learned. This break could be for a few minutes, hours or even days - that's up to you - but the key is to step away from studying and give your brain time to assimilate all of the new information.

PART 1

The nature of Facilities Management

CHAPTER 1

What is Facilities Management?



The key outcome of this unit is to develop your *understanding* of facilities management.

Before you get started on this section, take a few moments to think about what you *currently* understand by the term 'Facilities Management'.

As you work through the unit, compare what you are learning with these initial thoughts. Consider any similarities or differences between the two.

Facilities management (FM) encompasses a very diverse range of multidisciplinary activities within the built environment and the management of their impact upon people and the workplace.

It is vital that all these activities are managed efficiently and cost-effectively in support of an organisation's strategic and operational objectives and, thereby, promote the realisation of these objectives.

On a day-to-day level, effective facilities management provides a safe and efficient working environment, which is essential to the performance of any business – whatever its size and scope.

Within this fast growing professional discipline, facilities managers have extensive responsibilities for providing, maintaining and developing a myriad of services ranging from property strategy, space management and communications infrastructure to building maintenance, administration and contract management.

These activities can be categorised under four broad functional areas and described as the provision and operation of services required in support of any, or all, of the following:

- > Property
- > Business Assets
- > Business Support
- > Staff Support

The FM sector is large and complex, comprising a mix of in-house departments, specialist contractors and large multi-service companies delivering the full range of design, build, finance and management.

The Chartered Institution of Building Services Engineers (CIBSE) suggests that in the UK alone, the sector is worth £120bn (2017) employing up to 10% of the UK workforce and responsible for 8% of GDP (BIFM, 2017).

Defining Facilities Management

The definition of Facilities Management varies depending on who you talk to...

Key point



"FM involves the total management of all services that support the core business of an organisation."



"Organisational function which integrates people, place and process within the built environment with the purpose of improving the quality of life of people and the productivity of the core business."



The scope of Facilities Management is enormous. Michel Theriault in his book *Managing Facilities and Real Estate*, presents a pie chart which considers all the various functions and responsibilities of the Facilities Manager.

Before looking at the diagram on the next page, complete the following activity:

Activity



- > If you are currently working within a Facilities Environment, note down all the responsibilities that you and your line manager have in the box below. Now compare it to the diagram on the next page
- > If you are new to the industry, what do you think a Facilities Manager might be responsible for? Note your ideas in the box below, then look at the diagram and see how many you identified.



Michel Thierault's Wheel of FM Services

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The FM Wheel shows the incredibly wide diversity of functions a Facilities Manager may be involved with. How many did you identify?

CHAPTER 2

Core Business and Support Services

For the majority of organisations Facilities Management is a 'Support Service'. So what do we mean by Support Services and how do these differ from the Core Service?



Consider the organisations in the table below. Identify what their 'Core business' is and complete the table. Don't worry if you get it wrong - everything will be explained on the next page.

You will find the answers at [Appendix 1](#). The first one has been completed for you.

Organisation	Core business
Price Waterhouse Cooper (PWC)	Accountancy services
John Lewis	
EY (Ernst & Young)	
Virgin Media	
Aberystwyth University	
Aviva	
Vodafone	
Unilever	
HSBC	
Channel 4	
Marriott Hotels	
Café Rouge	
Great Ormond Street Hospital	
E-On	
First Group	
The Xenon Group	

Having completed the activity above it should be apparent that 'core activities' are those which bring income into a business so Price Waterhouse Cooper 'sell' their accountancy services to make a profit and so these services are 'core' to their business and their survival.

Any activity which does not directly contribute to income, or productive external output, should be considered as 'non-core' i.e. peripheral to the core of the operation.

One of the primary reasons for identifying the distinction is to concentrate the attention of the organisation's management on those parts of the business - core business - which form an essential part of the end-product. Once the distinction has been achieved, the remaining operations, might be classified as non-core business, and then could be provided internally or by external suppliers. From this point on, core business is 'ring fenced'.

So, we have considered what the core business of the above organisations might be. We now need to consider some examples of what might be considered 'non-core'.



Consider a firm of accountants.

Now, in the box below, make a list of all the non-core activities which take place. Compare your list with that on the next page. Did you miss any out?

Examples of non-core activities might be:

- > Restaurant services
- > Human Resources
- > Procurement
- > Reception services
- > Accounts department
- > Building Maintenance
- > Space planning
- > IT services
- > Workplace nurseries
- > Occupational Health
- > Mobile phone management
- > Car fleet
- > Concierge Services

You may have come up with many more. If you look at this list carefully, you will see that some come under the umbrella of Facilities Management but others have little, if anything to do with FM – Human Resources, for example.

Nevertheless, they are still a non-core service and therefore, by definition, a Support Service. All of these activities would not directly bring income into a company and so therefore, are not core services.

If you look back at Thierault's wheel in chapter 1, the examples form the vast majority of support services linked to Facilities Management.

Support services can, and often are, outsourced to another company. This rarely happens with the core service and so this is one way to distinguish between the two. As an example, you might decide to outsource your cleaning to a cleaning company or your catering to a specialist catering company. The Xenon Group outsource our Human Resources to a specialist company who are experts in Employment Law, for example. This means we can devote all our attention to our core services – education and recruitment – and do not have to worry about ensuring that the contracts for our staff are compliant with current legislation because this is done for us by experts in their field.



If you work for a Facilities Management service provider, such as Sodexo, Interserve or Mitie then providing Facilities Management services is *your* core business.

However, from the perspective of your clients and customers, the service you provide is non-core. They have outsourced the provision of FM services to your company so that they can focus on *their* core business, whatever that may be



Think about your organisation. Do you outsource any of your services? Which ones? Type your answers into the box below.

So, to summarise then, all organisations have a *core business*. This is what brings the income into the company.

All services which do not bring money into the organisation are classed as *support services*. These may be Facilities Management services or other services, Human Resources, for example.

Another differential is the fact that core services are never outsourced whereas support services might be.

CHAPTER 3

How Facilities Management supports an organisation

As explained in the previous chapter, Facilities Management is a Support Service. Its role is to support an organisation to allow it to deliver its core business.

There are a number of ways in which the Facilities Management function does this. The main outcomes of successful FM support are listed below.

- > Meeting end-user requirements
- > Reducing Costs
- > Maintaining business continuity
- > Ensuring legal and regulatory compliance
- > Supporting Corporate Social Responsibility

Let's have a look at each of these outcomes in a little more detail.

Meeting end-user requirements

Whatever service the Facilities Manager is responsible for, that service will have an end user - someone who requires that service in order to function effectively in their role. We will have clients, customers and users and it is important that we understand the difference between the three to enable us to identify their needs and meet their requirements.

There is often confusion between the clients, the customers and the users. In most cases the FM teams assume that they are loosely the same but there is a major difference.

- > **Clients:** Clients are the people who authorise the service levels and approve the invoices for external providers or are the line managers in the case of internal provision.
- > **Customers:** Whilst the client may take note of what the customer requires in general terms, the customers (as opposed to paying shop customers) are authorised users of the service and funded by the client accordingly. Customers are generally employees of the business supported by internal or external service provision which is approved and funded by the client. The customers may also be referred to as the 'end-user' - not to be confused with 'users' as below.
- > **Users:** The last category is ad-hoc users of the service without being aware that they are using an FM service. An example being occasional visitors to the business via Reception/Security notwithstanding that they are utilising services provided by the client for the customers.



Clients authorise and pay for the service

Customers/End Users are the authorised users of the service, often the staff working within a company

Users are those who have no specific authority to use the service but are given permission on an ad hoc basis - the delivery man asking to use the bathroom facilities, for example.

A major part of your role is to ensure that the services you are providing are meeting the end-users' needs – that you are pleasing the end-user. Consider these independent statistics – they make compelling reading:

- > Reducing customer defections can boost profits by 25-85%. In 73% of cases, organisations made no attempt to persuade dissatisfied customers to stay; even though 35% said that a simple apology would have prevented them from moving to the competition.
(Source: NOP)
- > 68% of customer defection takes place because customers feel poorly treated.
(Source: TARP)
- > A 1% cut in customer service problems could generate an extra £16m in profits for a medium-sized company over 5 years.
(Source: Henley)
- > It can cost five times more to attract new customers than retain existing ones.
(Source: TARP)
- > Where there is high customer satisfaction, on average, bills are paid at least 14 days earlier than where there is poor customer satisfaction.
(Source: Survey of 3,000 businesses by PWC and University of Bradford)

Most clients, customers and users, given the freedom to do so, will demand a 'Rolls Royce' solution to their every whim! The start point must be the Service Level Agreement (SLA).

The SLA is directly linked to what the client will pay for and therefore what the client wishes to be delivered. An effective SLA allows the FM to know exactly what the client requires.

The FM should always know the key areas of the client's individual service requirements to be confident both of delivering the key services and being paid for those services.

How would you feel if you had spent 6 months working on a project only to find at the end, it was not what the client wanted? Perhaps worse – the client doesn't pay!! It is vital to ensure you understand the client requirement – precisely. How do we do this?

There are a number of techniques we can employ to find out what our clients and customers want, and how they feel about the services they receive. Processes such as research and survey analysis, user groups, feedback forms and mystery shopping are all tools which will provide invaluable feedback but perhaps the key method is to ASK!

Good communication, therefore, is key. If you ask, the end-user may demand the 'Rolls-Royce' service and so you will need to communicate clearly and negotiate an acceptable level of service for all parties whilst also ensuring that the end-user's needs are met.

You will also need to ensure that once the service is being delivered it continues to meet the end user's requirements. This requires excellent 'Customer Relationship Management', a key skill for the Facilities Manager.

We will consider this in more detail later on in the course.

Reducing Costs

It is a well-known fact that Facilities Management is one of the most expensive elements of running a business, after the costs associated with staffing.

It is part of the role of the Facilities Manager to be looking at ways that costs can be reduced. The lower the costs, the more profit an organisation will make or the more money will be available to invest back into the education of children if you work in a school or the care of the sick if you work in a hospital.

Of course, at all times the services you provide must be fit for purpose and meet all legislative requirements but you can be innovative in your thinking in ways to reduce costs.

An example might be the use of space within your buildings. The cost of floor space is expensive and if you have areas within your buildings that are not been used to their fullest extent, money is being wasted.

Activity



The photo below shows a large, empty office. The company that leases this office space also leases the two floors below.

Due to the current economic climate they have had to make several staff redundant and now no longer need the below office space; however, they are still paying for it within their monthly rental as the contract was for 10 years and they still have 4 years remaining.

You are the FM with responsibility for this office block.

What could you do to reduce the costs of leasing this space? Type your ideas into the box beside the photo.



You might have thought about trying to reduce the lease term but often there are substantial penalties associated with a change in the terms and conditions of a contract.

You could spread your staff around more and give them more working space which may improve the working environment for the staff but will not reduce costs.

What you could do is look at sub-letting the floor to another organisation on a short-term lease. This would bring income into the company and would therefore reduce the costs associated with having an empty floor. Do remember, however, that you might need to check with the landlord that this would be acceptable.

Maintaining Business Continuity

Business Continuity entails planning what you would do to keep your business functioning in the event of a crisis. The crisis could be internal such as widespread staff sickness in a pandemic, or could be external such as being affected by a power cut.

Business continuity centres on understanding the key parts of your business and planning to make sure you have the resources you need to keep them going. These resources could include staff, suppliers, premises, equipment or data.

The Facilities Manager plays a key role in ensuring that businesses can continue in the event of a crisis. Think about your organisation. What effect would a major power cut have on the business? Would you be able to continue to operate? A high percentage of businesses affected by a major incident either never re-open or close within 18 months.

Read the following case study from Hurricane Sandy which hit New York at the end of October 2012

The emergency preparations for several New York City hospitals failed under the winds and waters of Hurricane Sandy. During the night of Oct. 29 and the day of Oct. 30, emergency planners were forced to evacuate four large hospitals that received storm surge damage or lost emergency electrical supplies. Three weeks later, only one of the four was fully operational.

Bellevue was evacuated Oct. 31 through Nov. 1 after emergency electrical generators began failing. The NYU Langone Medical Center suffered a similar electrical failure on Oct. 29. During the height of the hurricane, emergency officials were forced to evacuate critical patients to other hospitals. Shortly after, the entire hospital was ordered evacuated. Some patients were carried down 17 flights of stairs.

This is an extreme example and yet the Facilities Management departments of the relevant hospitals could have taken some action to prevent this. They did have emergency power supplies but these also failed.

Now look at the photo on the following page. This is a photo of the Goldman Sachs office building, also in New York at the time of Hurricane Sandy.

Careful Business Continuity planning by the FM team meant that power was maintained to the building when the whole of the rest of New York was in darkness!



So, how could the Facilities Management team ensure that the business can continue with as little disruption as possible? In the case of Goldman Sachs, the solution was incredibly simple.

By housing their backup generators at the top of the building instead of the basement, they were safe from the inevitable flooding that knocked out the backups in all of the other buildings in the area. Business Continuity doesn't have to be complicated - it just needs to be effective!

It is perhaps somewhat unrealistic to state that every eventuality can be catered for and Hurricane Sandy was an extreme example but an identification of as many issues that could occur to your business as possible along with careful planning of how the effects could be mitigated is vital.

Effective business continuity planning should look at every possible impact on the business, from stock losses, impaired transport and communication links to damaged customer relationships.

Organisations should appoint a business continuity project manager, who will ensure that a Business Continuity Plan (BCP) is created. This role often falls to the Facilities Manager of the organisation.

The BCP is a little like a risk assessment in that it sets out all the potential events that may affect business continuity, whilst at the same time focussing on those processes that are most critical to keeping the organisation running. It identifies all the people who will be affected and it sets out actions to mitigate against the risk.

Let's consider an example that could affect your organisation and the FM department in particular. A lightning strike means that all your telephone communications are down. How might this be mitigated against?

Your business continuity plan could suggest that in such an event all staff should use mobile phones. Of course, this needs to be planned – once the telephone systems are down it is too late to let people know that this is what should be done.

This is what needs to be written into the plan AND communicated to everyone. So, as an example, let's assume you run a helpdesk. Along with information about how to contact the helpdesk on a day to day basis should also be instructions as to which mobile number(s) to ring should the phones be down.

Xenon Group Case Study



In July 2010 a fire at a waste recycling plant in Garforth near Leeds resulted in the release of toxic fumes into the air. The company specialises in handling hazardous waste and "difficult" nonhazardous waste that cannot be put in a landfill site.

This includes chemicals, batteries, fluorescent tubing, vegetable oils, printing and

photographic, dry cleaning, electrical, catering, packaging and toxic waste. All major roads that converge on the Garforth roundabout, including the A63 Selby Road and A642 Wakefield Road, were closed.

The Xenon Group offices and conference centre was at that time situated on the A63 about half a mile from the incident and as such were inaccessible. A Level 4 course was due to run that morning with 12 students making their way to Leeds from all over the country. The course was due to commence at 09.30.

As soon as we heard about the incident our business continuity plan came into action. We immediately contacted our back up venue and arranged for a conference room to run the course in. We were unable to access our student records which were kept in the office; however, we had all mobile numbers stored on our 'cloud' which could be accessed from anywhere and so we were able to contact all students and inform them of the change of venue.

The course started just 30 minutes behind schedule!



Below you will find a list of a range of disasters that could affect business continuity.

How many of them would involve the Facilities Management team?

Place a tick in the box if you feel it is a Facilities Management issue. Check your answers at [Appendix 2](#)

Disaster	FM Issue?
Natural Disasters, e.g. flooding caused by excessive rain or burst pipes or wind damage	
Theft or vandalism	
Fire	
Computer/telecoms failure – computer viruses, hackers	
Key equipment failure	
People issues such as illness/resignations/maternity leave	
Denial of access to the premises – perhaps due to a gas leak or similar	
Product defects	
Bomb/terrorism threat	
Legal/regulatory action	
Utilities failure – power cuts	
Outbreak of disease or infection	
Terrorist attack	

Some of these are clearly Facilities Management issues – flooding caused by burst pipes, for example, but some are perhaps not so obvious. As an example, you might not feel that ‘People Issues’ can be affected by the FM department but let’s assume that your organisation has a high proportion of staff going sick with workplace stress.

There are many causes of workplace stress but poor working conditions, such as noise or bad lighting have been reported by BUPA as a common cause. The Facilities Management department can have an effect on the number of cases of workplace stress by ensuring that office lighting is well maintained and the lux values are optimum for the requirement.

Having a planned preventative maintenance regime where bulbs are changed before they fail will enable this and may reduce the numbers of staff going sick with workplace stress.

Ensuring Legal & Regulatory Compliance

There is a wide range of legislation that organisations have to comply with and much falls to the Facilities Management team to ensure that compliance.

Let’s look at some examples:

Health & Safety Legislation – there is a wide range of Health & Safety legislation and regulations that apply directly to the role of the Facilities Manager.

Often referred to as the ‘Six Pack’ the following have direct implications for Facilities Management:

- > Management of Health & Safety at Work Regulations – focusses mainly on the requirement for risk assessments to be undertaken, a function that is usually undertaken by the Facilities Management department
- > Manual Handling Regulations – again focusses on the need for risk assessments to be undertaken when lifting and moving any object where there is a risk of injury.
- > Display Screen Equipment Regulations – risk assessments must be undertaken on all workstations which might be used by DSE ‘users’ employed by the organisation.
- > Workplace (Health, Safety & Welfare) Regulations – these regulations are key to Facilities Management and essentially constitute a list of provisions which must be taken to ensure safety in the workplace. You can see a list of some of the main requirements on the next page.
- > Provision and Use of Work Equipment Regulations (PUWER) – focusses on the provision of safe equipment which is regularly maintained. Adequate lighting should be provided to allow for safe use.
- > Personal Protective Equipment (PPE) Regulations – suitable PPE must be provided and risk assessments undertaken for the tasks which require the use of PPE.

If you consider the main requirements of the six pack, you can see that all the requirements will come under the remit of the Facilities Management team to ensure compliance.

Workplace (Health, Safety & Welfare) Regulations - examples

- > Maintain the workplace & equipment Ventilation – enclosed areas must be well ventilated with fresh or purified air
- > A Reasonable temperature must be maintained
- > The workplace must be kept clean
- > There must be the recommended amount of space per person within the work environment
- > Suitable work stations and seating should be provided
- > Floors should be suitable and not uneven, holed or slippery and kept free of obstructions
- > Staircases should have handrails
- > Tanks or pits must be covered or securely fenced
- > Windows, transparent or translucent doors and walls must be made of a safety material and must be clearly marked. Opening windows must be safe to use. All windows and skylights must be designed to allow safe cleaning.
- > Traffic routes - design must allow safe circulation of pedestrians and vehicles and traffic routes should be clearly indicated
- > Doors and gates must be suitably constructed.
- > Devices should be fitted to keep sliding doors on their tracks; to prevent upward opening doors from falling back; to ensure safe operation of powered doors. Doors which can be pushed from either side should have panes to provide a clear view of the space around the door.
- > Escalators and moving walkways must be fitted with necessary safety devices, including emergency stop controls
- > There should be suitable and sufficient toilets which are well ventilated, lit and kept clean.
- > Washing facilities, including showers if needed, with hot and cold water, soap and hygienic means of drying must be provided.
- > A supply of drinking water must be provided for all workers at readily accessible places.
- > Clothing - accommodation must be provided for storage of a person's own clothing not worn at work; work clothing kept at the workplace; and for changing facilities
- > Rest and meals - suitable rest facilities must be provided. Pregnant women and nursing mothers must be given suitable facilities. Facilities for eating meals must be provided where meals are normally taken at work.

Waste Regulations 2011 - All organisations which produce waste - which is everyone essentially - must abide by the waste hierarchy - Prevent - Reuse - Recycle - Dispose with disposal being a last resort. Where disposal is the only option there are strict guidelines concerning the transport and disposal of waste. Much of this falls to the Facilities Management department to organise as waste disposal is a service provided by the FM department.

Environmental Permitting Regulations 2010 - these regulations govern emissions to air, land and water and also cover issues such as noise pollution. Again, much of this will fall to the Facilities Management team to monitor.

The regulations listed above are just a few examples of relevant legislation but it demonstrates quite clearly the role that the Facilities Management team have in ensuring the organisation remains compliant.

So, what might happen if an organisation fails to meet its responsibilities under the various pieces of legislation?

Fines - Perhaps the first and most obvious consequence is the possibility of the organisation being fined for non-compliance. Fines for the most serious safety breaches are now routinely in the hundreds of thousands of pounds. Coupled with the need to pay not only your own legal costs but also the prosecutions', non-compliance with health and safety law is a costly exercise.

In January 2012 Haz International, a construction company, were fined £54,000 and ordered to pay £13,280 in costs after being found guilty of not protecting their workers when working at height. In 2012 Two Sisters Food Group were fined £230,000 with costs of £24,350 after a worker lost his hand on a piece of machinery that had no guard.

When investigating safety breaches, inspectors routinely consider the role of individuals in workplace accidents. Although the level of fines imposed against individuals convicted may not be as large as a business, the potential impact on the individual can be severe.

Imprisonment - Individuals can be imprisoned for breaches of health and safety law, with sentences of up to six months in the Magistrates' Courts and up to two years in the Crown Courts.

Even individuals that avoid a custodial sentence will have to live with the stigma of a criminal conviction, which could restrict their ability to work in certain industry sectors or travel abroad.

Key point



REMEMBER: EMPLOYERS **AND** EMPLOYEES CAN BE PROSECUTED

Loss of Reputation – any organisation which fails to comply with legislation runs the risk of a loss of reputation and with it the loss of customers.

Increasingly, companies look carefully at the safety record of potential business partners and requests for details of any safety convictions have become standard on tender questionnaires.

The damage caused to an organisation's reputation by a criminal conviction could last longer than the initial financial outlay.

Loss of Current or Potential Staff - if you were applying for a job with a company whom you found had been prosecuted under Health & Safety legislation would you think twice? You probably would not want to work for an organisation which had a poor Health & Safety record and so your expertise and knowledge would be lost to the company.

Downtime and Loss of Productivity – breaches of certain legislation often result in an organisation having to cease production until the errors have been rectified. This loss of production will inevitably result in a loss of income which, in a worst case scenario, could result in the company going out of business.

You may now be able to see how important it is that an organisation remains compliant with all legislation and as demonstrated above, the Facilities Manager plays a key role in enabling the organisation to remain compliant.

Supporting Corporate Social Responsibility

Before considering how the Facilities Manager can support Corporate Social Responsibility (CSR) it is important that you understand exactly what is meant by the term.

Corporate social responsibility is about how companies manage the business processes to produce an overall positive impact on society.

Your organisation doesn't exist in isolation nor is it simply a way of making money. The employees depend on the success of the organisation. Customers, suppliers and the local community are all affected by the business and what it does. If your organisation manufactures products, for example, these products, and the way they are made, also have an impact on the environment.



Key point

Corporate Social Responsibility (CSR) is about understanding the organisation's impact on the wider world and considering how this impact can be used in a positive way. CSR can also be good for the organisation's bottom line. The bottom line is the amount of profit that is realized after all expenses and taxes have been satisfied.

CSR means taking a responsible attitude, going beyond the minimum legal requirements and following straightforward principles that apply whatever the size of the organisation.

Corporate Social Responsibility and Environmental Issues are now a major concern for all organisations. They can cut across almost everything that is done within an organisation. If done properly, an organisation should think about a range of factors when trying to meet CSR standards:

- > The suppliers you choose and the way you deal with them. For example, trading with suppliers who pollute the environment could be as irresponsible as doing so yourself. So within the FM department you may have a policy that says that you will only use suppliers who themselves follow the principles of CSR
- > How the organisation treats its employees. For the responsible business, this means doing more than simply complying with legal requirements. It may mean offering more flexible patterns of working, being empathetic to the needs of employees with young families, offering money saving schemes like Cycle schemes to encourage reduced use of cars, providing transport and so on.
- > How the business affects the local community and whether it should be actively involved.
- > How what the organisation does affects the environment and how resources can be used more efficiently to reduce pollution and waste.

Many organisations worry that becoming more CSR aware can affect the profitability of a business; however, research has constantly shown that CSR can help improve business performance.

By looking ahead, the organisation will be ready to cope with new laws and restrictions, for example. Costs can be avoided such as those associated with wasted energy or paying unnecessary waste fees.

Perhaps most importantly, the organisation can keep winning business from increasingly demanding customers. The report below highlights how important CSR is now becoming.

Maintenance firm Morrison has beaten eight other short-listed contractors to clinch a repairs and maintenance deal with Leeds City Council, worth at least £175m.

The council was particularly impressed by Morrison's approach to social responsibility and community involvement. Morrison has committed to a new training academy that will offer employment and training opportunities to local people, including 18 apprenticeships and 20 second chance apprenticeships.

Councillor Peter Gruen, an executive board member who oversees neighbourhoods and housing, said: "It is important that we were able to partner with a company that is interested in local employment and training. Morrison went above and beyond to supply us with ideas other than just a repairs service."

The contract will see Morrison provide repairs and maintenance services to 37,000 properties across Leeds. The deal is worth £35m a year for five years, with five possible one-year extensions. Morrison's service is predicted to save the city £4m a year.

continued on next page

Morrison's chief executive Guy Wakeley said of the win: "Leeds City Council had a strong vision in mind for their new repairs and maintenance partner. They wanted an organisation that would not only provide a high quality and innovative service, but was also a sustainable and responsible business."

He added: "[W]e have been able to truly understand the needs of the council and its residents... and securing this partnership with Leeds will create many new job opportunities for local people and businesses."

FM World 5 May 2011

So Corporate Social Responsibility isn't just about doing the right thing. It means behaving responsibly, and also dealing with suppliers who do the same, and as the article above demonstrates, it also offers direct business benefits.

Building a reputation as a responsible business sets the business apart. Companies often favour suppliers who demonstrate responsible policies, as this can have a positive impact on how they are perceived by customers. Some customers don't just prefer to deal with responsible companies, but insist on it.

At some time in his or her career the Facilities Manager is likely to have to deal with a range of factors which may have an impact on environmental issues and which in turn may be affected by environmental policy. These may include the following:

- > **Fuel** - if the Facilities Manager has responsibility for fleet management then fuel will need to be considered when thinking about environmental issues. The FM might want to consider the possibility of changing to a more green option - electric vehicles, for example, might be able to replace small vans used for transporting both people and products around a large site.
- > **Power and Energy sources** - Facilities Managers will, in most cases, have some responsibility for the power used by the organisation. It might be that alternative energy sources may be viable and the FM might consider the installation of solar power or wind turbines.
- > **Water** - Reducing the use of water can cut costs and contribute towards saving the planet. The FM can look at introducing innovative ideas such as waterless urinals, sensor taps and grey water harvesting to reduce the amount of water used by the organisation.
- > **Plant - Mechanical & Electrical (M&E)** - Heating, Ventilation and Air Conditioning (HVAC) would be an example of M & E and the FM might be responsible for the effective and efficient running of the systems. Systems which are not efficient cost money to run and are not environmentally friendly. Also, it might be that the FM has to look at ways of preventing the opening of windows when the Air Conditioning is on or the automatic closing of doors to ensure that the systems are running at their most efficient and therefore most cost effective.
- > **Hazardous substances** - the FM will be responsible for the safe use, storage and disposal of hazardous substances. Waste (disposal, recycling, re-use, waste minimisation) - it is the responsibility of the FM to try wherever possible to work within the hierarchy.

- > **Procurement of equipment and consumables** – when procuring goods and equipment the FM should, wherever possible, look for items with green credentials and supplied by organisations who themselves operate using environmentally friendly policies and procedures.
- > **Construction materials** – where the FM is responsible for new builds or renovation and refurbishment projects he or she should ensure that wherever practically possible the building materials used are as environmentally friendly as possible and obtained from sustainable sources.
- > **Use of contractors** – as mentioned already, contractors should themselves operate using environmentally friendly procedures. This can be included in the tender criteria and also within the Service Level Agreements (SLAs) with Key Performance Indicators (KPIs) set that ensure the contractors operate within the requirements at all times. The FM is partially responsible for writing the SLA and associated KPIs and should ensure that any environmental requirements are clearly identified.
- > **Training issues** – the FM may be responsible for training the team and needs to ensure that all members of the Facilities team are fully aware of the need to act within the principles of sustainability.
- > **Board support** – for a policy to be successfully implemented it needs to have support from the top and part of the FM's responsibility is to encourage members of the board to buy in to the policies and give 100% support.

Even the simplest energy efficiency measures, like switching off lights and equipment when they aren't needed, makes a real difference. Minimising waste can also make a big difference. Simple steps like reducing the amount of paper wasted can immediately cut costs.

In the previous section we considered the Facilities Manager's role in ensuring that the organisation complied with legislation and one piece of legislation that we mentioned was the Environmental Permitting Regulations which govern emissions to air, land and water – pollution!



Think about your organisation. What could you do as a Facilities Manager to reduce the amount of pollution?

Type your answers into the box below, then compare them with those on the next page.

You might have come up with some of the following:

- > Car sharing schemes
- > Cycle to work schemes
- > Create preferred parking for employees taking part in car sharing schemes
- > Convert fleet vehicles to or replace with alternative powered vehicles, such as hybrid cars and lorries or electric cars
- > Use cleaner diesel fuels in fleet vehicles.
- > Service fleet vehicles regularly (tuning, oil changes and proper tyre inflation reduce emissions and save money).
- > Provide a company-wide incentive plan for actions employees take to reduce ozone. Incentives such as free giveaways, e.g. free transit cards or cinema tickets are great ways to encourage staff to participate.
- > Offer employees flexible work schedules or compressed work weeks to help reduce traffic.
- > Use conference calls to avoid travel.
- > Reduce your company's emissions from stacks, compressors, storage tanks etc.
- > Energy efficient buildings
- > Landscaping outside areas planting trees
- > Choose more environmentally friendly chemicals, paints, solvents, cleaning fluids, pesticides in the operation of your business. Take a green approach to construction or renovation of your office building (using alternative energy or maximizing energy efficiency, or using low emitting construction materials and paint.
- > Request or require that contractors use pollution-prevention practices.

Finally, Facilities Managers are also usually responsible for overseeing the whole lifecycle of buildings from conception and design through construction to operation.

They can play a key role, therefore in ensuring that buildings are as energy efficient as possible and are comfortable to work in improving the lives of employees and helping to meet the organisation's CSR targets.

CSR and Sustainability will be covered in detail in unit FM3.02



This has been a long chapter and we've covered a lot of ground. Over the next few pages, you'll find the assessment questions for this section of the workbook!

With this in mind, now would be a good time to take a break and give yourself chance to digest what you've learned. You could seek to aid your digestion with a hot or cold beverage before coming back or you may take a few hours or even a day or two! It's up to you, but we'd suggest taking at least some form of rest before tackling the upcoming assessment.



The information in this section should give you all you need to answer task 1 on the associated assessment paper.

You don't have to complete this task now - you can leave the entire assessment until you've finished the workbook if you prefer. However it can feel less overwhelming if you break the assessment down into sections, so we'd recommend downloading the assessment from the Academy and having a go at the task before moving on to the next section.

Remember that although there are no strict word limits on these questions, there is a word limit for the assignment as a whole. When completing this task, try to strike a balance between detail and brevity - make sure you fully answer the questions but try not to include irrelevant information as 'padding'.

Good luck!

End of Sample Workbook

For more information about our IWFM Qualifications, you can call us on [0330 912 5400](tel:0330 912 5400) or
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