



Sustainability in Facilities Management Report 2013

EXECUTIVE SUMMARY



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BIFM Sustainability in Facilities Management Survey Report

Executive Summary

Introduction

The BIFM Sustainability Survey, now in its seventh year, provides a barometer on the FM sector’s engagement with, and drive towards, integrating sustainability into day to day practices both internally and for the services provided to customers. In this sense, the customer includes both in-house and outsourced services provided. This report will utilise data from previous years to identify trends and progress against the key sustainability requirements.

There is a major role that the facilities management profession can play, by influencing colleagues and the management hierarchy within the customer’s organisation to understand the benefits and impacts of sustainability. This will be incorporated within the service delivery to ensure sustainable criteria such as energy reduction, employee engagement, procurement controls and fair pay are built-in. The unresolved challenge is to co-ordinate the policies and activities of the various parties involved in managing and delivering facilities services, so that each can demonstrate that its policy is being observed and its objectives met as shown in figure 1.

FM now has a strategic role to play within business utilising property performance metrics to support the decision making process.

We are extremely grateful to each of the respondents and those who attended the workshop to provide the raw data and

information for this report. Their frankness and opinions are a welcome and an invaluable contribution to a timely insight into FMs priorities.

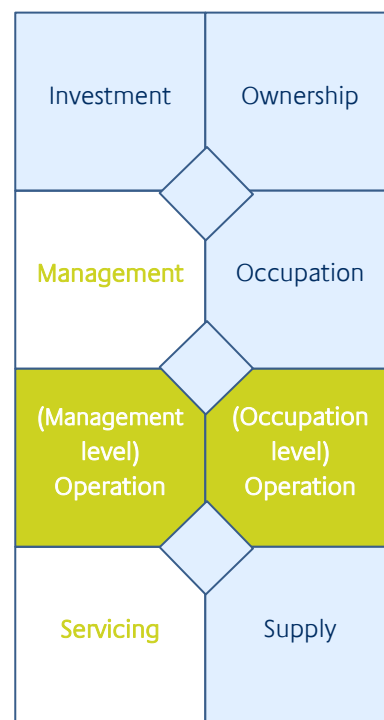


Figure 1: Various parties involved in delivering sustainability within a typical commercial property

An online survey of facilities managers was conducted by the British Institute of Facilities Management (BIFM) running from 10 to 30 April 2013. A total of 203 respondents completed the survey and have been included within the analysis. The survey was developed by the BIFM and University of Reading, and has been updated over the past seven years to account for key issues in the FM sector. Continuity in some of the survey questions has enabled on-going trends to be identified.

The use of multiple sources of data collection has been done in order to ensure that the data is concrete and well established. The survey helped establish trends, which were then investigated further in a workshop to identify and underline the differences and similarities

within the trends. The outcomes of the workshop were used to re-analyse the data and reinforce the findings. Targeted towards BIFM members, respondents typically had an involvement in the subject as part of their role, providing a more detailed understanding of how FMs implement sustainability.

The full report captures the key messages identified from the survey and workshop and presents each one in a separate chapter, detailing the survey findings, the historical trends, and feedback from workshop participants. Further evidence from related research studies have also been included to help support the points being made and correlate with wider industry experience. This executive summary brings to the fore the key findings and recommendations.

Key findings

The key findings from the 2013 survey are:

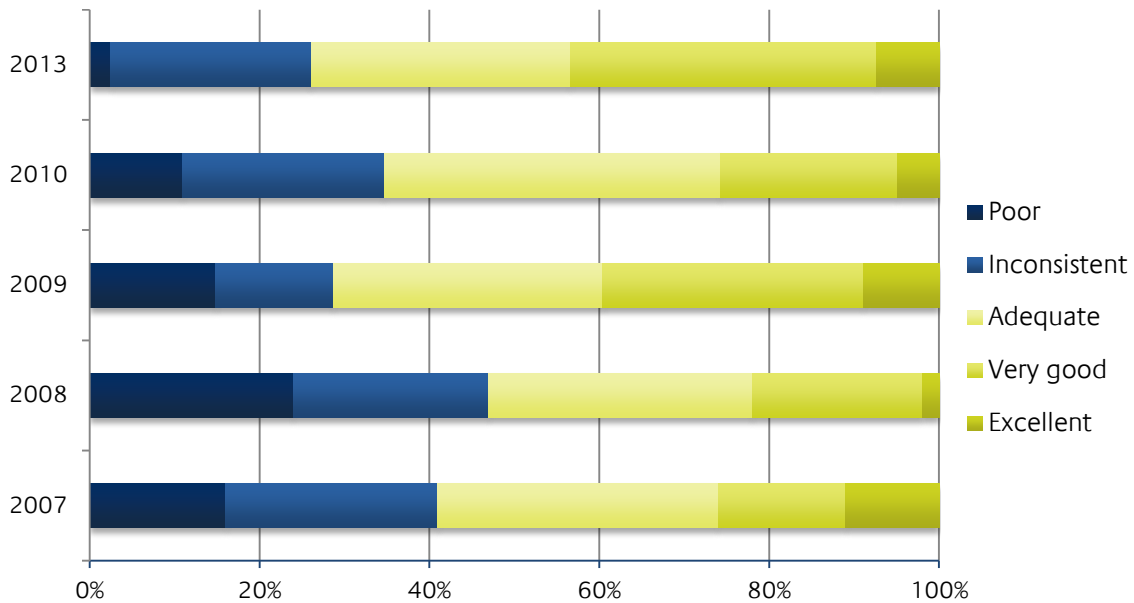
- > Since 2007, there has been significant progress in the implementation of the sustainability policy within organisations, with positive ratings (excellent and very good) rising from 26% to 43%. This demonstrates the continued integration of policies within the business to affect outcomes and meet targets;
- > Survey respondent feedback highlighted that primary responsibility should lie at the Board level, but the whole organisation should actively be responsible, including staff at every

level, suppliers and contractors. FM can provide the direction to senior management and are the best team to affect outcomes and deliver;

Organisations create strategies that eventually fall apart because few people know about them, talk about them or act upon them in a co-ordinated way.

Alan Williams at ThinkFM 2013

Question: How effective is your organisation at implementing and managing its Sustainability Policy? (e.g. ensuring accountability, enabling feedback, making timely adjustments, and in promoting change)

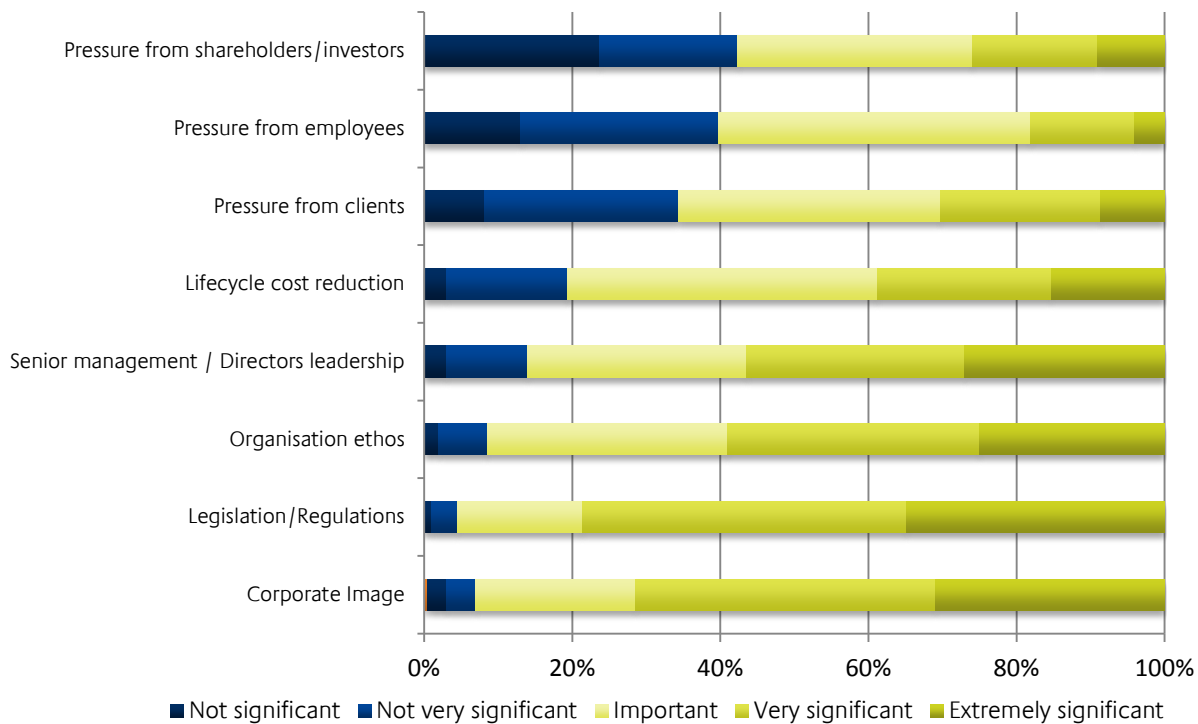


- > Internal FM's have been affected more over the past four years than outsourced providers in the ability to deliver and implement sustainability services to the customer. This is largely due to the contractual nature that outsourced providers must meet to achieve their targets and requirements. For internal FM's, such a move is likely to be a reflection of the economic climate taking resources away;
- > Communication relating to policies, objectives and targets is best aligned with the culture of the business. Avoiding over communication and enabling the customer to understand the benefits are key. FM can become the educator and implementer;
- > There is a lack of tools, coupled with insufficient knowledge and training, available for FM's to understand sustainability performance and how to communicate the subject. All three

barriers have increased dramatically since 2009 which may reflect the need to identify further efficiencies and improvements under greater financial pressures;

- > Champions are a key tool to engage staff – preferably volunteers holding respect from their colleagues. Communication must be simple, with clear objectives and integrated into the customers day to day life;
- > Legislation is the key driver for FM's and correlates with the main issues that FM's target. The top five sustainability aspects included three strongly regulated areas (waste management, health & safety and energy management), and performance indicators. Regulation also has a direct impact on promoting cost efficiencies with the introduction of environmental taxes – such as the CRC and landfill tax;

Question: In your opinion, how significant are the following influences in driving the implementation of sustainable practices in your organisation?



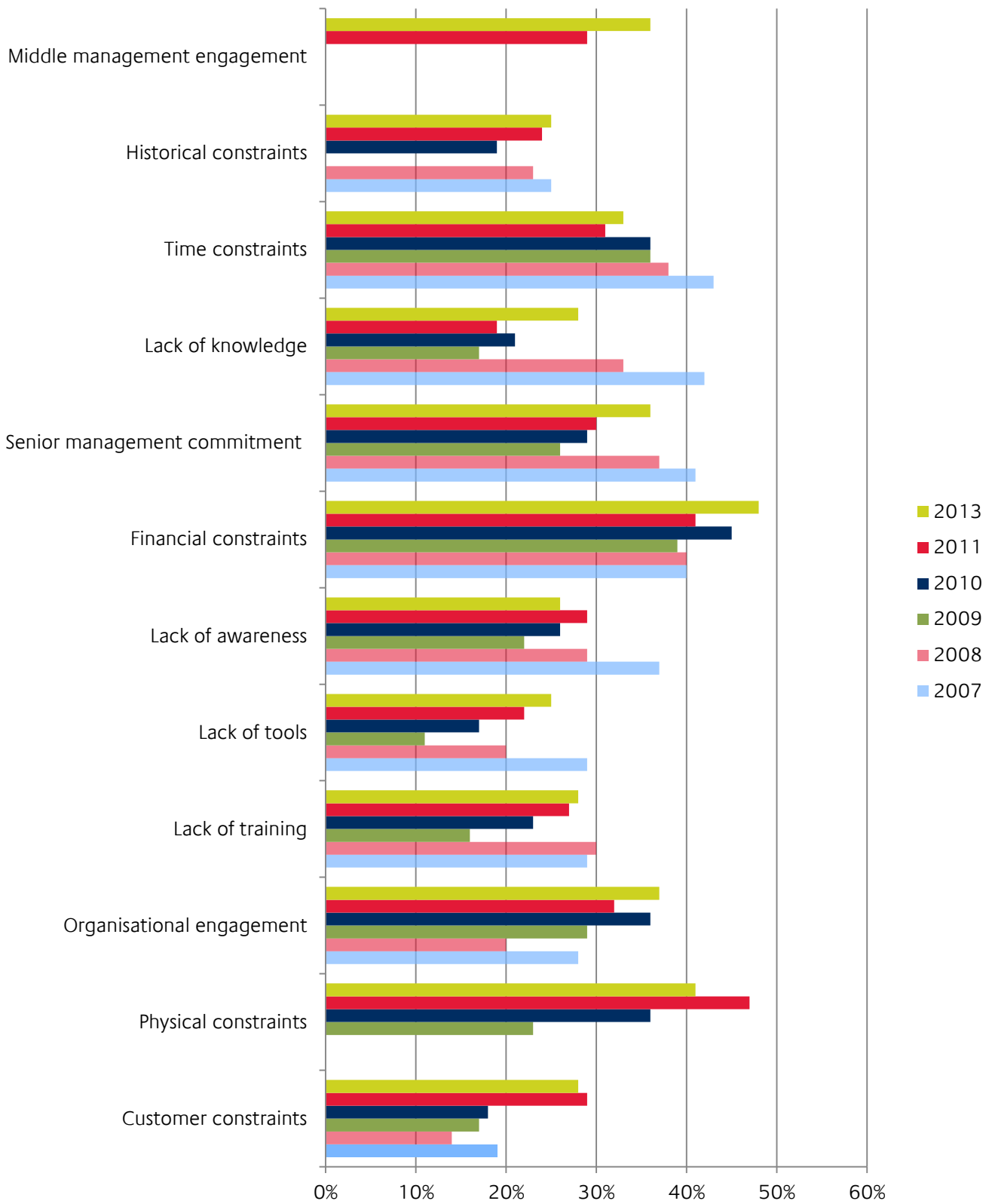
> Drivers for organisations since 2009 show the continuing reduction of influence employees and clients have, down by over 25% each. Leadership is becoming a significant driver, which has increased markedly since 2009 to 56%;

> Benchmarking and comparison across peers is seen as challenging given the variability in services provided and the number of variables. Data inaccuracy and lack of robust information are also limiting factors. Instead, a system based around data to provide a high level comparator is likely to provide most benefit, particularly internally within a portfolio;

> Barriers to the management of sustainability within organisations has seen that Senior Commitment has risen sharply since 2009, with Organisational Engagement having risen by a third since 2007. Both these areas support the continuing challenges of making improvements in sustainability performance in the current economic climate;

> Organisational barriers are likely to be as a result of the perception that FMs see sustainability improvement as requiring capital spend, and therefore when financial support is not available, there are few additional improvements that can be made.

Question: In your opinion, how significant are the following influences in preventing your organisation effectively managing its sustainability responsibilities?



Recommendations

Key challenges for the FM community are captured below, focusing upon skills, knowledge and tools being made available to FMs, enabling a better dialogue with senior management on financial and non-financial improvements that can add real value to the business.

- 1. Providing the necessary skills route-map and support for FMs to develop their role as an educator and implementer;**
- 2. Provision of tools to enable FMs to better communicate the subject and explain performance improvements. This can include the ability to benchmark performance;**
- 3. Development of awareness and supporting evidence where sustainability improvements can be delivered at no cost or through alternative commercial structures; and**
- 4. Provision of case studies and previous evidence demonstrating improvements in performance and efficiency, promoted by FMs directly.**



About BIFM

The British Institute of Facilities Management (BIFM) is the professional body for facilities management (FM) in the UK. Founded in 1993, the Institute represents and promotes the interest of members and the wider FM community. The Institute delivers a range of services and benefits, including information, qualifications, continuing professional development, training and networking for over 13,500 individual and corporate members. Our strategy is to increase participation and collaboration, promote professional standards, support career development and build an effective relationship with stakeholders including government.

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