FACILITIES MANAGEMENT HANDBOOK

FOURTH EDITION

FRANK BOOTY





Contents

Foreword		xix
About the Autho	ors	XX
Introduction		xxi
Part 1 Com	plying with the Law	
CHAPTER 1	Complying with Safety, Health, Fire and Environment Law	
	Enforcement	4
	The Health and Safety Commission and	
	the Health and Safety Executive	4
	Regulations	4
	The Health and Safety at Work etc. Act 1974	5
	The Corporate Manslaughter and	
	Corporate Homicide Act 2007	6
	Leading Health and Safety at Work	8
	A successful health and safety policy	9
	Primary regulations relating to health and safety	10
	Risk Assessment	20
	Spotting hazards	20
	Who may be harmed?	20
	Controlling the risks	21
	Recording the findings	21
	Reviewing and revising	21
	'Suitable and sufficient'	21
	Criminal Sanctions	22
	Civil compensation	23
	Promoting Occupational Health	24
	Avoiding back pain	24
	Preventing work-related upper limb disorders	25
	Asbestos-related diseases	29
	Reducing noise	33
	Legionellosis	35
	Accidents and incidents	38
	Improving well-being	39
	Violence	53

vi Contents

Towards a Safe Workplace	54
Preventing slips and trips	54
Equipment	55
Vehicles (other than motor vehicles	
used on public roads)	56
Flexible Working	5 7
Homeworking	57
Hotdesking	57
Laptops	58
Homeworkers' checklist	58
Driving	59
Mobile phones	60
Lone working	60
Construction Work and Building Management	61
Key health and safety issues in respect of	
construction activity	61
Construction (Design and Management)	
Regulations 2007 (CDM)	61
The preconstruction information pack	66
The construction phase health and safety plan	69
The health and safety file	69
Design risk assessments	70
Managing refurbishment works	70
Building management	71
Structure and access	71
Cleaning windows	72
Using ladders	72
Permit to work procedures/safe systems of work	74
The Building Regulations	75
Maintenance and repair	76
Managing contractors	76
Legal duty to contractors	78
Working at a height	80
Confined spaces	82
Control of Vibration at Work Regulations 2005	82
Fire Safety	83
Fire risk assessment	84
Means of escape	88

	Fire notices	90
	Fire equipment	90
	Staff responsibilities	91
	Competency in fire safety	91
	Disability Discrimination	92
	The Disability Discrimination Act 1995 (DDA)	92
	Catering Facilities	95
	The Food Safety Act 1990	95
	The Food Premises Registration	
	Regulations 1991 (amended)	97
	The Food Hygiene (England) Regulations 2006	97
	Hazard analysis critical control point	99
	Food safety: good practice standards	101
	The Food Labelling Regulations 1996	103
	The Weights and Measures Act 1985	103
	Health and safety in catering units	103
	Licensing	104
	Environmental Protection and Liability	105
	Climate Change Levy	105
	Waste management	106
	Producer Responsibility Obligations (Packaging Waste) Regulations 1997	106
	Waste Electrical and Electronic Equipment (WEEE) Regulations	108
	Site Waste Management Plans Regulations 2008	109
	Pollution	109
	Statutory nuisances	110
	Corporate Social Responsibility	112
	Supply Chain Management	113
CHAPTER 2	Complying with the Law on Staff, Casual and	5
OHAI IER Z	Contract Workers	
	Flexible Working for Employees	114
	Reforms	114
	Flexible working right of request	114
	The 48-hour week	116
	Rest periods	116
	Annual leave	117
	Nightworkers	117

Contents vii

viii Contents

Exceptions to the regulations	117
Road transport workers	119
Enforcement	119
Part-Time Workers	119
Comparable full-timers	119
Pro rata principle	120
Justification	120
Remedies	120
Regulatory guidance	121
Leave for Parents and Carers	121
Maternity leave	121
Paternity leave	122
Adoption leave	122
Parental leave	122
Time off for dependants	123
Contract and Casual Workers	123
Fixed term contracts	123
Agency workers	124
Transfer of Undertakings (Protection of Employment)	
Regulations (TUPE)	125
Overview of the TUPE Regulations	126
Relevant transfers	126
Service provision changes	127
Exceptions	128
Transfers within public administrations	129
Employee Consultation	129
Other consultation rights	130
European Works Council	130
Redundancies and transfers	131
Selection for redundancy	132
Disability Discrimination	132
Reasonable adjustments	133
Public access	134
Building alterations	135
Complaints and compensation	136
Contract workers	137
Disability Rights Commission (now Equality and Human Rights Commission)	137

Unfair Dismissal Automatic unfair dismissal Disciplinary and Grievance Hearings Workplace Surveillance Why monitor? 141 RIP to privacy? 141 Laws on privacy Personal data code Practical considerations Email and Internet use policies 144 Minimum Wage New Employment/Contract Legislation 145 CHAPTER 3 Complying with Property Law Acquisition and Disposal How is property owned? Professional advisers: who does what? 138 138 138 138 138 138 139 140 140 140 141 141 142 144 145 146 146 147
Disciplinary and Grievance Hearings Workplace Surveillance Why monitor? I41 RIP to privacy? Laws on privacy Personal data code Practical considerations Email and Internet use policies Minimum Wage New Employment/Contract Legislation CHAPTER 3 Complying with Property Law Acquisition and Disposal How is property owned? Professional advisers: who does what?
Workplace Surveillance Why monitor? 141 RIP to privacy? 142 Personal data code Practical considerations Email and Internet use policies 144 Minimum Wage New Employment/Contract Legislation 145 CHAPTER 3 Complying with Property Law Acquisition and Disposal How is property owned? Professional advisers: who does what? 140 141 142 143 144 145 146 146 146 147
Why monitor? RIP to privacy? 141 Laws on privacy Personal data code Practical considerations Email and Internet use policies Minimum Wage New Employment/Contract Legislation CHAPTER 3 Complying with Property Law Acquisition and Disposal How is property owned? Professional advisers: who does what? 141 142 143 144 Minimum Wage 144 New Employment/Contract Legislation 145 CHAPTER 3 Complying with Property Law Acquisition and Disposal How is property owned? 146 Professional advisers: who does what?
RIP to privacy? 141 Laws on privacy 142 Personal data code 143 Practical considerations 143 Email and Internet use policies 144 Minimum Wage 144 New Employment/Contract Legislation 145 CHAPTER 3 Complying with Property Law Acquisition and Disposal 146 How is property owned? 146 Professional advisers: who does what? 147
Laws on privacy Personal data code Practical considerations Email and Internet use policies Minimum Wage New Employment/Contract Legislation CHAPTER 3 Complying with Property Law Acquisition and Disposal How is property owned? Professional advisers: who does what? 142 143 144 145 146 146 146 147
Personal data code Practical considerations Practical considerations Email and Internet use policies Minimum Wage New Employment/Contract Legislation CHAPTER 3 Complying with Property Law Acquisition and Disposal How is property owned? Professional advisers: who does what? 143 144 145 146 146 147
Practical considerations Email and Internet use policies 144 Minimum Wage 144 New Employment/Contract Legislation 145 CHAPTER 3 Complying with Property Law Acquisition and Disposal 146 How is property owned? 146 Professional advisers: who does what? 147
Email and Internet use policies Minimum Wage 144 New Employment/Contract Legislation CHAPTER 3 Complying with Property Law Acquisition and Disposal 146 How is property owned? 146 Professional advisers: who does what? 147
Minimum Wage New Employment/Contract Legislation CHAPTER 3 Complying with Property Law Acquisition and Disposal How is property owned? Professional advisers: who does what? 144 145 146 146 147
New Employment/Contract Legislation 145 CHAPTER 3 Complying with Property Law Acquisition and Disposal 146 How is property owned? 146 Professional advisers: who does what? 147
CHAPTER 3 Complying with Property Law Acquisition and Disposal 146 How is property owned? 146 Professional advisers: who does what? 147
Acquisition and Disposal 146 How is property owned? 146 Professional advisers: who does what? 147
How is property owned? 146 Professional advisers: who does what? 147
Professional advisers: who does what? 147
Buying property 148
Costs involved 149
Acquisition for own use 150
Business Leases 151
Parties 152
Premises let 152
Fixtures and fittings 152
Rights granted 152
Exceptions and reservations 152
Term 152
Security of tenure 153
Rent 154
Rates and taxes 154
Interest 155
Dealings 155
Use 155
Alterations 155
Repairs 156
New buildings 156
Old buildings 156
Breach of repairing obligations 156
Rights of access 157

x Contents

	Insurance	157
	Service charges	157
	Options to terminate	159
	Landlord's remedies for tenant breaches	159
	Planning	160
	The law	160
	When is planning permission required?	161
	Understanding planning requirements	163
	Applying for planning permission	164
	The planning application decision	165
	Obligations	167
	Appeals	167
	When is planning permission not needed?	168
	What if planning law is not complied with?	170
	Environmental Matters	173
	The law	173
	What is contaminated land?	173
	Who is liable?:The 'polluter pays' principle	174
	Reducing liability for clean-up	174
	Occupiers' liability	174
	Case study	175
	Knowing your Portfolio and Managing Costs	178
	Key knowledge requirements	179
	Real Estate Valuation	179
	The regulatory framework	180
	Procuring valuations	180
	The purpose of the valuation	181
	Valuations for acquisition/disposal	181
	Valuations for incorporation within	
	financial statements	183
	Valuation approach	185
	Negotiating lease terms	186
Part 2 Ma	anaging Your Business Effectively	
CHAPTER 4	Financial Management	
	Background economics	189
	Universal principles	189
	The significance of facilities management costs	190
	_	

_			
1 · ^	nto	nts	ΧI
w			X I

	Systems technology and financial management	191
	Best Practice Financial Management	192
	Budgetary control	192
	Cost centres	193
	Zero-based budgeting	194
	Data	194
	Change management	197
	Procurement	198
	Private Investment and Partnership	201
	The PPP process	202
	Life-cycle cost models	204
	Payment mechanisms	204
	Benchmarking Facilities Costs	205
	Why benchmark?	205
	Internal and external benchmarking	208
	The process of benchmarking	208
	Whole-life Economics and Financial Analysis	214
	Whole-life costs	215
	Techniques for financial analysis	215
	Applying the techniques	219
	Property Costs	220
	Rent	220
	Rates	220
	Service charges	221
	Building insurance	222
	Sustainable property	224
	Principles of Facilities Finance	224
	Taxation	225
	Capital and revenue expenditure	225
	Depreciation	226
	Capital allowances	226
CHAPTER 5	Risk Management	
	Three Phases of Risk Management	228
	Risk analysis	228
	Risk assessment	228
	Risk mitigation	229
	Risk Management in Business	229
	Different types of risk	229
	· =	

xii Contents

	Developing a Risk Management Strategy	231
	Where to turn for help	231
	Prioritising risk	231
	Outsourcing risk	232
	Risk Planning and Responsibilities	233
	Turnbull recommendations	233
	Roles and responsibilities	234
	Risk management plan	234
	Digital Risk	234
	Types of digital risk	235
	How to minimise digital risk	236
	Linking Risk to the Quality Process	236
	Risk Management in Practice	236
	Risk management: the facilities	
	management workload	236
	Building better: case study	239
CHAPTER 6	Business Continuity	
	The Turnbull Report	242
	Developing a Strategy	242
	Business vulnerability	242
	An effective strategy	243
	Conducting a business impact analysis	244
	Implementing the Strategy	245
	Drawing up a plan	245
	Roles and responsibilities	246
	Rehearsing the plan	247
	Outsourcing Disaster Recovery	247
	Selecting a disaster recovery supplier	248
	Dealing with Staff	249
	Training	250
	Communication	250
	Staff welfare after an event	251
	Dealing with the Media	251
	Inventory and Restoration	252
	Inventory control	252
	Restoration of the business	252
	Best Practice Procedures	253
	Simple Steps to Effective Business Continuity	254

CHAPTER 7	Outsourcing	
	What to Outsource	256
	Core and non-core activities	257
	Anticipating pitfalls	257
	Choosing Contractors	260
	The tender document	260
	Invitation to tender	260
	Final selection	261
	Final negotiations	261
	The supplier market	262
	Service Level Agreements	263
	Penalties and incentives	263
	Force majeure clauses	264
	Contractual Arrangements	265
	The function of the contract	265
	What should the contract	
	include?	265
	Contract 'management'	266
	Key Performance Indicators	267
	A balanced scorecard	267
	Client satisfaction	267
	Building the Relationship	269
	Continuous improvement model	269
	Defining added value	269
	Good communication	269
	Coordinating standards and budgets	270
	Anticipating problems	270
	Team dynamics	270
	Regular reviews	271
	Managing the End of the Contract	271
	Key lessons	272
	OUTSOURCING FACILITIES MANAGEMENT: CASE STUDY	272
CHAPTER 8	Transport Policies	
	Travel Plans	274
	Legislation	274
	Objectives	275
	Guide to effective travel planning	275
	Encouraging behavioural change	279

xiv Contents

	Transport best practice with the Energy	
	Saving Trust	279
	Car Park Management	279
	Parking restrictions	279
	Planning a car park	280
	Floor graphic advertising	281
	Lighting and security	281
	Fleet Management	281
CHAPTER 9	Information Technology and Communications	
	Mobile Growth	283
	Fixed Network Need	284
	Bluetooth	284
	WIMAX	285
	Voice Becomes Data	285
	Wi-Fi Zones and Wireless Local Area	
	Networks	286
	IT Infrastructure Management	286
	Intelligent buildings	286
	Future-proofing	287
	Cabling categories	288
	Voice Over Internet Protocol	289
	Features of VoIP	289
	Integration with the data network	290
	Developments in IP telephony	291
	Conferencing and Presentation Technology	291
	Conference technology	292
	Projectors	292
	Doing Business Over the Web	293
	Top-down approach	293
	E-procurement	293
	Negotiating by email	294
	The role of the intranet site	294
	Intranet services	294
	Helpdesks	295
	Digital Versus Paper Document Systems	295
	Paper storage	295
	Establishing an electronic document system	296

327

Part 3	The Built Environment	
CHAPTER	10 Workplace Facilities	
	Buying gas, Electricity and Water	298
	How to get the best deal	298
	BETTA	299
	Combined heat and power	299
	Totally integrated power	301
	Avoiding power failures	302
	Water competition	302
	Checking utility invoices	303
	Climate Change Levy	304
	Objectives	304
	Reducing Emissions and Costs: Logbooks and the	
	Energy Performance in Buildings Directive	305
	Measuring energy efficiency	307
	Energy-efficiency improvement programmes	307
	The value of metering data	308
	Waste Water Management	309
	Sewerage charges	309
	Preventing water pollution	312
	Heating, Ventilation and Air Conditioning	314
	Indoor air quality	314
	Saving energy and improving quality	315
	Choosing equipment	316
	Air conditioning	317
	Promoting cleaner indoor air	319
	Waste Management	322
	Disposal	322
	Responsibility over profitability	323
	A sustainable resource	323
	Noise and Vibration	324
	Damage to hearing	324
	Sound perception	325
	Sound power level	325
	Minimising noise through design	326
	Controlling noise at source	326

Sources of advice

xvi Contents

Furniture		327
	Selecting furniture	327
	Workspace design	328
	Workstations	329
	Seating	329
	Buying furniture	330
	Catering	330
	Drinking water	331
	Company restaurant facilities	331
	Planning a restaurant	332
	Ambience	333
	Management	334
	Choosing caterers	334
	Future prospects	335
	Cleaning	335
	Market dynamics	335
	Selecting contractors	335
	Costs	336
	Lighting	337
	Energy efficiency	337
	Objectives of good lighting	337
	Sources of light	337
	Standards of lighting	339
	Lighting output	339
	Lighting quality	340
	Computer-controlled lighting systems	341
	Emergency lighting	342
CHAPTER 11	Space Design and Management	
	Space Planning	347
	Measuring space	347
	Planning grids	348
	Bricks and mortar	348
	Partitioning	349
	Cabling	349
	Space per person	350
	Workplace options	351
	Circulation	353
	Adjacencies	354

		Contents	xvii
Detailed P	lanning	354	
Grou	ıp planning	354	
Spac	re records	355	
Offic	ce aesthetics	355	
Spac	re-saving tips	356	
Thir	d party planners	357	
Relocation	and Churn	357	
Bene	efits and costs	357	
Cutt	ing the cost of churn	357	
Relo	cation	358	
Hote	lesking	359	
Computer	aided Facilities Management	361	
Infra	structure: buildings, space and		
	asset management	361	
Heal	th, safety and environmental management	362	
Mair	ntenance, repairs and contract management	363	
Help	desk, service desk and security management	363	
Fina	ncial, budget and inventory management	363	
Spec	cifying CAFM	364	
Cho	osing a CAFM system	364	
Cho	osing a CAFM provider	366	
Data	entry and protection	366	
Plan	ning the transition	367	
Impl	ementing the system	367	
Key	sources	368	
CHAPTER 12 Access,	Safety and Security		
Closed Cir	cuit Television	369	
Thre	eats	370	
Secu	rity audits	370	
Cho	osing CCTV cameras	370	
CCT	V operation	371	
Rem	ote monitoring	372	
Security R	eview	372	
Reco	ordings	372	
Violence a	nd Aggression in the Workplace	373	
	sk areas	373	
The	people involved	374	
Pers	onal safety: training and counselling	374	

xviii Contents

	Principal strategies for defence	374
	Access Control, Asset Protection and Guarding	375
	Access risk analysis	375
	Security measures	375
	Asset protection	378
	Manned guarding	378
	Information protection	379
	Fire Risk	379
	Causes of fire	379
	Statutory requirements	381
CHAPTER 13	3 Maintenance and Repair	
	Plant and Property Maintenance	382
	Statutory requirements	382
	Costs	383
	Types of maintenance	383
	Condition assessments	384
	Refurbishment costs	384
	Serviceability	384
	Managing maintenance contracts	385
	Managing The Maintenance Schedule	386
	Employee safety	386
	Preventive maintenance programmes	387
	Turnkey Service Management	389
	Managing multiple vendors	389
	The complete service solution	389
	Key Performance Indicators	391
	Appendix Facilities service cost benchmarking protocol	393
	Index	404