FACILITIES MANAGEMENT

A professional customer-focused service provider to departments, working together to deliver positive changes
Welcome

We aim to deliver an FM service that our customers are proud to partner with and our team to work for. We do this by investing in our staff to deliver an excellent service, communicating clearly with our customers working sustainably and adopting best practices in all we do.

Estates Services Facilities Management (ESFM) started its journey of development in 2008. Since then our service has transformed and grown beyond recognition. Continuous improvement has become a business as usual term for the team.

This new report aims to provide our existing customers, new customers and wider members of the University with highlights of our progress, a more detailed summary of the year’s activity, and an insight into services you may not know we deliver and would like to use.

The value of our service is not only a matter of low cost. Professional Facilities Management has four key areas that contribute to success:

- Consultation
- Openness, transparency and clarity
- Listening
- Timely services
- Fair and equal treatment
- Continuous improvement

This report provides information about how we have delivered against each of these areas and demonstrates our commitment to continuously raising standards, ensuring our approach reflects the Estates Services values which we embed across our team.

Lisa Hofen, Acting Head of Strategic FM

---

Key Milestones

- 2008: Approval for a strategic approach to FM services, and the start of our development.
- 2009: FM strategy for the Radcliffe Observatory Quarter (ROQ) approved.
- 2010: Launch of FM venue services – helping our customers use space effectively and generate income.
- 2011: Launch of University Atrium Service – a one stop shop for people's mail needs.
- 2012: Launch of FM customer framework – giving customers the information they need about our services.
- The first building opens on the ROQ adopting the new FM strategy.
- 2013: FM forum starts – providing a friendly environment to share best practice across the University.
- New customer-focused web pages launch making it easier for customers to find out about the services we provide in their building.
- 2014: Runners up in the British Institute of Facilities Management ‘FM Team of the Year’ category.
- Visit England status awarded to the Sheldonian Theatre – the scheme helps visitor attractions improve and promote their quality, accessibility and sustainability achievements.
- 2015: University-wide single waste contractor appointed – providing significant compliance, financial and reporting benefits.
- All FM-managed buildings start working towards Green Impact – an environmental accreditation scheme that helps staff and students improve sustainable practices in their department.
- Blavatnik School of Government opens. We work closely with Estates Services Capital Projects to provide a soft landing and launch our first electronic building user guide.
- 2016: First FM building to have a certified Environmental Management System (EMS).
- FM Apprenticeship scheme starts giving our apprentices recognisable qualifications.
- 2017: Green Tourism accreditation received for all FM Venues.

---

OUR JOURNEY TO DATE

Since 2008 we have grown significantly both in terms of numbers of staff and budgets.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Buildings</th>
<th>Number of Departments</th>
<th>Number of Staff</th>
<th>Budget (£m)</th>
<th>Percentage in metres squared of the functional estate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>18</td>
<td>29</td>
<td>36</td>
<td>£5m</td>
<td>5%</td>
</tr>
<tr>
<td>2016</td>
<td>41</td>
<td>44</td>
<td>130</td>
<td>£14.1m</td>
<td>25%</td>
</tr>
</tbody>
</table>

Risk & Compliance

- Quality
- People
- Value for money

Our values:
- Consultation
- Openness, transparency and clarity
- Listening
- Timely services
- Fair and equal treatment
- Continuous improvement
Welcome new customers
These included IT Services, the Language Centre, the Ioannou Centre for Classical and Byzantine Studies, and Estates Services Asset Management team.

Made it easier to adopt our services
We want to help make the process of customers adopting our services as seamless as possible. To do this we have established two implementation posts headed up by Toby Christensen, Implementation Manager and supported by Stephanie Lyon. When a new customer is interested in using our services, the Implementation team carry out an ‘FM Health Check’ enabling us to review current services and practice, including health and safety and building compliance. They then produce a report to the customer highlighting good practice and identified risks.

Based on this, they determine areas that we need to address when taking on a new service. The Implementation team set up documentation, contracts and general service provision in line with our current way of doing things enabling an existing FM team to start providing the FM service as ‘business as usual’ operation. We have used this approach on a number of new buildings over the last few months, to test and refine it and have found it helps provide a smooth transition for new customers adopting our services.

Supported the Tinbergen emergency decant
The closure of the Tinbergen building saw members of our team support the ‘emergency’ decant. Zoology and Experimental Psychology are now occupying space in a number of our managed buildings and we will keep on supporting the project to deliver its medium-term objectives.

Been appointed to the panel shaping the future direction of UK FM services
Bringing in industry expertise helps shape how we develop our services. We were particularly proud that Lisa Hofen has been elected a Non-Executive Director of the British Institute of Facilities Management (BIFM), the professional body for Facilities Management representing over 17,000 members. Lisa took up her three-year appointment in July. Over this period Lisa will attend regular board meetings to discuss the BIFM’s management and strategic direction.

Helped safeguard vulnerable buildings
Sometimes properties can be void for a long time, making them vulnerable to misuse. We have supported the Asset Management team within Estates Services to meet the University’s statutory and insurance requirements regarding these ‘vulnerable’ properties. We have done this by providing bespoke building management services. These include removing items left by previous tenants, carrying out weekly building checks, ensuring the building is safe for contractors, managing pest control and working with Estates Security Services to protect buildings against vandalism, theft and squatting.

2016/2017
at a glance
It has been a busy year. We have...

- Overall customer satisfaction with FM services: 79%
- 9 out of 10 customers would recommend our event venue services
- 77,200 meeting bookings processed by the FM Helpdesk
- 16,000 maintenance jobs processed by the FM Helpdesk
- 215,000 items of mail franked
- 2,000 parcels delivered by our new courier service
- 1,850 fire alarm checks carried out across our buildings
- 1 life saved
- 60,000 exams set up
- 5,000 lectures set up
- 150 customer management reports produced

Winners of the ‘University of Oxford’s Apprenticeship Manager’s Special Award’

£1.25 million saved by consolidating catering into a single contract
£162k saved by consolidating non-hazardous waste into a single contract
University of Oxford • Facilities Management

Advising and supporting Capital Projects
We work closely with Estates Services Capital Projects and our customers to provide design advice during construction and renovation projects to ensure the design allows for practical and affordable servicing.

Considering and implementing new initiatives
We led a study to gather data on the use of teaching space to inform University Offices of the opportunities and risks. We have also worked on creating an FM service for the ROQ campus and have designed and implemented an FM strategy.

Introducing sustainable and ethical initiatives
We work closely with the Estates Services Sustainability team to adopt sustainable practices in all that we do and ensure our contractors operate in an ethical manner, from paying the Living Wage to offering fair trade products.

Creating opportunities for shared contracts
Shared contracts can deliver significant service, sustainability, financial and compliance benefits for our customers and the wider University. We have worked to implement a number of shared contracts including waste, catering and mail services.

Sharing best practice in FM across the University
We lead a termly FM forum designed to create a friendly environment to share best practice, understand policy changes and network with FM professionals across the University. In 2016, 74% of attendees were ‘very satisfied’ with the FM forum.

Delivering day-to-day professional FM services in buildings
This includes a wide variety of services such as setting up meeting rooms, providing building services such as waste disposal, catering, pest control, building access and window cleaning as well as managing repairs and maintenance, security and health and safety compliance. We recognise that one size does not fit all so our services are tailored to meet our customers’ needs.

Customer management and reporting
We want to ensure our customers have the information they need about our services. We do this by providing regular management information.

Providing other operational services
We provide a range of other services including printing, courier delivery, reception, venue hire and University card administration.

What do we do?

FM has both a strategic and operational role within the University

“The general condition of the Theatre as a working building could not have been achieved without the vision and energy of FM and the enthusiasm of the team for getting practical things done. I am so very lucky to have such wonderful support and it is a privilege to work with professionals who continuously seek improvement.”

Paul Coones, Chairman of the Curators, Sheldonian Theatre

“Being able to work with FM professionals within the University has been invaluable to me and my team. I am delighted to say we now have a professional FM service which supports the primary function of our building: teaching and examinations. The results have been amazing and far beyond my initial expectation.”

Emma Potts, Academic Registrar
We deliver safe and compliant workplaces

100% of our buildings have completed the safety office HASMAP – an extensive health and safety audit

HASMAP has been accepted by the Health and Safety Executive as a valid audit method for Higher Education. It is a robust process which helps to identify improvements in health and safety.

1,850 fire alarm tests and 500 building tests are carried out every year

We carry out weekly, monthly and quarterly building checks. These include fire tests, emergency light testing, electrical testing, welfare facilities, building risk assessments, first aid and much more.

100% of our staff go through health and safety training relevant to their role

We have a comprehensive statutory training programme for all our staff. Many areas of safety training are covered including how to write risk assessments, how to operate fire extinguishers and what to do in an emergency. One of our team recently performed lifesaving CPR following first aid training they received at work.

Detailed user guides and operation manuals that help customers understand their building

Our building user guides aim to provide a simple and quick reference for customers explaining how the building and its facilities operate on a day-to-day basis and who to contact in case of a problem or emergency.

We aim to make these guides as interactive and easy to use as possible. We also produce detailed operation manuals so contractors responsible for upkeep and maintenance works understand how the building operates and do their own work safely.

We continuously improve our service

Providing up-to-date management information – 150 customer management reports produced this year

We want our customers to have the information they need about our service. Our ‘FM framework’ is designed to help customers understand what they can expect from FM and includes quarterly management reports, face-to-face customer meetings, and an overview of useful information about FM activity and service level agreements.

Delivering new technology services

While implementing new technology in a large and complex organisation brings challenges, we are pleased to have introduced meeting room display screens this year. These screens pull live data from Planon and enable customers to view meeting room bookings. The Planon system now also interacts with Outlook. In response to greater use of smartphones and cashless payment, we have introduced cashless payment apps across many of our café sites and are looking to introduce ‘click & collect’ food ordering services.

Leading on industry best practice

Many of our senior staff are members of the British Institute of Facilities Management, the professional body for Facilities Management. We host and speak at industry events sharing best practice to improve and develop our services and share learning with the wider University through our termly FM forum.

We recently took part in an ‘Ask the Expert’ panel looking at encouraging women into the industry and hosted a seminar on improving sustainability, drawing on the expertise of FM managers in the NHS and F1 motorsports industry.

Delivering excellent service through the Customer Service Excellence framework

FM were the first team in Estates Services and the wider University to receive Customer Service Excellence (CSE). It is a practical tool designed to help teams focus on their customers and bring about positive changes for them. We aim to continue to improve our service using this framework.

Improving sustainability in our buildings through ISO14001 and other awards

We care about Sustainability. All our buildings participate in the Green Impact Awards, our venues are Green Tourism rated, all staff receive environmental awareness training and six of our buildings are ISO14001 compliant with more due to get the accreditation this year. The standard helps us minimise our operations’ negative impacts on the environment, comply with legislation and continually improve.

"This morning, we went to a presentation by FM in the refurbished Osler House. The building looks great and was buzzing with activity... FM seem to have every angle covered and it is such a relief to have this level of professional management in place...it looks like this particular nut is finally cracked!"

Tim Lancaster, Member of William Osler House Steering group
We believe that a great employee experience translates into a great customer experience. For this reason, we have invested in our staff with the aim of creating a high-performing team. We believe this is achieved through giving all staff the right skills and training, encouraging a positive attitude and behaviour as well as team members taking responsibility for their own performance.

**People**

*We invest in our staff to improve our service to you*

**Investing in our existing team**

We have improved our staff induction programme and Personal Development Review (PDR) process so that every team member has a customer service objective. We have standardised job descriptions, created a formal training matrix, promoted job shadowing and secondments, invested in customer service training for the whole team and empowered our managers to create change by providing training, guides and toolkits.

**Improved staff satisfaction**

A recent survey showed 97% of staff feel invested in. In the last year, 9 out of 12 positions were filled by internal applicants.

**Integrate new staff members transferring from other University departments**

We understand the importance of integrating new team members transferring from other departments into FM. We continue to develop new ways to do this and have launched a series of ‘Meet the team’ coffee mornings, welcome packs and a first 100 days induction workbook.

**Created a bespoke apprentice scheme to train future talent**

We partnered with Witney and Abingdon College to create our own apprenticeship programme. We took on eleven apprentices, the largest cohort the University has had. In order to deliver training and to assess our apprentices, our senior FM staff became trained NVQ (City and Guilds) assessors. We developed our own ‘boot camp’, ‘buddy scheme’, guides and delivered NVQ training in-house.

**Reduced staff turnover**

FM staff turnover has fallen and is 2.5% below the estimated industry average given by the British Institute of Facilities Management.

**An award winning apprentice scheme**

We were particularly pleased to be acknowledged for our work at the University’s Annual Apprentice Awards where we won the ‘University of Oxford’s 2016 Apprenticeship Manager’s Special Award’.

**Celebrating our success**

Celebrating success motivates our team, it helps them learn, adapt and develop a success mind-set. We celebrate by taking them on an annual FM away day. We also encourage staff to participate in University, city wide and local charity events such as Oxford Open Doors and Oxford Green week. We send thank-you cards when a team member has done an exceptional job and engage with staff through World FM day, an annual campaign that celebrates FM around the world.

“It is clear that FM is much more customer focused than five years ago, and this was confirmed by the customers and parties I talked to. Staff enjoy working for FM, and the empowerment they have to provide an excellent customer service. Customer surveys confirm a high level of satisfaction across the range of services.”

Chris Tyrell, CSE assessor, 2016

“My professional development has been supported and guided with a view to progressing my knowledge and experience within the FM team. This support and guidance demonstrates to me that ‘every member of our team makes a difference’ – it is more than just a phrase from our managers.”

Thomas Rigault, Facilities and Services Manager
We never lose sight of the fact that we must demonstrate and deliver value for money across all our operations. We have enhanced our service and cut costs in a number of key areas across the University estate.

Value for money
We deliver savings for our customers and the University

FM services
Restructuring teams, ensuring the right people with the right skills are in the right posts has reduced the University's headcount and salary costs.

University Mail Services
A one stop shop for all mail enquiries
The University Mail Service (UMS) is a one stop shop for all mail needs in the University. We help customers save time and money through centralising the collection and delivery of internal and external mail.

In its first year of launch the UMS saved a total of £162k with a further cost saving of £450,000 expected if more departments signed up to using this service. On average each customer saves £6,000 in mail costs per year.

Catering services
A significant new catering contractor has been awarded to Compass
We undertook a comprehensive and robust tender process, with extensive consultation and collaboration with a number of departments and University purchasing, to award a ten year contract which will provide catering services for many cafés, restaurants, and hospitality and VIP events across the University.

The contract provides an exciting opportunity to deliver significant service, sustainability, financial, and compliance benefits. It will also enable departments that use the service to have a catering offering that has a consistent identity and character reflecting the first class quality synonymous with the University, whilst enabling them to tailor the service to suit their own particular requirements. Investment for refurbishment of cafés is also being made available.

23 sites across the University are adopting the new contract and will commence roll-out this autumn with the introduction of three branded themes. ‘Beyond Ordinary Food’ for cafés and restaurants, ‘Occasions’ for hospitality and events, and ‘Only at Oxford’ for VIP dining.
Other services we provide

**University Print Studio**
**a friendly design, print, bulk mailing and binding service**
Formerly known as Reprographics, the University Print Studio provides a friendly design, print, bulk mailing and binding service. With affordable prices, a huge range of services and over 40 years’ industry experience, you can trust us to get your job done quickly. We are members of the British Printing Industries Federation and all our paper adheres to strict environmental credentials.

**University Mail Services**
**saving you time and money on mail and courier costs**
The University Mail Service collects and delivers our customers’ internal and external mail. By centralising this, we save department customers on average £6,000 per year on their mail costs. Our team also advises departments on how to deal with specialist shipments and imports and we provide a low cost courier service from only £5 per shipment. This service delivers parcels and packages within the University and to Oxford-based external businesses. On average we deliver 2,000 parcels per year which works out about one parcel being delivered every hour.

**Reception services**
**providing high-quality reception services**
First impressions count and that’s why reception is an important service in a building. Yet it can be a difficult area to manage. Covering sickness and holiday absence can be time-consuming and expensive. Getting the right staff who are regularly trained, ensuring excellent service day in and day out and who have good administration skills can be hard. Our reception service gives you peace of mind that cover is always there as we draw upon our experienced pool of receptionists. Our staff are regularly trained ensuring visitors are welcomed at all times in a professional and friendly manner.

**Venue services**
**using your space effectively and generating income**
We generate income for customers by hiring out their buildings, outside the times they are needed for academic purposes, for conferences and events. Services are promoted under the umbrella brand ‘Oxford University Event Venues’. We currently have five venues in our group — the Examination Schools, the Sheldonian Theatre, Osler House, St Luke’s Chapel and the University Club.

**University Card Services**
**administering University cards**
Students, staff and invited academic visitors need a University Card for access and security purposes. We administer the issuing and replacement of all new, lost and stolen cards and produce just under 40,000 cards per year.

“Switching to the University Mail service has saved £10,000 per annum on my operating budget”
George Newman, Senior Facilities Manager
Estates Services
Facilities Management team

T: 01865 270087
E: facilities@admin.ox.ac.uk
www.admin.ox.ac.uk/estates/ourservices/fm