Head of Strategic FM – Q4 2015 Commentary

In order to keep our customers updated on developments of Estates Services FM and wider University FM related initiatives a Quarterly update from me has been added to all our reports. The update will give the ‘headlines’ of our strategic activity. We would be happy to discuss in further detail with you if you have any questions. I aim to keep this update succinct, although as a first report this quarter’s report is longer in order to bring everyone up to date.

Update on the FM structure

A number of new appointments have been made across the FM management team to ensure we are resourced correctly. Head of FM Operations, John Weston has been added to the FM structure in order to ensure continuous development, review and maintain efficiencies and continue to raise standards in terms of FM service. Aileen Peverell joins the team 10th August as Senior FM - ROQ site and Toby Christensen has joined the team as Senior FM – ORC to develop the emerging FM strategy for the campus. The reporting structure of the management team is shown below.

FM continues to ensure all of their staff has the opportunity for professional development, and maintains it investment in its team, with every role in FM has a training programme.
In addition, 25% of the FM team have received further professional development training or promoted internally during 2014/15. An apprentice has also joined the team with 3 more expected to be recruited in autumn 2015.

Effective FM is not just about cost savings. An important objective of the service is to improve the presentation of our buildings and the standard of services to complement Oxford’s reputation for excellence in teaching and research.

During the last 12 months your Senior FM’s will have been discussing and agreeing with you Service Level Agreements, which forms part of our new framework. In order to aid improving standards, the FM framework has been developed. The rationale for this is to wrap a framework around our services to ensure consistency whilst recognising FM is not a ‘one size fits all’ solution in this University. The framework includes:

- Service Level Agreements and detailed budgets. (specified and agreed with each customer)
- Formal Quarterly reports for our customers. (Financial performance, staff developments, Health & Safety, Legal compliance, helpdesk statistics, energy monitoring, recycling rates and room utilisation where applicable.)
- Building User Guides for Customers
- Building Operation Manuals for FM Teams

If you have not yet agreed and signed off your SLA, we expect to complete them by the end of the calendar year.

**FM Activity and achievements during 2014/15**

**Non Hazardous Waste Contract** - Single contract across the University, implemented April 2014. The first year of the contract has achieved cost efficiency and whilst at individual department level the savings can be small, across the University the saving totals £170k (38%) for year 1 of operation. The implementation identified areas where we were in breach of legislation have now been addressed - reducing risk to the University and the University, for the first time can report accurately waste and set targets for improvement. A full report will be presented to SSG in MT 2015.

**Mailroom and Messenger Services** – A review in 2014 of the Mail and Messenger Services identified opportunity for consolidating services, and a potential annual saving of in excess of £300k. Estates Services FM has now made available to departments a Central Mail ‘Hub’ and in the last 9 months, 11 departments have opted in. Whilst the savings achieved are local to each department, the current saving to the University is estimated at £60k p.a. Further savings are available as departments choose to adopt this service. The review also identified further saving estimated at £270k per annum if the messengers were utilised to provide a local parcel courier service. Estates Services FM propose to launch this service early 2016.

**British Institute of Facilities Management (BIFM) Awards 2014** – Estates Services Strategic FM team was shortlisted as national finalists for these highly competitive national awards, in the category ‘In House team of the year’. To be selected as finalists is a significant achievement and recognition of the progress FM at Oxford has made by the FM industry.
**Sheldonian Theatre** – Significant work has been undertaken during the last 18 months to professionalise the services offered at the Theatre. Training has been given to the team and standards of service introduced. The Theatre has now been awarded a Visit England accreditation and in February 2015 obtained a “Hidden Gem” award from Visit England. This accolade, introduced by Visit England for the first time in October 2014, recognises outstanding attractions going the extra mile to create an enjoyable and memorable experience for visitors and demonstrates our commitment to customer service.

**Customer Service Excellence (CSE)** – The Strategic FM team are preparing to be the first Estates Services team to be accredited with this award. The full assessment takes place 27/28th August 2015, and we hope to achieve formal recognition for our customer focused culture.

**FM Forum** – The Head of Strategic FM hosts a termly forum for FM matters (your SFM attends). The forum is for FM and Building Managers across the University and provides an opportunity for communication, discussing FM initiatives, sharing of best practise and identifying areas for improvement that deliver mutual benefit. The forum currently has 85 members across all divisions of the University and is positively received by its members. A link through to the FM Forum web page can be found [here](#).

**Looking forward 2015/16**

My team and I have a number of key objectives for the coming year, which I will keep you updated on as they progress.

**Shared Teaching Space** – You will be aware of this initiative through your Divisions. I sit on the Shared Teaching Space Working Group to support this significant initiative. During the Autumn I will be gathering data on large teaching space (75 + capacity) to enable the Working Group to consider how we may best share and therefore improve utilisation of the University’s existing space. I would expect the Working Group to consider how best spare capacity is made available to share, how the space is serviced and how any charging is fair and reasonable.

**Planon/FM online Improvements** - We have recently agreed with IT services functionality that will allow Planon to interface with exchange for room bookings. Something a number of departments have been requesting. We have also been working with Planon to develop further improvements on our room booking service to improve the customer experience.

Improvements include:

- Live room information to display screens in varying formats (to suit different needs),
- Digital meeting room panels enabling live display of current meeting, with the functionality to book, extend booking, release room for other use etc.
- Kiosk – map displaying available and busy rooms. We could utilise this for booking of hot desks and could be utilised for students to book study space.
Mobile app’s – for room booking (hot desks, study space) and maintenance app.

We are due to start a trial in the Malthouse in the next month. We will then implement in the new building for the Blavatnik School of Government in the autumn. We will keep you updated of our progress. The offer has the potential to offer a cost effective shared solution to all.

**Soft Landings** – Develop and embed soft landings principles for capital projects from an FM perspective.

**Benchmarking** – Develop a benchmarking process for FM services, considering Russell Group, HE sector, national and international standards.

**FM strategy for the Old Road Campus** – Detail the strategy and engage effectively with relevant stakeholders.

**Freight Consolidation** – to explore opportunities for freight consolidation across the University, engaging with the City Council and city stakeholders.

**Catering** – Develop strategy for catering service to consider:

- Benefits from the benchmarking of food costs.
- Utilisation of production kitchens to improve efficiency
- Proposal for long term partnerships with preferred suppliers.

**Messenger Service** – Implement a parcel delivery service within the Oxford ring road.

**Customer Survey** – We will be carrying out a detailed survey of our customers in September 2015 and would really appreciate your time in completing it. The results enable me and my managers to focus on areas of improvement that are important to you and understand where things are working well. I will feed back the results of the survey and our proposed action plan in my update at the end of Q1 2015.

Should you have any comments about anything written in this report then please feel free to contact me.

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