Community-based facilities management

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Abstract

Purpose – To introduce and define the concept of community-based facilities management (CbFM) and to identify and discuss processes and responsibilities in practice, in order to explore opportunities for the development of a socially inclusive approach to facilities management. The paper raises issues of governance, empowerment and socio-economic development.

Design/methodology/approach – The paper addresses issues arising from action research in the North West of England and identifies case examples from current practice to illustrate application of the principles. The paper draws upon literature from the fields of facilities management, new economics and sustainability.

Findings – The paper presents the results of an initial exploration, draws tentative conclusions and offers a framework for evaluating the performance of organisations.

Originality/value – Introduces novel concepts, an evaluation framework and tools for the assessment of FM processes for sustainability.

Keywords Facilities, Sustainable design, Property management, Social inclusion

Paper type Conceptual paper

Introduction

Facilities management has been primarily seen from business, industry and public service perspectives, and in different organisational and market settings. It is now generally recognised that, irrespective of the perspective or setting, the achievement of excellence relies on leadership to provide strategic direction, and on enabling processes, effective learning and innovation to add value and deliver results to an organisation, its people and society (Alexander, 2003a).

The paper introduces an emerging agenda for facilities management in Europe. The ideas are at a formative stage in their development, and have been stimulated by involvement in live projects in the UK. They respond to the need to understand the changing context for facilities management practice and to recognise the growing importance given to the issues of sustainability, from all stakeholder perspectives.

The objective of the paper is to introduce and define the concept of community-based facilities management (CbFM), to identify and discuss the processes involved and responsibilities in practice, in order to explore and promote opportunities for the development of a socially inclusive approach to facilities management.

Facilities management adds value, not only by increasing the economic viability of development but also by delivering social and environmental benefits. Whilst the existence of these benefits has been increasingly acknowledged across some stakeholder groups – by investors, developers, designers, occupiers, public authorities and everyday users (Price, 2002) they must also be extended to the community and society.

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Historical precedent for much of the thinking in the paper can be found in the work of Sir Patrick Geddes (1854-1932), a systematic, holistic thinker, who believed that one can only make sense of things by seeing them as parts of a bigger system (Stephens, 2005) (Figure 1).

Geddes' ideas continue to influence contemporary planning, in particular, his focus on "place, work, folk" which can be seen as a forerunner definition of sustainable development (Porritt, 2004). Geddes elaborated his ideas throughout his lifetime in such a way that they became the philosophical touchstone on which so much of his work on environment and culture is based (Macdonald, 2005).

This thinking is central to contemporary debates and research into regionalism and locality, economic and community regeneration, environmental quality and sustainable development, and social inclusion. It is interesting to consider the way in which "place, work, folk" matches up with the current, rather emaciated, versions of the triple bottom line – environment, economy and society or people, planet and profits (Parkin, 2000).

The paper calls for the role of facilities management to be seen in this broader context and advances the argument that, for facilities management to retain its relevance as a profession, strengthen its position and maintain its influence (Alexander, 2003b), it must now revise its policies and strategies, develop new organisational models and processes, and seek new alignments in the public interest and take more account of the factors of community, purpose and the environment.

The challenge for public and private client organisations and service providers is to ensure that new partnerships are developed for the benefit of all. For private companies, the response will be driven by the corporate social responsibility (CSR) agenda and changes in accounting standards and reporting regulations.

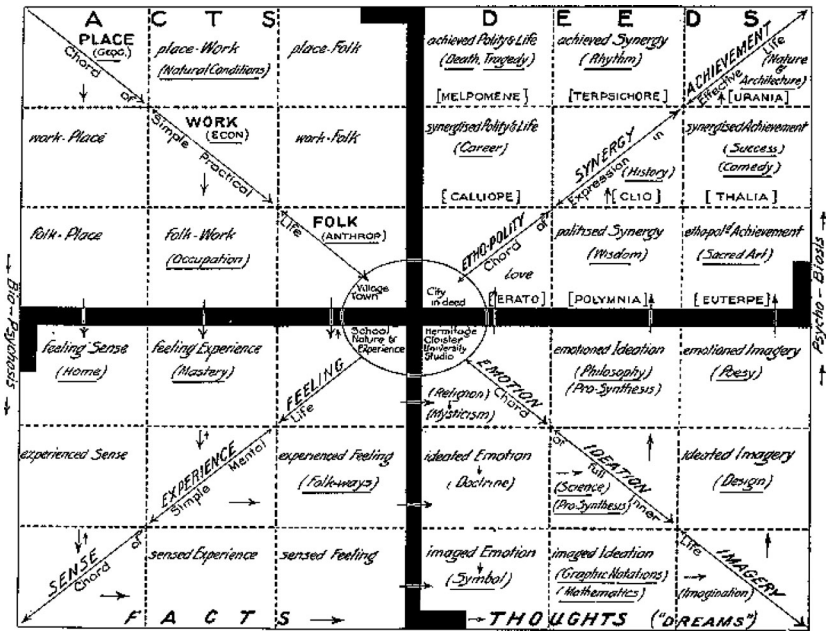


Figure 1.
Patrick Geddes: acts, deeds, facts and thoughts (from cities of evolution)

For public service organisations, with a growing interest in delivering services on an urban scale, there is a need to reinvest in community facilities and systems, and provide a flexible "platform" in which agencies and the private sector can come together in new and innovative settings for the benefit of the community (Roberts, 2004).

The paper draws upon descriptive case studies, which provide early examples of the application of the principles of CbFM in different settings in the UK. The cases raise a broad range of issues including CSR and public accountability, to the role of higher education institutions and community-led initiatives.

Realignment with the public interest

In his introduction to a second, influential Property and Facility Management Futures Conference, held in London in March 2004, Nutt (2004a) suggested that the prime purpose of infrastructure, property and services, at a national level, is to support and sustain business and public endeavours of all kinds and across all sectors. He also agued that, at a local level, the position is much the same, and infrastructure and services are needed to support our organisations, their strategy and operations; and local communities and their economies.

Discourse about facilities management has been predominantly conducted from a corporate and business perspective and has sought to understand the market for the services that support business (CFM, 2005). For example, other prominent academic commentators in the UK, most notably Nutt, Grimshaw and Price, have followed previous action research in Centre for Facilities Management (Alexander *et al.*, 2004), and discussed the status of facilities management as a strategic, business imperative and assumed a corporate context for its application, in both the private and public sector.

Price (2004) has explored the nature of facilities management's alignment to business and its criticality and has provided research-based evidence from the office, higher education, hospital and retail sectors to inform the debate. His work shows how facilities management impacts vary widely from business to business, from sector to sector and from competency to competency. Price argues that only when both strategic and operational risks are high, quick and direct do they become potentially critical and in many cases facilities are not critical at all.

Price provides the basis for a generic facilities classification model, which Nutt endorses as a foundation to encourage and help us all to develop a more secure, sophisticated and professional view of the alignments, both critical and non-critical, between facilities management and business for the future. Nutt (2004b) himself emphasises the focus on "the built environment, its public and business purpose, its human use, value and performance" and has further development a resource-based model to identify the financial, human, physical, information and, in addition, intangible resources available in an organisational context.

Grimshaw (2004) developed Nutt's "four trails" and the interfaces amongst them, to identify six functions of facilities management – technical, economic, strategic, social, service, and professional – in the workplace context. He also argues for a professional role for facilities management (Grimshaw, 2003), as advocate of the legitimate needs of users in all workplace settings, on grounds of economic and social benefit and for the development of the profession as a discipline with a strong ethical dimension (Grimshaw, 2001).

Although a key conference theme sought to explore "new alignments" to find the ways in which property, facilities and services might be managed in the future, it was this

conventional perspective – business imperative, organisational context, workplace setting and service delivery – that dominated the discussion and debate at the conference.

With the notable exception of Roberts (2004), there was little consideration of its public purpose and local communities and their economies. In exploring opportunities for the development of new alignments in delivering services, he reflected an increasing interest in the role and responsibilities of facilities management at an urban scale, for a public purpose and in a community setting. His paper developed a theme about services alignment, but at a quite different scale of application.

The paper identifies opportunities for new alignments between FM and the management of public infrastructure, its associated services and urban community support, mostly arising out of the government's "Best Value" programme. While this programme has its detractors, there can be little doubt that it has radically shaken the conventional ways in which both the public and private sectors consider and deliver community services.

The planning and management of community facilities has emerged as a significant public policy issue as assets reach the end of their economic life, and the relationship of government, markets and communities is re-negotiated. Some researchers, for example, other authors in this issue, have drawn attention to the ongoing costs of facility operations and highlighted the "sustainability gap" of many local authorities. Public finance assumptions that underpinned earlier asset acquisitions, such as national government subvention and local debt financing, have fallen from favour.

In addition, the emergence of local authorities as service providers has broadened policy and operational perspectives from asset-based solutions, but in so doing has discounted the civic and social contributions of facilities. While local authorities can now better calculate the economic value and service life of their facilities, in an era when governments and communities are demanding "more community" there are limited conceptual and practical tools for assessing the social outcomes of facilities.

Roberts argues that the traditional facilities management services support model is dead in the public sector, its contracting attitudes outdated. Nutt adds that, by implication it may be obsolete in the private sector also. Roberts offers a new service delivery model based on the approach of the new public interest companies.

Agents of regeneration

Regeneration – a programme of local development which addresses physical, social, environmental and economic disadvantages in both rural and urban areas (Office of Deputy Prime Minister).

In his reflection on the conference, Nutt (2004a) does suggest that:

> . . . perhaps the dominance of the business imperative and shareholder value will be balanced in the future by the realignment of FM with the public interest".

In a UK regional setting such as the North West, and in a first industrial City like Manchester, quite a different context is created for business operations and for the delivery of public services, which addresses this balance and provides an opportunity for facilities management to position itself at the heart of regeneration and renewal.

The regional initiatives respond to the European agenda to create prosperous, inclusive and sustainable communities for the twenty-first century – "places where people want to live, that promote opportunity and a better quality of life for all".

In the UK, new local initiatives are being created amongst key stakeholders, through the formation of urban regeneration companies with responsibilities for implementation of the European regional policy, the sustainable communities' agenda, housing market renewal and programmes for hospitals and schools for the future. These initiatives are focused on areas of the deepest social deprivation, physical decay and environmental neglect.

Many of the UK's poorest communities face daunting problems such as high crime, unemployment, lack of suitable premises, shortage of management and staff skills, and negative perceptions that discourage business creation and private investments.

Yet, they are also areas with significant economic advantages such as available workforce, strategic locations, and underserved local retail markets. So, instead of viewing these communities as unproductive, no-go areas, they can be seen as untapped sources of enterprise growth, job creation and new markets. Instead of defining the task of regeneration in terms of reducing poverty to a much more positive view based around creating economic advantage and opportunity.

For example, the business for growth movement (DTI) brings together leadership from all parts of the community – the public sector, the voluntary sector, researchers and most of all, the business community – to build strategies based on competitive advantage that encourage private-sector growth and create a new vision of success for these urban areas.

Local partnerships are important instruments in the UK Government's drive to tackle social exclusion and promote equality. Priority is given to enhancing the quality of life of local people in areas of need by reducing the gap between deprived and other areas, and between different groups. This includes addressing the disadvantage experienced by ethnic minority communities.

These are coordinated initiatives and are intended to support activities which are intended to make a real and sustainable difference in deprived areas. URCs fund schemes which work with other programmes and initiatives – public and private, build on good practice, represent value for money and promote modernisation. They support the development of local partnerships, including the capacity of local people to participate in regeneration initiatives.

Alternative approaches to regeneration have emerged in different regional settings, and have adopted different strategies and organisational responses through culture, sports and arts, through enterprise and through civic action.

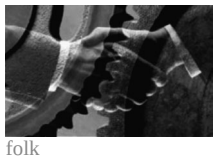
Gateshead and Newcastle lead the way in using the arts as a tool for urban regeneration. The catalyst in Manchester is sport, given a major boost by the Commonwealth Games, whilst in Cardiff new national and civic buildings provide an impetus. The initiatives respond in different ways to address the considerable challenge of transform a culture built on the dignity of labour and trade to create a knowledge and creativity-based economy (Figure 2).

Facilities management can assume a central role in local partnerships for regeneration. In this, acknowledging that management is our added value, and viewing management as a people-based discipline, the proponents of CbFM suggest using FM as a vehicle for achieving local socio-economic objectives.

As Wilson (2005) observed, FM deals with the long-term presence of built assets in a community; and as professionals, together with the companies in the supply chain, employ staff who are often among the lowest paid and lowest skilled members of

CbFM case study:

New East Manchester



folk

cbfm

community based fm

place

work

the organisation

New East Manchester

East Manchester is the focus of one of the largest, most challenging and most exciting regeneration initiatives in the UK.

The New East Manchester Urban Regeneration Company has been established to lead the regeneration process across this large segment of the city, totalling over 1200 hectares and stretching from the fringe of the City Centre to the administrative boundary of Manchester.

the driver

The successful 2002 Commonwealth Games staged in the area have provided a unique catalyst for regeneration, development and improvement in economic and social conditions for residents.

cbfm

The regeneration of an area of the size and complexity of East Manchester remains a long-term project, and one which requires the sustained commitment of NEM's stakeholders as well as the growing range of private sector partners that are participating in its renaissance.

benefits

The stimulus of the Commonwealth Games has generated a strong and positive momentum for change, however, which will be realised by a range of new developments providing improved jobs and homes in 2003 and the years to come. The key challenges now are to sustain this momentum and to secure its benefits for the current and future residents of the area

impact

The role that FM can play in regeneration has been recognised in East Manchester through the creation of an FM Academy to provide skills training and enterprise support, driven by community demand and supported by research and development.

Source: CFM

Figure 2.
CbFM case study – New East Manchester

society. The result is that we have a unique opportunity to influence outcomes and create benefits for these people.

By way of example, consider facilities management in a neighbourhood, residential setting rather than an office development. There is already an increasing trend to involve the FM discipline in operational aspects of residential planning, and some would argue that the profession is best placed to deliver genuine sustainability of these developments in their physical impact – ensuring that the physical environment does not deteriorate as has been the case in so many social housing schemes over the years.

Facilities management could become a leading agent in regeneration and in providing community infrastructure and services, and by creating a platform for skilled employment opportunities and training in trade skills. Further, it could provide the opportunity for genuine involvement of the communities in the design and

management of services and the urban environment. Research evidence is emerging to suggest that this is often a prelude to greater community pride and, for example, reduced levels of vandalism and abuse (Neighbourhood Renewal Unit, 2003).

Creating the ripple effect

New models, systems and tools, that put people and the environment at the centre of economic thinking, based on concepts of social capital (Putnam, 2000), are needed to underpin these developments in facilities management (Figure 3).

A better understanding of the social value of community facilities is needed and facilities managers will be required to align objectives to the positive social outcomes we are seeking to achieve, for example:

- *Community identity*. People with a sense of belonging.
- *Respect*. People who understand the difference between people's public and private personas (expressed through such qualities as politeness, courtesy and social responsibility).
- *Public and civic life*. People who are involved in networks, events, rituals, celebrations, culture and entertainment.
- *Socialability*. People who interact with one another.
- *Understanding*. People who understand and welcome the social conventions and values of others.
- *Friendliness*. People whose social networks are open, inclusive and ever-changing.
- *Tolerance*. People who welcome the differences in other people, both in individuals and groups (source: CABE).

The understanding of facilities management leverage (Alexander, 2006) should be extended beyond the impact on individual organisations and buildings, to recognise

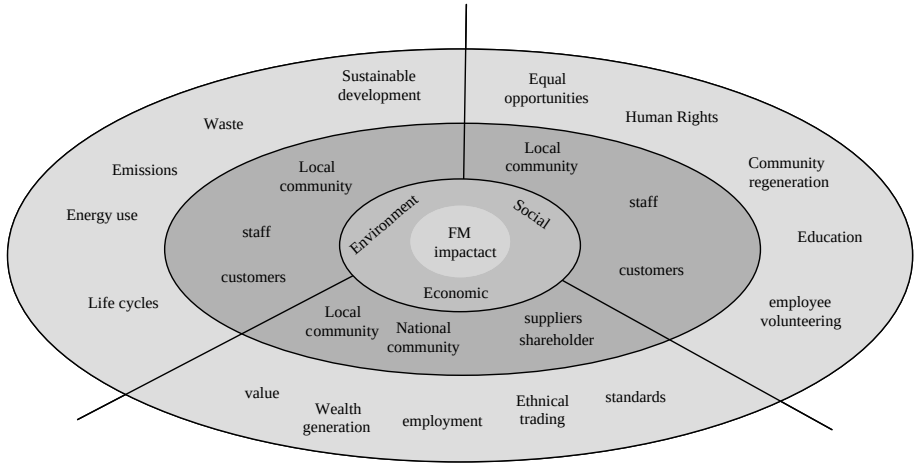


Figure 3.
The FM ripple effect

Source: Adapted from M Mclntosh Complexities of Corporate Citizenship (2003) (in turn originally from Androif and Mclntosh Perspectives on Corporate Citizenship, Greenleaf Publishing, 2001)

the full contribution that facilities make to the local economy and community. For example, our economic models should take into account the multiplier effect on local employment and consider the combined effect of facilities on direct, indirect and induced employment (Keynes, 1937).

The concept of a ripple effect can be used to explore and understanding the facilities management push outwards towards the community, or to consider where the socially responsible organisation wants to be and pulls those requirements. The more traditional approach considers the effects pushing outwards and addressing consequences further from the centre. A more current, enlightened view is to consider those outer circle requirements and pull the need from the FM at the centre.

The ripple effect enables us to consider the impact and effect of a facility placed in an existing environment, particularly the social dimension, plays out through communities affected from local to regional, national and global – the Geddes (1915) maxim of "think global, act local".

As the FM blue collar resource, are by nature and circumstance, a transient sector, the presence of a good employer within an area can send out ripples that force less good organisations to address their practices, as staff migrate to the better opportunities. Consider, for example, the impact of a new opened supermarket on the FM resources of hospital within a local ripple zone.

Indicators and performance measures have become an important element in the evolution of policy initiatives relating to sustainability and to reinvention of government. One of the key lessons is that, to be useful, indicators must be developed with the participation of those who will use and learn from them.

Innes and Booher (2000) developed indicators for sustainable communities and have proposed a strategy building on complexity theory and distributed intelligence. Their strategy for community indicators is based upon the conception that cities are like living organisms functioning as a complex adaptive system.

They show that different types of indicators are needed at strategic, tactical and operational levels. System performance indicators are required, at a strategic level, to provide feedback about the overall health of a community or region. At a tactical level, policy and program measures are required to provide policy makers with feedback about the operation of specific programs and policies. Rapid feedback indicators are required, at the operational level, to assist individuals and businesses to make more sustainable decisions on a day-to-day basis. There is no formula for how to develop a system of indicators. Each community and region should develop a system based upon their own circumstances and needs.

Facilities management organisations can be seen as communities of practice, and to function as complex adaptive systems. Complexity concepts can be applied directly to CbFM and lessons, emergence, connectivity, triggers for action, and tipping points considered.

A key point of reference in the adaptation and development of appropriate tools is the new economics movement. The new economics foundation (NEF) is committed to developing practical methodologies for community-based indicators, and promotes the use of innovative and participative performance management in the corporate, voluntary and public sectors. Other important dimensions of new economics include community finance, local money flows, participative democracy, corporate accountability and the global economy. NEF works in the UK and internationally

with a wide range of partners, and at all levels from the village hall to United Nations Plaza.

Blended values

Sustainability:

> … ensuring long-term business success while contributing towards economic and social development, a healthy environment and a stable society and community.

All organisations must balance the opportunities presented by economic growth and progress, with the need to protect natural resources and promote social equality. The DTI suggest that organisations have responsibility for recognising impacts on society; taking account of social, economic and human rights impacts; and the benefits of working in partnership with others.

Organisations also attempt to create value of one kind or another. In the past, there have been separate views of value – corporations have sought to maximise economic value, while public interest groups have sought to maximize social or environmental value.

But value is itself a combination, a "blend" of economic, environmental and social factors (Emerson, 2003), and maximizing value should take all three elements into account – minimising the negative impacts and, where possible, improving and enhancing our environment to ensure a better quality of life for everyone, now and for generations to come.

CSR or corporate citizenship is now a recognised business response to delivering sustainable development. CSR policies covering such areas as equal opportunities, compliance with laws and regulations, customer loyalty, staff motivation, reputation, responsibility, and health and safety.

Companies recognise that CSR creates real and measurable business benefits, including reduced business risk, enhanced company values, creation of goodwill, improved staff efficiency and morale and increased competitive edge, as well as the somewhat loftier goal of sustainability for the future of all people and the planet.

As well as these broad components of sustainability, as originally identified by Geddes (Stephens) and by proponents of sustainable development (Brundtland Report, 1987), there are important process elements to sustainability, concerned with accountability, transparency and engagement with stakeholders.

Together these factors cover the same broad aspects of responsible business: good governance, treatment of employees, impact on the environment, impact on local communities and business relationships with suppliers and customers.

Three main organisational factors have been identified (SustainAbility, 2001; UNEP, 2001) – governance and engagement, environmental focus and socio-economic development – and form a basis for assessment of the maturity of processes, and provide a framework for considering the main tenets of CbFM (Figure 4).

Facilities management as social and community enterprise

> A social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.

The joint work of Be and CFM (Brown, 2004), advocates the need for collaborative working within the built environment to promote the sustainability agenda, both

CbFM Framework

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place

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A framework for Community-based Facilities Management

Governance and engagement
This factor addresses the importance of sound business principles, transparency, values and ethics in governing an organisation and its engagement with stakeholders, regarding its sustainability issues.

At the highest level of maturity organisations should be accountable, transparent and fully engaged with employees, local communities and positive relationships with suppliers and customers.

Environmental Focus
This factor addresses the organisation's use of natural resources in the production of its goods or services and the importance of the organisation embedding environmental principles in its product or service development.

Organisations will have integrated processes for improving environmental impact and for design and development of products and services

Socio-economic development
This factor addresses the organisation's commitment to the capture of economic benefits within the community where the organisation is operating, as well as contributing to the economy, to the social development of the community (beyond economic development) and to providing a safe, high-quality work environment for its employees – including management and staff – and contract labour.

Organisations with mature processes will investment in, training and support to employees, local businesses, and community and monitoring impact on social development.

Source: CFM

Figure 4.
CbFM framework

longitudinal across the life of facilities and vertically amongst all the players involved in cycles of planning, design, management and use of facilities.

Teamwork, promoted by the business excellence movement (EFQM, 1999) and the development of self-managed teams, can be extended to community-managed facilities. The engagement of all stakeholders should be considered throughout the production and consumption, from facility concept.

Consider the high profile consequences of a lack of engagement with local communities during the feasibility stages of developing facilities, for example, the Clissold Centre (www.nottheclissoldcentre.co.uk) and construction traffic routes (St Barts) (Hospital trust drops bedside manner in dealings with protesters. Mark Gould, 10 August 2005 *The Guardian*, www.guardian.co.uk) – working against the very communities that will be required to deliver support services such as cleaning and catering.

In his paper to the Property and FM Futures Conference, Roberts (2004, op cit) adopted a "public" and "end client" perspective of public services support, rather than that of the service provider, moving to a demand-led rationale, with a transparent and collaborative alliance between service recipients and service suppliers (Figure 5).

Roberts outlined the two major trends, which emerged from the initiative. The first was the broadening and deepening of the engagement between the private and public sectors

CbFM case study:

Learning Lift Off

Awards for Excellence 2003 - Regional Finalist for Education and Lifelong Learning Award

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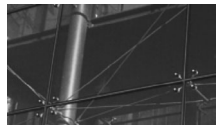


work

organisation:
Norfolk County Services Ltd

the organisation
Norfolk County Services Ltd is a facilities management company structured over 7 divisions, employing over 4000 staff across 3 counties (Norfolk, Suffolk and Cambridge).

the driver
Given the nature of the services provided by NCS (cleaning, catering, grounds maintenance, building maintenance, transport, print and environmental) and with a mainly blue-collar part time profile, literacy problems were reflected within the workforce.

cbfm
Learning Lift Off was launched in June 2001. It extends the opportunity to staff, their families and staff from Small to medium enterprises (SME) in the supply chain to improve their levels of literacy and take part in a variety of learning opportunities.
It is a collaboration between five Trade Unions, the Learning and Skills Council and the organisation, and aims to get non-traditional learners back to learning, and in particular to improve levels of basic skills in literacy and numeracy.

benefits
As a result of the programme the company reports a more motivated, engaged workforce. In an Employee Attitude Survey undertaken at the end of the year one of the project, overall staff satisfaction levels had improved by almost 20

impact
Since the project was launched over 700 staff and their families have taken part in some form of learning activity
In the first year of the project in the areas where there was uptake staff turnover fell by 12%

Education and Lifelong Learning Award for impact in education sponsored by Linklaters, in association with Department for Education and Skills and the National Association of Head Teachers.

Source

Business In the Community
http://www.bitc.org.uk/resources/case_studies/norfolk_county.html

Figure 5.
CbFM case study – Norfolk County Council

in the provision of community services. The second trend is not only more complex but also more radical – pulling together agencies responsible for social services, health services, voluntary services and community and media information services.

The paper discussed the best value programme which was committed to providing high quality services that citizen's value. The programme radically challenged the conventional organisation of public and voluntary services.

He also argued that the initiative has given new impetus to the debate on Urban FM – the idea that community management can be wholly externalised to professional service providers, responsible for investment and management of the public infrastructure and its associated services. Urban FM is simply a logical extension of the need to reinvest in community facilities and systems, and provide a flexible "platform" in which agencies and the private sector can come together in new and innovative settings for the benefit of the community. Private and community values need to be blended into common purpose (Figure 6).

Social enterprises (DTI, 2004) are formed to tackle a wide range of social and environmental issues and operate in all parts of the economy. By using business solutions to achieve public good, the UK Government believes that social enterprises have a distinct and valuable role to play in a helping create a strong, sustainable and socially inclusive economy.

Social enterprises are diverse, and include local community enterprises, social firms, mutual organizations such as co-operatives and large-scale organizations operating nationally or internationally. There is no single legal model for social enterprise. They include companies limited by guarantee, industrial and provident societies and companies limited by shares; some organisations are unincorporated and others are registered charities (DTI, 2004).

New forms of organisation and incorporation are emerging, e.g. the community interest company, to enable the new FM alignments and encourage new forms of public private partnership. Work to apply cooperative values and principles and new legal forms (e.g. limited liability partnerships) in creating a community-based facilities value chain to provide a vehicle that will allow private and community values to be blended into a common purpose.

Community-based facilities management

> The environment and sustainability is used to describe everything beyond the human sphere, as if there was a set of hard and fast barriers with us on the one side and "the rest of life on Earth" on the other (Porritt, 2004).

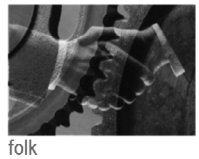
Executives around the world overwhelmingly embrace the idea that the role of corporations in society goes far beyond simply meeting obligations to shareholders (McKinsey, 2006). Executives are far less certain, however, that corporations adequately anticipate which socio-political concerns will affect them.

These executives also believe that the tactics, for example, lobbying and public relations that companies now use to meet such concerns are not the most effective ones. In addition, they think that the public will expect corporations to take on a significant role in handling the new pressures. Business executives across the world overwhelmingly believe that corporations should balance their obligation to shareholders with explicit contributions "to the broader public good." Yet most

CbFM case study:

mitchell & struthers
landscape solutions

Promoting Sustainability
at
Allerdale Borough Council



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cbfm

community based fm

place

work

organisation:
Mitchell and Struthers

the organisation
Mitchell & Struthers have been providing total landscape solutions for over fifty years. Mitchell & Struthers view themselves at the forefront of the changes in the industry toward Partnering, Prime Contracting and Open-Book Accounting and have been recently awarded "Best Private Sector Partner" by Allerdale Borough Council, Deliver 2 MOD Prime contracts and operate 4 Open-Book Contracts.

the driver
Mitchell and Struthers are developing sustainable models for the way in which we deliver grounds' maintenance and landscaping services, based on the fourteen year partnering contract with Allerdale Borough Council in Cumbria to maintain public parks, cemeteries, sports fields and open spaces. This reflects the Council's Vision and key objectives to improve the quality of life in the most deprived wards

cbfm
Commitment to local communities is best demonstrated through work with community enterprises. Rather than compete against small local concerns, M and S have developed partnerships with them and in all cases, provide management and supervision of their staff. The many benefits of this arrangement include: improved service standards, economies of scale, targeted training and improved Health and Safety & quality systems

As a company, Mitchell and Struthers encourage strategic supply chains with companies who demonstrate a commitment to quality. Building long term relationships invariably delivers higher quality products and value for money. Applying this at a local level, shared confidence allows our suppliers to grow with us and helps them create sustainable employment.

Mitchell and Struthers employ 10% of the workforce as apprentices equally split between horticultural and mechanical and support a growing demand for workplace placements from local schools helping young people chose careers.

source
Mitchell and Struthers Case Study
Web: http://www.mitchell-struthers.co.uk/

Figure 6.
CbFM case study – Mitchell and Struthers

executives view their engagement with the corporate social contract as a risk, not an opportunity, and frankly admit that they are ineffective at managing this wider social and political issue.

The global business community has increasingly embraced the idea that it plays a wider role in society. More than four out of five respondents agree that generating high returns for investors should be accompanied by broader contributions to the public

good – for example, providing good jobs, making philanthropic donations, and going beyond legal requirements to minimize pollution and other negative effects of business. Only one in six agrees with the thesis, famously advanced by Nobel Laureate Milton Friedman, that high returns should be a corporation's sole focus.

Addressing these social and community aspects is a difficult mindset to adopt within facilities management. Some would suggest that FM organisations will only respond when the client or end-user organisation requires a community or social focus to delivery, as in the case of public sector regeneration (Figure 7).

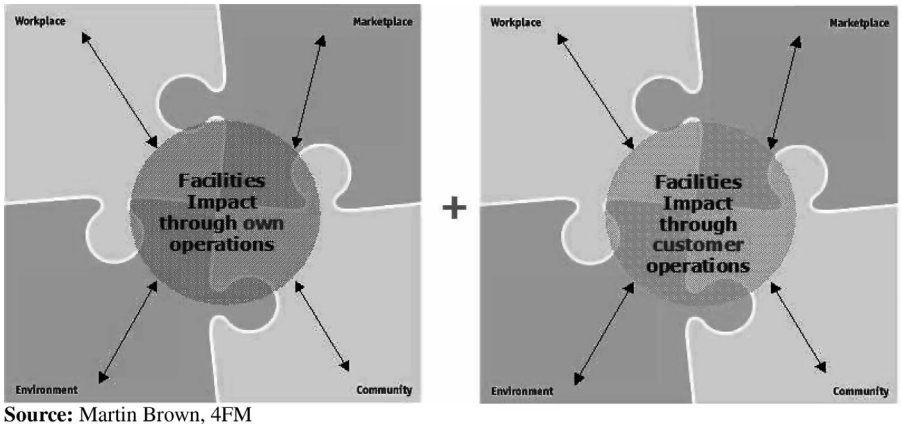
Current world interest and emphasis on environmental issues, sustainability and CSR has led most sectors to consider what it means for their sector, business or organisation. Facilities management is no exception to this, and often adopts a two-headed approach, one considering the activities it performs on behalf of its client and two, those activities which are part of its own operations (Ure and Hampton, 2004; Nicholson and Leiper, 2005). CbFM suggests the need for the development on a third front, for consideration of the social and community context in which these activities operate.

Where and how does FM play out through the paradigm of contributing to public good? This paper makes the case that an appreciation of CbFM is essential in assisting organisations move towards these new approaches.

This paper has introduced the underlying principles, concepts and processes of CbFM. It has identified its scope and outlined the need for the development of new models, systems and tools to support its development (Figure 8).

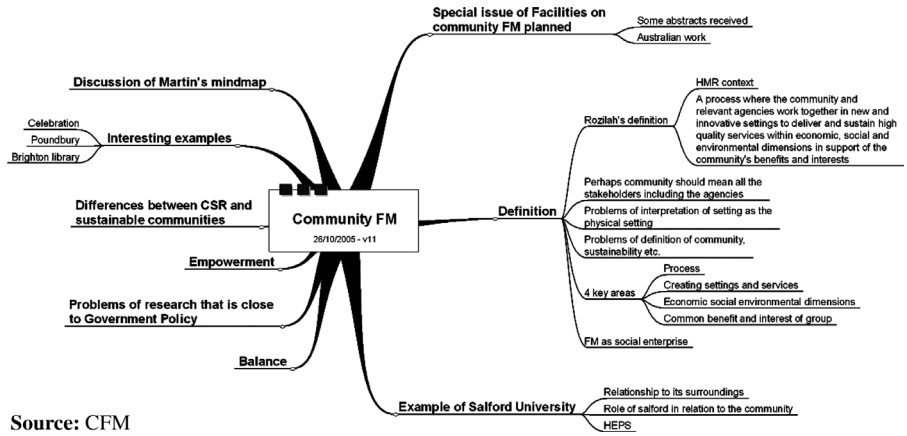
CbFM involves the management of facilities and the delivery of services to reflect the community and environment in which they reside and operate. The paper has addressed facilities management issues from a social and community perspective, and has introduced four key dimensions – the processes of engagement and collaboration amongst stakeholders, the creation of an enabling environment, balancing economic, social and environmental values to achieve prosperity and quality of life for the community.

Recognition of these dimensions provides a working definition of CbFM as (Figure 9):



Source: Martin Brown, 4FM

Figure 7.
Facilities impact – workplace, market place, environment and community



Source: CFM

Figure 8.
The scope of community-based FM

> . . . the processes by which all the stakeholders in a community work together, to plan, deliver and maintain an enabling environment, within which the local economy can prosper, quality services can be delivered and natural resources protected, in order that citizens can enjoy a quality of life.

As part of the development of a world-class framework for facilities management (Kaya *et al.*, 2004), CFM has begun to develop tools for the assessment of organisational responsibility (Figure 10).

The emerging tools assess the transparency of an organisation's processes for engaging with customers, employees, service partners and the community to manage economic, environmental and social impact and to deliver stakeholder value.

Address the three key dimensions – governance, socio-economic development and environmental focus and four impact areas – environment, workplace, social and economic.

The tool enables self assessment of five levels of performance that have been identified leading from compliance with statutory obligations and recommended standards, through measured performance against a balanced scorecard of economic, social and environmental factors, to an organisation that invests and develops for local economic benefit.

The implications for facilities management, for the development of the discipline, profession and market are profound and involve major shift of direction and emphasis from:

- organisation to community;
- workplace to neighbourhood;
- business service to community resource; and
- advocate of the user to advocate of the citizen.

This requires further development of the strategic role for the alignment of facilities to "business" and "community". Facilities managers can take a lead in issues of sustainability and CSR to foster corporate citizenship (Ure and Hampton, 2004). As process brokers (Hinks, 2000), they can promote and enable collaborative working

CbFM Vision:
The Knowledge Mill

Promoting Sustainability at Allerdale Borough Council

folk

cbfm

community based fm

place

work

Vision
One Central Park

The Knowledge Mill

Central Park is an ICT based urban business park designed to contribute to the regeneration of East Manchester by becoming a source of long term high value employment for local people

The vision of One Central Park is to create a new form of business park devoted to the conversion of new knowledge into high value goods and services designed,manufactured and delivered by the local community.

The aim of One Central Park is to be recognised as a source of well-founded business ideas, as a place where ideas can be tested technically and commercially, and a place to start up and incubate new businesses.

One Central Park will be an economic catalyst stimulating the creation of new jobs, new investment and new opportunities in the community of East Manchester. It will, through the training of local people and by attracting into its surroundings high earning ambitious men and women, raise the area's human capital and diversity and provide a firm foundation for long term economic growth, prosperity and personal fulfilment.

Just as the cotton mills of the Industrial Revolution stimulated a host of spin-off ideas, industries and opportunities, so the 'knowledge mill' of One Central Park can become an ideas production line that similarly leads to new high technology industries and opportunities

The Centre for Facilities Management has relocated to One Central Park to directly address the challenges presented by Community-based Facilities Management and to contribute to the vision, placing Facilities Management at the heart of the regeneration agenda.

www.onecentralpark.co.uk

Source: CFM

Figure 9.
CbFM case study – one central park

(both longitudinally and vertically). To promote the facilities contribution they will need the tools and metrics to demonstrate socio-economic benefit and environmental impact.

The government has acknowledged that the universities have a central role play in the promotion of sustainability through education, training, research and enterprise.

Case study: Univer-city as a sustainable place

(CbFM Case Study – Salford University (Source CFM))

	Organisational value	Excellence	Innovation	Sustainability
5	Organisational excellence -Redefine industry expectations	Service Excellence	Innovation Network	Corporate citizen
4	Ensuring the best support is provided	Service Quality	Innovation Chain	Socially responsible
3	Supporting an organisation to perform better	Service Performance	Knowledge Collaboration	Balanced performance
2	Enabling an organisation to perform better	Service Delivery	Knowledge Exchange	Environmentally aware
1	Minimum failure	Service Design	Information Transfer	Compliant

Source: CFM

Figure 10.
World-class FM framework

Higher education partnership for sustainability

The aims of the HEPS project were to establish a pioneering partnership group of Higher Education Institutions that are seen to be their achieving strategic objectives through positive engagement with the sustainable development agenda and to generate the tools, guidance and inspiration that will encourage the rest of the sector to do likewise.

The University of Salford, a member of the HEPS group, has recognised the need to progress toward a more strategic approach by addressing all contributions to the University's environmental, social and economic objectives in an integrated way and have developed a new sustainable development policy statement:

Sustainable development is a dynamic process that enables all people to realise their potential and to improve their quality of life in ways that simultaneously protect and enhance the Earth's life – support systems.

The university is committed to the principle of sustainable development and will, in the conduct of its activities, endeavour to:

- lead the way in promoting innovation in sustainable development through enterprise and research;
- place sustainable development at the heart of planning and decision-making in order to effectively manage ever- competing priorities;
- change the way people think in order to create a culture of sustainable development;
- help tomorrow's and today's decision-makers access the knowledge, skills and experience they need to apply sustainable solutions to the challenges of the future;
- foster partnership with the business community;

- take an active role in the regional economy, in the local community, in environmental protection, and in social inclusion.

www.forumforthefuture.org.uk

CbFM has already emerged in the educational curriculum, for example, as a Master's Training Module in FM and sustainability at Salford. It is also included in the EuroFM research agenda, and as a collaborative project with themes FM and regeneration, social inclusion and responsibility, urban FM and community-based planning. These themes are also reflected in this special issue intended to stimulate interest amongst researchers and reflective practitioners.

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