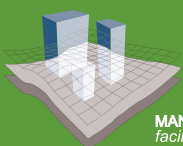


FACILITIES MANAGEMENT ACTION AGENDA
MANAGING THE
BUILT ENVIRONMENT
THIRD YEAR IMPLEMENTATION REPORT



RECOGNITION OF SUPPORTERS

The achievements of the Facilities Management (FM) Action Agenda would not be possible without the generous support provided by the organisations listed below. Our sincere thanks are extended to these organisations for their support.



Australian Government's Department of Innovation, Industry, Science and Research, formerly the Department of Industry, Tourism and Resources



MACQUARIE

RLB | Rider
Levett
Bucknall



Supporters of the FM Action Agenda web portal



Our thanks also go to the following organisations for their provision of financial support during the life of the FM Action Agenda:

- ANZ Banking Group
- CSIRO Corporate Property
- Investa Property Group
- ISS Facility Services
- Macquarie Bank
- Mirvac Group
- Brookfield Multiplex Services
- Murphys Group Services
- Resolve FM
- Rider Levett Bucknall
- Spotless Services
- Stockland
- Transfield Services



In this concluding third year Implementation Report we have provided both our annual progress report for 2007-08 and celebrated the extraordinary achievements of our team for many of whom this document represents many years of work. This Year 3 Report has been prepared by the Facilities Management (FM) Action Agenda Implementation Board which I am delighted to chair and which comprises an excellent mix of high quality, committed industry people.

In line with our 2005 strategic plan 'FM Action Agenda: Managing the Built Environment', we have continued to promote industry recognition across the four platforms of Innovation, Education & Training, Regulatory Reform and Sustainability as previously identified and with reference to the endorsed 20 Actions. Steady progress has been made toward the Facilities Management industry's vision of being "... the foremost contributor to a productive and sustainable Built Environment ..."

The FM Action Agenda has achieved its objective of increased recognition of the vitally important role that FM has to play in our quality of life.

I have only praise for the FM Action Agenda implementation team acknowledged herein. I am grateful for the contributions of my FM Action Agenda Implementation Board colleagues, our Recognition Working Groups volunteers, the CRC for Construction Innovation researchers, the FMA Australia Secretariat and our many industry supporters.

A handwritten signature in black ink, appearing to read 'John McCarthy', written in a cursive style.

John McCarthy

Chairman, FM Action Agenda Implementation Board

CONTENTS

FOREWORD	2	PART B – 2008 STATUS REPORT	23
PART A – OVERVIEW	4	Facilities Management in the Australian Economy	23
FM Action Agenda: Leadership	5	Action 1	23
FM Action Agenda Implementation Board	6	Action 2	24
FM Action Agenda Participants;	7	Innovation	24
• Communications Working Group	7	Action 3	24
• Innovation Recognition Working Group	7	Action 4	24
• Education & Training Recognition Working Group	8	Action 5	24
• Regulatory Reform Recognition Working Group	8	Action 6	24
• Sustainability Recognition Working Group	8	Education & Training	25
• FM Exemplar Project: Sydney Opera House	9	Action 7	25
• Other Departures	9	Action 8	25
FM Action Agenda: Implementation Phase	11	Action 9	26
Implementation Achievements & Highlights	12	Action 10	27
FM Action Agenda: 2008 Transition Plan Summary	18	Regulatory Reform	27
Recognition – FM as a business enabler	21	Action 11	28
		Action 12	28
		Action 13	28
		Sustainability	29
		Action 14	29
		Action 15	30
		Action 16	30
		Action 17	30
		Implementation	31
		Action 18	31
		Action 19	31
		Action 20	32
		FM Exemplar Project: Sydney Opera House	33
		PART C – APPENDICES	35
		Industry Presentations & Forums	37
		Abbreviations & Acronyms	39
		Dept. of Education, Science & Training Glossary Definitions	40

A Vision for the Facilities Management Industry

“The facilities management industry will be the foremost contributor to a productive and sustainable Built Environment through excellent and innovative management of facility services.”
FM Action Agenda’s Strategic Industry Leaders Group (2005).

***“It’s not the strongest
species that survive,
nor the most intelligent,
but the most responsive
to change ...”***

Charles Darwin (1809 – 1882)

Background

Following representations by the Facility Management Association of Australia (FMA Australia) on behalf of the industry, the Australian Government announced the Facilities Management (FM) Action Agenda on 19 January 2004.

The Minister for Industry, Tourism and Resources, the Hon Ian Macfarlane MP appointed a Strategic Industry Leaders Group (SILG) which first met on 31 March 2004. Chaired by John McCarthy the SILG consisting of 15 representatives with expertise across a wide range of the facilities management industry. The SILG determined the need to raise the awareness about the facilities management industry and in April 2005 published a strategic plan with a 20 point action plan for industry recognition and development. The plan was entitled ‘FM Action Agenda: Managing the Built Environment’ and identified the following five focus areas;

- innovation
- education & training
- regulatory reform
- sustainability
- communications

The SILG resolved to create an FM Exemplar Project to research and selected Sydney Opera House and engaged with the CRC for Construction Innovation to achieve innovative FM strategies and models that will showcase improved FM performance and promote best practice.

In August 2005 the Hon Ian Macfarlane MP appointed the FM Action Agenda Implementation Board with John McCarthy as Chairman and Stephen Ballesty as Deputy Chairman. The Board is comprised of a number of members from the former SILG members and additional industry leaders who collectively represent a wide cross-section of the industry

and have both the expertise and commitment to drive the FM Action Agenda throughout the implementation phase.

The full 2005 strategic plan FM Action Agenda: Managing the Built Environment and the first and second year, 2006 and 2007 respectively, Implementation Phase annual reports can be accessed via the FMA Australia website at www.fma.com.au



“The FM Action Agenda has been remarkably successful, achieving on multiple initiatives, contributing significantly to the body of FM industry knowledge and demonstrating Australia’s leadership in the FM profession globally.”

**John McCarthy, FRICS
Chairman, FM Action Agenda
Chairman, CRC for Construction
Innovation
Committee Chair at the Triennial
CIB World Building Congress
Chairman, AEH Group**

FM ACTION AGENDA LEADERSHIP

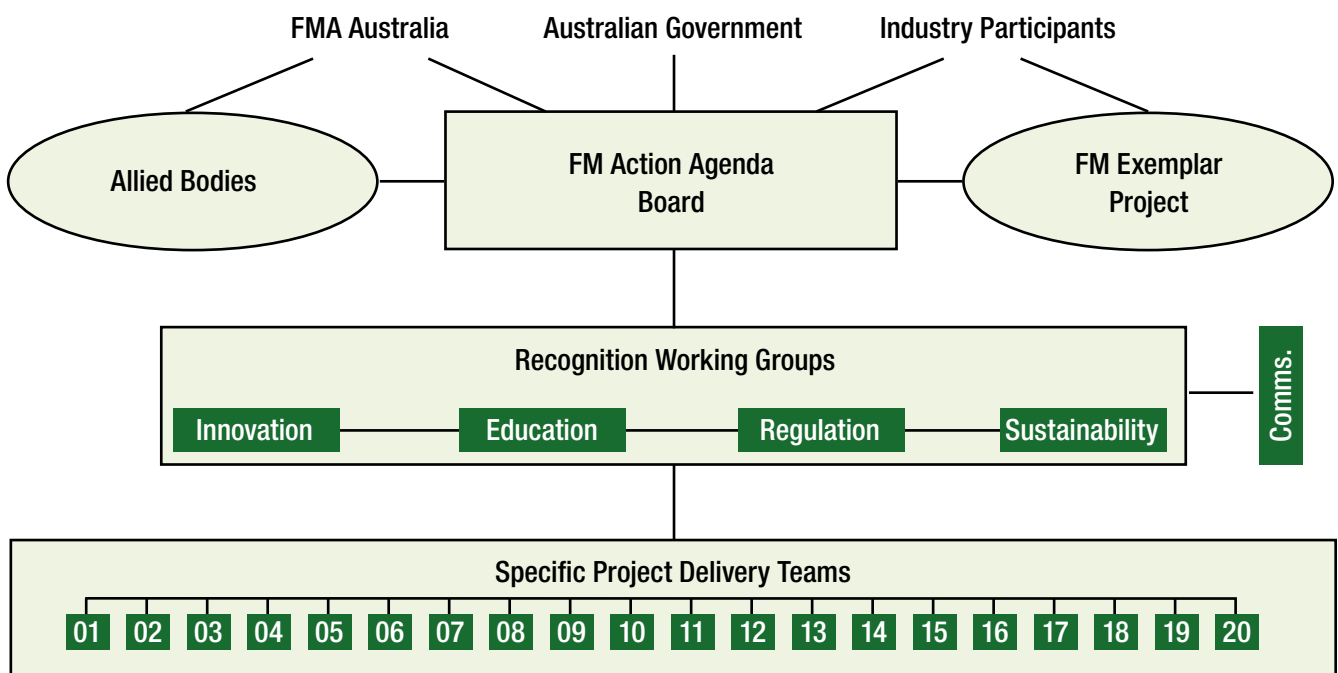
Industry and Government Collaboration

During 2007-08 some 55 individuals from 52 organisations were involved in the FM Action Agenda's implementation phase, most as volunteers. Significantly 28 of those individuals are acknowledged in this report, many of those have been involved for the entire 36 months duration of the implementation phase, and for some the journey has been even longer. This level of commitment combined with the outstanding support the FM Action Agenda has enjoyed from the private and public sector stakeholders and industry bodies locally and abroad is testament to the importance of the issues and the quality of our people.

*"If I have seen further
[than certain other men]
it is by standing upon the
shoulders of giants."*

Sir Isaac Newton (1642–1727)

The following is a diagrammatical representation of the organisational structure of the FM Action Agenda Implementation Board, the Recognition Working Groups and the Specific Project Delivery Teams. The structure has been widely communicated to government and industry at large via the web, media and presentations locally and overseas.



Source: FM Action Agenda: the Australian Government and industry working together for improvement presentation by Stephen Ballesty.

FM Action Agenda Implementation Board

Meeting quarterly, the Implementation Board and Secretariat consist of the following:

John McCarthy	Chairman, AEH Group Chairman, FM Action Agenda Implementation Board
Stephen Ballesty	Managing Director Advisory, Rider Levett Bucknall Deputy Chairman, FM Action Agenda Implementation Board FM Exemplar Project Leader Communications (WG Chair)
Mark Gerdovic	Group General Manager IFS, ISS Facility Services Regulatory Reform
Dr Michael Green	General Manager, Manufacturing Innovation Branch, Manufacturing Division, Department of Innovation, Industry, Science and Research
Emlyn Keane	National Operations Manager, AMP Capital - Office & Industrial Innovation
Karen Lyon Reid	Executive Director, Queensland Government Accommodation Office, Queensland Department of Public Works Innovation (WG Chair)
Jon McCormick	Managing Director, Brookfield Multiplex Services Sustainability (WG Chair)
Richard Mayes	Head Facilities Management, Reserve Bank of Australia Education & Training (WG Chair)
Naomi Nielsen	General Manager – Facilities, Campus Living Villages Education & Training (WG Vice Chair)
George Spink	Executive General Manager Facilities Management, Transfield Services Innovation (WG Vice Chair) & FM Exemplar Project
George Stamas	Director, GJK Facility Services Communications (WG Vice Chair)
Tony Staveley	Director, Balance Corporate Property Regulatory Reform (WG Chair)

FM ACTION AGENDA

Secretariat

David Duncan	CEO, Facility Management Association of Australia Secretariat
Detlef Jumpertz	Manager of the Building Policy Section, Manufacturing Division, Department of Innovation, Industry, Science and Research
Michael Flaherty	Building Policy Section, Manufacturing Innovation Branch, Manufacturing Division, Department of Innovation, Industry, Science and Research

We wish to thank all of our volunteers for their contributions and their organisations for supporting them in the delivery of the FM Action Agenda during 2007-08.

FM Action Agenda Participants

Communications Working Group

Group Chair Stephen Ballesty, Managing Director | Advisory, Rider Levett Bucknall

Group Members

George Stamas	(WG Vice Chair) Director, GJK Facility Services
Dean Campbell	Commercial Director, ISS Facility Services
David Duncan	CEO, Facility Management Association of Australia
Kerry Lodge	Associate Director – Corporate Real Estate Services, Savills Australia
John Kocic	Client Relationship Manager, Maunsell Australia
Duncan Waddell	Managing Director, FM Intelligence

Innovation Recognition Working Group

Group Chair Karen Lyon Reid, Executive Director, Queensland Government Accommodation Office,
Queensland Department of Public Works

Group Members

George Spink	(WG Vice Chair) Executive General Manager, Transfield Services
Paul Akhurst	Facilities Director, Sydney Opera House
James Calder	Director, Woods Bagot
Mark Farrell	Managing Director, MDF Group
Vyt Garnys	Managing Director, Cetec
Emlyn Keane	National Operations Manager, AMP Capital - Office & Industrial
Mike O'Shea	Director, Currie & Brown (Aust)
Mark Slater	General Manager FM Services, Laing O'Rourke

Education & Training Recognition Working Group

Group Chair

Richard Mayes, Head of Facilities Management, Reserve Bank of Australia

Group Members

Naomi Nielsen	(WG Vice Chair) - General Manager - Facilities, Campus Living Villages
AnnMaree Bullard	Professional Development Manager, Facility Management Association of Australia
Bernie Galletti	Manager, Property Services Programs, TAFE NSW
Craig Langston	Professor of Construction and Facilities Management, Bond University
David Leifer	Coordinator, Graduate Programme in Facilities Management, University of Sydney
Martin Leitch	CEO, fmedge Facility Management Training
David Magee	Senior Project Manager, Construction and Property Services Industry Skills Council
Alison Theobald	Senior Consultant, Wallage Executive
Clive Warren	Senior Lecturer, School of Geography Planning & Architecture, University of Queensland

Regulatory Reform Recognition Working Group

Group Chair

Tony Staveley, Director, Balance Corporate Property

Group Members

Warrick Smith	(WG Vice Chair) Director, LinAle Services
Nicholas Ferrara	Director, Rider Levett Bucknall
Mark Gerdovic	Group General Manager IFS, ISS Facility Services
Anthony Herron	Consultant, Tress Cox
Steve Jones	Director, Commercial & Facilities, Australian Sports Commission
Lou La Delfa	Director, BSE Consulting Group
Paul Micallef	Managing Director, Australis Facility Management
Mark Murphy	Managing Director, Murphys Group Services

Sustainability Recognition Working Group

Group Chair

Jon McCormick, Managing Director, Brookfield Multiplex Services

Group Members

Michael Silman	(WG Vice Chair), Head of Premises & Facilities, Macquarie Bank
Tony Ceapa	National Account Manager, Energy Conservation Systems
David Hood	Chairman, David A. Hood & Associates
Peter Hilderson	Director of Engineering & Operations, Management Solutions Australasia
Allan Kull	National Project Manager, Programmed Maintenance Services
Lou La Delfa	Director, BSE Consulting Group
Graham O'Loughlin	Director, O'Loughlin Consultants
Brian Purdey	Managing Director, KODO Pacific
Peter Scott	Manager, Office Facilities, Woodside Energy
Phil Warren	Executive Manager – Development, Transfield Services

FM ACTION AGENDA

FM Exemplar Project: Sydney Opera House Team

Project Completion was achieved in the FM Action Agenda second year implementation by the end of 2006. Our thanks go to the Project Completion Team, including Stephen Ballesty (Project Leader), Paul Akhurst, Selwyn Clark, Lan Ding, Robin Drogemuller, Andrew Frowd, Alan Griffiths, Janet Henriksen, Kylie Legge, David Leifer, Chris Linning, Sunil Madan, David Marchant, John Mitchell, Hans Schevers, Dirk Schwede, Peter Scuderi, Gary Singh, George Spink and Ron Wakefield.

Other Departures

The FM Action Agenda Implementation Board wishes to acknowledge and thank Michael Silman who resigned during Year 3 from the Implementation Board for his contribution during 2005-07. We also wish to thank those Working Group and Project Delivery Team members who completed their service during Year 3 including; Aurora Fonte, Bede Foley, Andrew Frowd, Martyn Jackson, Kirsten Smith, Rodney Timm and Jane Webster.



Rosario Marin, Secretary of the State and Consumer Resources Agency for the California Government as the leader of Governor Arnold Schwarzenegger's Green Action Team responsible for implementing a policy aimed at 'greening' the state, opened IFMA's California Sustainability Mayday 2008 event in Sacramento where the Australian FM Action Agenda was showcased in Stephen Ballesty's keynote address.

Rosario will also be a keynote speaker at SB08 World Conference to be held in Melbourne, Australia in September 2008.



FM ACTION AGENDA IMPLEMENTATION PHASE

The FM Action Agenda represented a unique collaboration between FM industry participants, the Australian Government and FMA Australia. The 36 month implementation phase commenced in 2005, and concluded on 30 June 2008, and was the responsibility of the FM Action Agenda Implementation Board.

The Implementation Board has maintained its stakeholder diversity and met at least quarterly for the past three (3) years with 12 Ministerial appointed volunteer industry leaders plus Government representatives and an FMA Australia secretariat. The Board has adhered to the FM Action Agenda's 2005 strategy and 20 point action plan, with some minor scope modifications and / or redefined the deliverables in response to market conditions.

The implementation phase has taken a multi-pronged approach to enhancing the recognition of the FM industry and removing impediments to its growth across the following platforms as four (4) Recognition Working Groups:

- Innovation – Improved appreciation of facility life cycles, greater understanding of the key drivers of workplace productivity, and the improved application of information technology.
- Education and Training – Improved access to dedicated FM education and training opportunities and creating clear career pathways into the profession.
- Regulatory Reform – Explore opportunities to harmonise cross jurisdictional regulatory compliance requirements that have an efficiency impact on FM.
- Sustainability – Improved utilisation of existing knowledge and the development of tools and opportunities to improve the environmental performance of facilities.

A Communications Working Group has also been maintained with the dual liaison objectives of internal co-ordinations and external promotions. Each of these five (5) groups have been lead by Board members and resourced by energetic industry volunteers. In Year 3 these groups have involved some 55 individuals from 52 organisations.

In addition the Implementation Board committed to the completion of the FM Exemplar Project: Sydney Opera House as scoped with the CRC for Construction Innovation, together with selected research and industry partners involving some 25 individuals from 10 organisations. During 2007 the FM Exemplar Project published two (2) research study summary reports; 'FM as a business enabler' and 'Adopting BIM for facilities management', and received multiple industry awards.

This third annual and concluding report details the FM Action Agenda's progress and achievements during 2007-08, together with a Transition Plan so that others can continue the FM Action Agenda legacy.

The DITR has supported the following projects in relation to the implementation of the FM Action Agenda:

- Statistics Report on the Facilities Management Industry (2004) and subsequent 2007 update
- Strategic Phase publication "Managing the Built Environment" (2005)
- Development of the FM Action Agenda web portal (2005-06)



"The FM Action Agenda has delivered unprecedented recognition and far reaching innovation that will benefit the FM industry into the future. I'm in awe of the public and private sector support and voluntary effort that has made this ground breaking initiative possible. A new standard has been set for collaborative relationships delivering tangible outcomes for FM associations globally. FMA Australia looks forward to continuing this tremendous work."

**Andrew McEwan,
Chairman, FMA Australia
Director - Planning, Queensland
Urban Land Development
Authority**



“We know ‘If you cannot measure it, you cannot improve it’, the benchmark that is the FM Action Agenda will do much to promote the understanding and value of Facilities Management which remains a mystery to many, yet offers so much.”

Stan Mitchell
Founding Chairman, Global FM
Past Chairman, British Institute of
Facilities Management
Chair, British Standards Institute
FM Committee
CEO, Key Facilities Management,
Scotland

Significant progress has been made throughout the three year Implementation Phase against the 20 point action plan of the FM Action Agenda, major achievements are as at 30 June 2008 summarised under each of the key areas.

Facilities Management in the Australian Economy

The statistical profile of the Facilities Management industry’s contribution to the Australian economy as prepared by Access Economics in 2004, was updated with 2005-06 data and released in September 2007.

This report which identified FM activities was concerned only with the servicing of buildings as provided by both in-house FM personnel and outsourced FM service contractors. Business specific operating costs of facility occupants were excluded. Access Economics found the boundaries of the industry were not precisely defined. For example, while all servicing of buildings used by educational and hospital facilities have the potential to be covered by FM contracts, there is some arbitrariness in deciding where to draw the boundaries on the sizes of office buildings, retail centres and multi-unit residential buildings that are to be included. As a general rule, where Access Economics has had to make a judgement on these matters, they generally erred on the side of understating the size of the FM industry.

Table 1: Facilities Management Contribution to the Australian Economy (2005-06)

Facilities Management Contributions	Value Added (\$m)	GDP (\$m)	Employment ('000)
Direct management component	2,149	2,203	14
Direct service supplier component	6,069	6,221	99
Total direct	8,218	8,424	112
Direct share of Australian economy	0.9%	0.9%	1.3%
Total indirect	5,382	5,516	6837
Combined direct and indirect	13,601	13,941	180
Combined share of Australian economy	1.5%	1.4%	2.1%

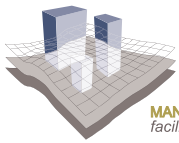
Source: Access Economics (2007)

The Australian FM industry directly accounted for \$8.2 billion of gross value added, \$8.4 billion of GDP, and the (full time equivalent) employment of about 112,000 persons in 2005-06. The direct results include both FM management and FM service suppliers. This represents 0.9%, 0.9% and 1.3% of the corresponding gross value added, GDP and employment totals for the Australian economy.

In addition, the FM industry indirectly contributed \$5.4 billion of value added and \$5.5 billion of GDP, and accounted for indirect (full time equivalent) employment of 68,000 persons. Combining the direct and indirect contributions, in 2005-06 the FM industry contributed \$13.6 billion of value added, \$13.9 billion in GDP, and (full time equivalent) employment of 180,000 persons. The combined contribution represents 1.5%, 1.4% and 2.1% of the corresponding gross value added, GDP and employment for Australia.

Communications

The Implementation Board members, the Communications Working Group and the Recognition Working Groups have all worked tirelessly to engage government, industry bodies and the education sector through the delivery of presentations and material for the media to advance the objectives of the FM Action Agenda and the facilities management industry as a whole.

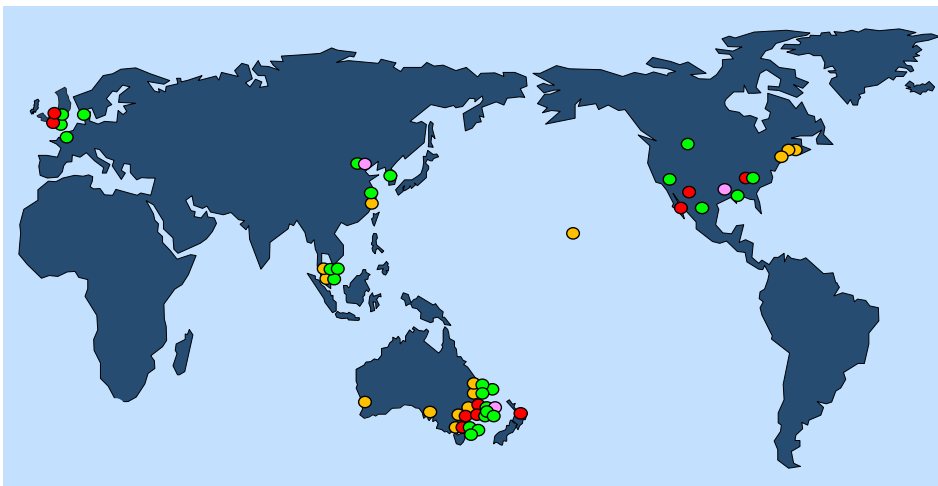


MANAGING THE BUILT ENVIRONMENT
facilities management action agenda

2006 saw the launch of the FM Action Agenda's distinctive logo, depicting the intrinsic integration of the natural and built environments. The FM Action Agenda's independence and commitment to information was demonstrated with the

establishment of our own dedicated website www.fmactionagenda.org

Industry presentations and media releases continue to profile our unique collaboration between government and industry, both here and abroad, and during the 2007-08 year alone the achievements of the FM Action Agenda and findings of the FM Exemplar Project: Sydney Opera House have been presented to industry audiences in Brisbane, Gold Coast, Melbourne, Sydney, and internationally in Atlanta, Beijing, Calgary, Copenhagen, Kuala Lumpur, New Orleans, Sacramento, Seoul, Manchester, Phoenix, Shanghai and Singapore, with presentations being confirmed for the latter half of 2008 in Beijing, Dallas and Sydney. The FM Action Agenda has also achieved a significant profile in many media outlets and publications including a regular feature in FMA Australia's Facility Perspectives quarterly magazine.



Some locations may have received multiple presentations but only one per year.

● Year 1 (2005-06) ● Year 2 (2006-07) ● Year 3 (2007-08) ● Confirmed (2008-09)

Multiple web links for the distribution via download of the FM Action Agenda materials and the FM Exemplar Project: Sydney Opera House reports. The first non FM Action Agenda participant in 2007 to make these reports available being the IFMA Foundation www.ifmafoundation.org



“On behalf of IFMA, I congratulate the association-industry-government partnership in Australia for launching and accomplishing several phase-one initiatives of the FM Action Agenda. Noteworthy progress includes: the FM Innovation Forum, facility management education, regulatory reform and advancing sustainable facility operations. This encompassing collaborative agenda undoubtedly is the “gold standard” for other global agendas yet to come. Australia should be proud of this great success story.”

**Gary P. Broersma, CFM
Chairman, International Facility Management Association
Director Global Facility Management, Covance (USA)**



“Management is the new black ... a well-run building benefits owners and occupants alike. The Property Council supports the FM Action Agenda because it aims to improve the management of buildings and thereby deliver multiple dividends.”

**Peter Verwer
CEO, Property Council of Australia**

Innovation

The FM Action Agenda web portal was launched at the FMA Australia’s annual conference, **ideaaction** 2006, in Canberra. Following on from a web-based FM Innovation survey in February 2007, this Recognition Working Group identified focus topics for the development of an FM Innovation Forum. FMA Australia hosted an Innovation Round Table breakfast at **ideaaction** 2007 in Sydney, allowing industry leaders to exchange ideas on potential research projects. The survey findings and outcomes of these collaborations was a clearly defined need for FM Innovation focused on services procurement, workplace productivity and sustainable environments.

Key themes which have been progressed by our Project Delivery Teams with a view to developing industry guideline publications have included;

- Services Procurement in the FM marketplace as an issue substantially expressed in financial terms and yet has a huge multiplier in terms of environmental and social impact. Therefore, it is vital that the FM industry moves towards implementing sustainable procurement principles that establish relationships and commercial models where contractors are encouraged to focus on long term productivity and sustainability objectives. Research has been undertaken focusing on such relationships and models considering risk-reward mechanisms and associated key performance indicators structured to encourage improved behaviours and stimulate innovation.
- Workplace Productivity and the benefits associated with improved indoor ecology, reflecting the increasing corporate, government and industry association interest in this vital area and its potential economic contribution. A project has now been established which assesses the productivity measurement methodology obtained from the Healthy Buildings Forum in Lisbon, Portugal against recent productivity case studies undertaken in projects across Australia. The result of this project will be published as performance measures and best practice benchmarks based on existing and new Australian and International data to raise awareness of productivity issues.

Education and Training

This Recognition Working Group has engaged with FMA Australia and the Construction & Property Services Industry Skills Council (CPSISC) as part of a broader campaign to raise the profile of facilities management across the educational spectrum. At the Vocational and Technical Education (VTE) level a pilot scheme for an ‘FM Certificate IV traineeship program at VET level’ with involvement of industry partners has been investigated.

The FM Action Agenda has established an FM Education & Training framework intended to encourage greater collaboration between the Higher Education and VTE sectors. The innovative project’s scope was confirmed with the piloting of one identified functional area, being Sustainability, within this framework. UNE Partnership, University of Sydney and Brookfield Multiplex will collaborate on a ‘Workplace Training on Sustainability’ program which will commence in July 2008.

During the life of the FM Action Agenda we have seen the establishment of Australia's first undergraduate FM degree programs; combined Bachelor of Construction Management / Bachelor of Facilities Management at Deakin University (March 2007); Bachelor of Property and Sustainable Development (with a major in Asset and Facility Management option) at Bond University (September, 2007); and Bachelor of Built Environment (with a major in Facilities Management option (March 2008) at Holmesglen Institute of TAFE. Other institutions are increasingly introducing FM subjects. All subject to minimum enrolments. Discussions have also progressed with other educational providers, including the prospect of online degree programs.

Further opportunities for FMA Australia to participate at Careers Expos and support IFMA Foundation scholarships have been pursued as a means of informing and encouraging those interested in FM related career paths.

Regulatory Reform

Lack of cross jurisdictional harmony between state and territory regulatory requirements adds significant FM costs to national property portfolios. In response, this Recognition Working Group have undertaken an intensive program of identifying and cross referencing legislation into tabular formats for nine (9) regulatory issues across multiple legislative jurisdictions in order to develop a National Regulatory Protocol recommendation for uniformity. The Working Group has developed a pilot project to demonstrate the benefits of developing FM compliance guides to assist owners, tenants and managers better appreciate the strategic role of FM and the benefits of cross jurisdictional harmonisation of compliance requirements.

The Working Group's focus has been on identifying legislation across each State and the Commonwealth, together with commenting on inconsistencies, and proposing recommended uniformity. However to simply set about compiling a list of legislation would not answer industries need. The adoption of a framework and the identification of minimum appropriate standards based on reviewing the commonality of existing regulations across all tiers of government is recommended. Each area of legislation being referenced to enable it to be readily searchable on a web enabled data base providing clarity on the requirements and reporting processes is needed to enable an ease of understanding of specific risks and efficient compliance.

Maintaining regulatory simplicity and currency will allow evolution into a uniform set of industry Acts and Regulations to evolve. A common compliance information portal could be maintained to ensure the evolution of uniformity in the controls, legislation and regulation by a commitment from industry and government to allow updated legislative changes and standards to be communicated to all those responsible for Managing the Built Environment.



“Australia has taken the FM Industry to a new level of recognition with the development and implementation of the FM Action Agenda. The IFMA Foundation proudly supports the ongoing efforts of those committed to this endeavour and embraces their vision for the FM Industry to be the foremost contributor to a productive and sustainable Built Environment.”

**Melissa Van Hagan, CFM, CFMJ
Chair, IFMA Foundation
VP – Senior Facility Manager,
Bank of the West (USA)**



“EuroFM applauds the achievements of the Australian FM Action Agenda. Your contribution to FM recognition and education will lead towards common understanding of key issues across borders in a changing and challenging world.”

**Albert MM Pilger, CFM,
IFMA Fellow
Chairman, EuroFM
CEO, Pilger Facility Management
GmbH, Austria**

***“We shape our buildings;
therefore, they shape us”***

**Sir Winston Churchill
(1874 – 1965)**

Sustainability

The role of FM in meeting the sustainability challenge is being acknowledged by individuals and organisations realising that their actions have consequences, governments in their policy platforms and organisations recognising the environmental, social and financial benefits of creating and maintaining Green Buildings. This Recognition Working Group have through relevant forums collaborated with ASBEC, CRC for Construction Innovation, Department of the Environment & Water Resources, FMA Australia, GBCA, PCA and, TEFMA. In particular, we have promoted the FM Industry’s role in reducing greenhouse gas emissions through improved energy usage within a sustainable Built Environment. Specific contributions have been made to a range of research projects, forums and publications over the past three years.

The proposed deliverable for industry is ‘A Practical Guide to Sustainability for Operational Facility Managers’. It is envisaged this Guide will provide a simple and practical framework with which facility managers can implement sustainability measures and assist the FM Industry to play a significant role in a sustainable future. This Guide will be published shortly by FMA Australia.



“The successful development and implementation of the FM Action Agenda now enables the Australian FM industry to integrate and embed sustainability across all of its’ strategic areas. Exciting opportunities are ahead in the next step of the journey towards sustainability in the Built Environment.”

**Monica Vandenberg,
Executive Director, Australian
Sustainable Built Environment
Council**

FM Exemplar Project: Sydney Opera House

The FM Exemplar Project: Sydney Opera House was initiated by the Australian Government's FM Action Agenda, as part of a strategic framework for managing the built environment. The research, was supported by the Department of Industry, Tourism and Resources, and undertaken by the Cooperative Research Centre for Construction Innovation in collaboration with FMA Australia, Sydney Opera House, Transfield Services, Brisbane City Council, Queensland Department of Public Works, CSIRO, Queensland University of Technology, The University of Sydney and Woods Bagot. The project was led by Rider Levett Bucknall on behalf of the CRC for Construction Innovation and FM Action Agenda.

The FM Exemplar Project: Sydney Opera House was completed late in 2006, with the final report integrating the Digital Modelling, Services Procurement and Performance Benchmarking research streams entitled 'FM as a business enabler' published in February 2007. This was followed by a second publication in April focused on the Digital Modelling outputs entitled 'Adopting BIM for facilities management'.

In May at the **ideaaction** 2007 conference gala dinner in Sydney, the CRC for Construction Innovation received the FMA Australia - Rider Hunt Terotech Industry Achievement Award for excellence in facility management strategy and practice for their work on the FM Exemplar Project: Sydney Opera House. The Digital Modelling component of the FM Exemplar Project research also featured in two recent Arup-sponsored international awards – the Jury's Choice category of the American Institute of Architects (AIA) Technology in Architectural Practice (TAP) 2007 Building Information Model (BIM) awards, and the Bentley Awards for Excellence 2007 award for BIM in multiple disciplines.



Photo used with the permission of the Sydney Opera House.



“The leadership of the FM Action Agenda is to be congratulated as a bright example of the innovation and collaboration that we can achieve together to shape the future of our industry. The Association of Consulting Engineers Australia was delighted to recognise the FM Exemplar Project: Sydney Opera House as the Project of the Year at our 2007 ACEA Awards For Excellence.”

**Megan Motto
CEO, Association of Consulting
Engineers Australia**

FM ACTION AGENDA TRANSITION PLAN SUMMARY

The following provides a summary of the 20 Actions achievements, deliverables and recommendations;

	FM Action Agenda Items	Achievements during 2005-08 Implementation	Deliverables as at 30/06/2008	Recommended Future Actions
1	Annually update data on the facilities management industry's contribution to the Australian Economy.	Access Economics' "2004 Statistical Analysis of the FM Industry" and 2005-06 Update Report.	Access Economics' 2005-6 Statistical Analysis of the FM Industry issued in September 2007.	Future maintenance and updates to be facilitated by FMA Australia.
2	Consult with the Australian Bureau of Statistics (ABS) with a view to obtaining improved data for the facilities management industry.	Initial consultation undertaken with DITR's assistance.	ABS application handover report. Innovation	Application to ABS by FMA Australia. Innovation
Innovation				
3	Establish a Facilities Management Innovation Forum for the facilities management industry.	FM Innovation Forum held in Sydney in May 2007. Request for case studies in February 2008 seeking process, product, service, supply chain and commercial innovation.	FM Innovation Forum and case study research handover report(s). Consideration to be given to links to other Recognition Working Group platforms: Education & Training, Regulatory Reform and Sustainability.	FM Innovation Forum expansion, eg. capital city seminar series 'what is innovation?' to facilitate information exchange and promote vocational training by FMA Australia.
4	Establish a web portal for the facilities management industry to disseminate information and provide feedback on innovation, education and training, regulatory issues, and sustainability.	FM Action Agenda website established in June 2006, and sponsored by industry and maintained by WinterComms thereafter.	Web portal handover report to outline the scope, structure and requirements of a common FM industry web portal.	Further work on content and development by WinterComms under the direction of FMA Australia as host.
5	Promote the benefits of innovation and encourage greater industry collaboration and investment in research and development.	FM Innovation Forum held in Sydney in May 2007 to workshop ideas and identify potential Innovation Project themes. FMA Australia Industry Productivity Workshop to be held at Optus, North Ryde in 2008 (date to be confirmed). Draft report submitted for approval.	Innovation Projects research and handover reports for: 1. Procurement – draft for edition 1 for a printed or website FMA Australia booklet. 2. Productivity – draft for edition 1 for a printed or website FMA Australia booklet. 3. Sustainability – refer Actions 14 below.	Further work on content and development of case studies under the direction of FMA Australia as publisher. Investigate sources of research funding from government and industry, and seek to collaborate with allied industry research groups such as the CRC for Construction Innovation and the IFMA Foundation.
6	Highlight the contribution that facilities management makes to productivity by establishing performance measures and 'best practice' benchmarks, incorporating client input, with a specific focus on improving workplace productivity.			Productivity – Stage 2 proposal to be submitted via Australian Research Council grant, involving industry partners Queensland Public Works, Queensland University of Technology, CETEC, Woods Bagot and FMA Australia.
Education & Training				
7	Work with the Construction and Property Services Industry Skills Council (CPSISC) to support the provision of Vocational Education and Training (VET) for the facilities management industry.	CPSISC relationship developed and industry partners identified delivering draft FM Competencies framework.	FM Competencies set with VET focus and handover report.	Implementation of a Pilot scheme for an 'FM Certificate IV traineeship program at VET level' with involvement of industry partners including AMP Capital, Brookfield Multiplex, Reserve Bank, Stockland, Transfield and Tungsten. FMA Australia to seek CPSISC support and RMIT – TAFE involvement (as an RTO).

FM ACTION AGENDA

TRANSITION PLAN SUMMARY

	FM Action Agenda Items	Achievements during 2005-08 Implementation	Deliverables as at 30/06/2008	Recommended Future Actions
8	Work with Australian universities to increase the availability of facilities management courses at the undergraduate level.	First Australian undergraduate FM course in 2007 at Deakin University. Consultation progressed with other institutions.	Higher Education handover report including list of current and potential FM course providers.	Work with other educational providers to establish further UG programs and work toward FM course accreditation.
9	Develop an innovative project that will encourage greater collaboration between the VTE and higher education sectors in the provision of facilities management education.	FM Education and Training framework. Engagement with education providers, event managers and government.	Pilot project for one functional area, being Sustainability.	UNE Partnership (VET level RTO) and University of Sydney – 'Workplace Training on Sustainability' with Brookfield Multiplex to commence in July 2008.
10	Undertake an awareness campaign directed at those who influence career choice including school counsellors, career advisers, educators, parents and students to increase understanding of facilities management as a career.		Careers handover report including list of current and potential stakeholders and opportunities.	Conduct a 2009 FM Initiative at Careers Expos in major cities and regional centres.
Regulatory Reform				
11	Promote awareness within the facilities management industry of the regulatory requirements applying in three selected areas (asbestos; emergency evacuation plans; and cooling towers).	Identified legislation across each State and formulated a set of recommendations for reform and data templates with web links including an on-line 'Legislation Guide'.	Legislation Guide research and handover report including pilot web enabled database utilising 'legislation related to asbestos and cooling towers'.	Further work on the scope, content, funding, development and maintenance of on-line 'Legislation Guide' under the direction of FMA Australia as publisher.
12	Identify the regulatory requirements for a further five identified areas (dangerous goods; fall prevention; confined spaces; plant safety; electrical inspection and testing and residual current devices).			
13	Promote conformity of regulatory requirements and contribute to key areas of regulatory reform.	Industry liaisons, stakeholders and contacts established. Commenced transfer of legislative information to pilot Regulatory Reform web portal.	Trotman Report (2004) and Regulatory Reform handover report including list of stakeholder groups, legislative information and links.	Establish an FMA Australia committee or special interest group to undertake future development and maintenance.
Sustainability				
14	Promote the role of facilities management in responding to increased demand for corporate accountability associated with sustainability performance.	Industry liaisons and contributions to research projects, publications and forums, including in 2008; <ul style="list-style-type: none"> GBCA's Green Cities, Sydney FMA's ideaction 2008, Gold Coast 	Draft version of "a Practical Guide to Sustainability for Operational Facility Managers".	Sustainability Guide to be published, and then maintained and expanded in the future.
15	Promote the role of the facilities management industry in key industry and government forums addressing sustainability.	<ul style="list-style-type: none"> IFMA's Sustainability Mayday, Sacramento PCA's Existing Buildings Solutions Summit, Sydney. 	Schedule of promotional achievements, industry and government contacts and recommendations to be included in the WG handover report.	Promotion to continue of sustainability as a key platform of FM advocacy. Support World Sustainable Building Conference 2008 (SB08) in Melbourne, 21 - 25 September 2008.
16	Use the data web portal proposed in Action 4 to disseminate sustainability information.		Refer Actions 4 and 16.	

	FM Action Agenda Items	Achievements during 2005-08 Implementation	Deliverables as at 30/06/2008	Recommended Future Actions
17	Develop a 'business case' model that highlights the costs and benefits of embracing sustainable practices in the use and management of materials; energy; water; waste; and indoor environmental quality, with a particular focus on workplace productivity.	Industry liaisons and facilitation of understanding of the FM business case concept.	Conceptual inclusion in draft version of "a Practical Guide to Sustainability for Operational Facility Managers", with future research recommendations to be included in the separate WG handover report.	Development of Sustainability research papers and best practice case studies, with focus on developing the FM 'business case'.
Regulatory Reform				
18	Establish an Implementation Group comprising of leaders from the facilities management industry to manage the implementation of the FM Action Agenda.	Implementation Board appointed August 2005, and maintained through 2006-08.	Implementation Board dissolved and Year 3 Implementation Report as at 30 June 2008 and Transition Plan recommendations complete with Recognition Working Group handover reports.	Discontinue use of FM Action Agenda brand and transfer all projects via handover reports to appropriate custodians to continue development and promotion activities.
19	Develop a communications strategy to increase recognition of the contribution of facilities management as an industry.	Communications Working Group formed, strategy development and maintained throughout 2006-08.	Communications Working Group handover report. Third and concluding Year 3 annual report to be published by late August 2008.	Upgrade FM Action Agenda website and provide for entry via FMA Australia website. FMA Australia, as peak FM industry body, to prepare a Précis Report and Recommendations to the Minister with a range of innovation, education and sustainability initiatives to be pursued jointly with industry and government. This document could take the form of a strategic plan for our next phase. FMA Australia to liaise with all levels of government advocating FM contribution to a more productive and sustainable Built Environment.
20	Work with relevant government departments and agencies to identify opportunities to raise awareness of the facilities management industry and to consult on relevant government policies and programs	FM recognition enhanced per achievement in Year 1 and Year 2 Implementation Reports and FMA Australia promoted as a peak industry body.	Year 3 Implementation Report and Transition Plan to FMA Australia.	
FM Exemplar Project : Sydney Opera House				
#	Conceive and deliver a high profile research project to showcase FM's complexity and influence in support of the FM Action Agenda. Such is a project to be completed as a half life deliverable (ie. 18 months) in order to achieve maximum promotional benefit.	FM Exemplar Project completed with the CRC for Construction Innovation and summary; "FM as a business enabler" publish in February 2007.	Two (2) published research reports, five (5) industry awards, four (4) industry showcase seminars and approximately 30 other conference presentations in eight (8) countries.	Consideration to be given to subsequent FM Exemplar Projects to profile other FM issues, sectors, routine facilities or a new design project.

RECOGNITION

FM AS A BUSINESS ENABLER

The FM Action Agenda's strategic phase during 2004 identified a number of key concerns for the industry. The 2005 strategic plan "Managing the Built Environment" noted that 'facilities management was a rapidly developing industry with strong prospects for future growth'. However, despite FM playing a significant role in the delivery of services to business and the community, its greatest challenge was lack of recognition of its strategic contribution.

The FM Action Agenda through its focus of creating a culture of innovation, improving education and training, addressing regulatory impediments and taking up the sustainability challenge has demonstrated FM's contribution to a more "productive and sustainable Built Environment".

During 2007-08 alone, the concluding year of the implementation phase, the FM Action Agenda reached conference audiences in Sydney, Melbourne and the Gold Coast, as well as Shanghai, Kuala Lumpur, New Orleans, Seoul, Sacramento and Manchester. The FM Action Agenda has delivered Recognition across its platforms of innovation, education, regulatory reform and sustainability, along with its award winning FM Exemplar Project report entitled "FM as a business enabler".



"The California Sustainability Mayday event allowed me to see firsthand the contribution that Facilities Managers make to a productive and sustainable Built Environment. Thank you for sharing the Australian FM Action Agenda - we look forward to working together to create green leadership globally."

**Secretary Rosario Marin
Secretary of the State and
Consumer Resources Agency,
California Government, USA**



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“The FM Action Agenda’s leadership is proof positive that a profession, a local group or even an individual can make a difference on a global scale ... thank you for sharing your vision and energy”

Cyndi Smith, CFM
President, IFMA Sacramento Valley Chapter
Facility Manager, VSP (USA)



FM Action Agenda’s Deputy Chairman, Stephen Ballesty of Rider Levett Bucknall, pictured with the Korea Facility Management Association’s President Kyung Chang Kim. Ballesty provided the opening keynote ‘Facility Management in the Convergence Age’ and a special international FM education session at the KFMA’s FM Symposium in November 2007 at the Seoul National University.



PART B

2008 STATUS REPORT

The Facilities Management (FM) Action Agenda's aim was to develop a strategic framework for the growth of a sustainable and internationally competitive Australian facilities management sector. The 20 point action plan within the FM Action Agenda has been developed to facilitate meeting the industry's vision to become 'the foremost contributor to a productive and sustainable Built Environment through excellent and innovative management of facility services'.

It should be noted that it was always anticipated that many of the FM Action Agenda's initiatives would not have defined completion dates.

This concept of continuing improvement and expanding opportunities has been incorporated within the 2008 Transition Plan. Hence, our Recognition Working Groups completion targets by Action and the resulting deliverables have not all been set at "100%" for handover. In line with the Implementation Board's wish to ensure that the ideas progress and that the intellectual property is preserved, the Transition Plan generally anticipates that FMA Australia will be the principal future custodian to continue the FM Action Agenda legacy.

The FM Action Agenda: 2008 Transition Plan sets out Implementation Phase achievements, deliverables and recommendations intended to influence the future of the FM industry. The following summarises the Recognition Working Groups status and handover plans by each of the 20 Action item.

Facilities Management in the Australian Economy

The FM industry evolved during the 1980's as a consequence of more widespread outsourcing by business of activities, such as the management and maintenance of buildings. The industry plays a significant role in planning and managing the built environment throughout its life cycle, which has three linked stages: facility creation, operation and disposal.

The industry's primary function is providing strategic management advice on the efficient operation of buildings and reducing operational life cycle costs. The industry is also responsible for ensuring that services are delivered in a way which contributes to the productivity and profitability of building occupants, as well as improved returns for owners and investors.

The range of services provided include traditional building services such as repairs and maintenance, security and cleaning, as well as more technical services requiring highly skilled personnel.

ACTION 1

Annually update data on the facilities management industry's contribution to the Australian Economy

As part of the preparation of the FM Action Agenda, the Department of Industry Tourism and Resources commissioned Access Economics to undertake a study on the size of the facilities management industry. The 2004 Access Economics report estimated the facilities management industry contributes \$12.4 billion to Australia's gross domestic product (GDP). This is equivalent to 1.65 per cent of Australia's GDP and includes a direct GDP contribution of \$8.6 billion or around 1.15 per cent of Australia's GDP, and an indirect contribution of a further \$3.8 billion or about 0.5 per cent of Australia's GDP. The Access Economics Report also determined that total employment by the facilities management industry was 172,000 persons in 2002-03. This is equivalent to about 2.1 per cent of Australia's workforce.

The gross value added of the FM industry is determined by subtracting its purchases from its revenues. Access Economics defines the FM industry broadly to include all specified services that could be provided, in principle, by FM firms. The following information is sought from organisations for the statistical update:

1. expenditures by users of FM services, which in total equal FM revenue
2. cost data for suppliers of FM services, and particularly FM firms.

FMA Australia working with Access Economics has prepared an updated statistical profile for the FM industry for 2005-06 the report was released in September 2007.



"The Tertiary Education Facilities Management Association (TEFMA) fully supports the FM Action Agenda as a way of advancing the facilities management profession. The cooperation between FMA Australia and TEFMA has been the catalyst in forming a strategic partnership between our two organisations. I look forward to both organisations cooperating in advancing the outcomes of the FM Action Agenda."

**Mike Quinlan
President of TEFMA
Director, Facilities Management
Services – University of New
England**

The 2007 report did confirm that the FM industry accounted for combined direct and indirect contributions in 2005-06 of \$13.6 billion of value added, \$13.9 billion in GDP, and (full time equivalent) employment of 180,000 persons. It is estimated that these combined contributions will represent 1.5%, 1.4% and 2.1% of the corresponding gross value added, GDP and employment for Australia.

ACTION 2

Consult with the Australian Bureau of Statistics with a view to obtaining improved data for the facilities management industry

The FM Action Agenda Implementation Board committed to updating the data on the facilities management industry's contribution to the Australian economy and an updated survey was conducted by Access Economics during 2006-07. An application was lodged via FMA Australia to the Australian Bureau of Statistics for the recognition of Facilities Management as a separate industry sector in the future.

Innovation

Achieving growth in the facilities management industry will depend, in part, on fostering a culture of innovation and collaboration in the exchange of information and ideas. Due to the breadth and scope of facilities management, much of the innovation in the industry has been introduced and adapted from other industry sectors, or from overseas.

The creation of an FM Innovation Forum has been explored to foster the exchange of ideas and information, and a web portal established to bring this innovation to industry stakeholders. The Innovation Working Group facilitated the generation and perpetuation of innovative best practice in the FM community. This has been achieved by engaging with key innovators throughout industry and sharing the outcomes.

ACTION 3

Establish a Facilities Management Innovation Forum for the facilities management industry

Following the February 2007 Innovation Working Group (WG) web based survey (82 respondents) hosted by Woods Bagot, focus areas and topics for the development by an FM Innovation Forum were identified. The survey and the results were posted on the FM Action Agenda website. Topics included Services Procurement, Workplace Productivity and Sustainability. The WG presented the findings of the survey at an Innovation Round Table breakfast which was hosted by FMA Australia in Sydney at ideaction 2007.

The Innovation WG have provided considerable intellectual property to FMA Australia in their handover report. In addition there are recommendations and a draft business case for the development of a web based FM Innovation Forum and a national seminar series to facilitate information exchange and promote vocational training.

ACTION 4

Establish a web portal for the facilities management industry to disseminate information and provide feedback on innovation, education and training, regulatory issues, and sustainability

The FM Action Agenda web portal was developed under a grant provided by the Department of Industry Tourism and Resources. The new website was launched on 1 June, 2006 at the FMA Australia's annual conference, ideaction 2006 held in Canberra. The FM Action Agenda website has been maintained since by WinterComms with industry sponsorship.

It is recommended that FMA Australia as custodian be responsible for the future of the FM industry web portal facilitating FM knowledge development and dissemination, ensuring the FM Action Agenda legacy.

ACTION 5

Promote the benefits of innovation and encourage greater industry collaboration and investment in research and development

In line with Actions 3 and 4 the FM Action Agenda initiated a number of projects focusing on:

- Education – planning a national training seminar series focusing on 'what is innovation?', to facilitate the FM industry to think more creatively and innovatively.
- Services Procurement – a published guideline is planned to encourage improved behaviours and stimulate innovation with regard to materials selection, life cycle costs, risk-reward mechanisms and long term operational performance for end users.
- Workplace Productivity - research undertaken into productivity benefits associated with improved training, indoor ecology and industry guidelines have been proposed.
- Sustainability - research national and international performance benchmarks and standards to identify appropriate best practice and technologies.

ACTION 6

Highlight the contribution that facilities management makes to productivity by establishing performance measures and 'best practice' benchmarks, incorporating client input, with a specific focus on improving workplace productivity

Research undertaken by the Innovation Working Group has identified that there is increasing corporate, local government and industry association interest in undertaking research into productivity benefits associated with indoor ecology. A project has now been established which assesses the productivity measurement methodology obtained from the

Healthy Buildings Forum in Lisbon, Portugal against recent productivity case studies undertaken in projects across Australia. The resulting draft project report could be published as performance measures and best practice benchmarks based on existing and new Australian and International data.

With FMA Australia as the publisher, further work on content and development of case studies is contemplated. Sources of research funding from government and industry have been identified, along with recommendations to collaborate with allied industry research groups such as the CRC for Construction Innovation and the IFMA Foundation.

Education & Training

There is a clearly identified need to ensure that facilities management is seen as a professional career path in its own right, rather than as an adjunct to other professions supported by disparate educational offerings as at present. As part of a broader campaign to raise the profile of FM across the educational spectrum, industry, the Vocational and Technical Education (VTE) sector and universities are collaborating through the Education & Training Working Group (WG) to increase the availability of FM courses at the VTE and undergraduate level.

The WG undertook the task of ensuring on-going access by industry to highly skilled FM professionals, capable of delivering a valuable service.

An innovative project demonstrating collaboration between the VTE and higher education sectors was initiated, along with an awareness campaign to increase the recognition of facilities management as a career of choice by school leavers. Further opportunities for FMA Australia to participate at Careers Expos and support IFMA Foundation scholarships have been pursued as a means of informing and encouraging those interested in FM related career paths.

ACTION 7

Work with the Construction and Property Services Industry Skills Council to support the provision of vocational education and training for the facilities management industry

The WG has worked with the Construction & Property Services Industry Skills Council (CPSISC) to support the provision and development of Vocational and Technical Education (VTE) for the facilities management industry in the following key areas:

- Supporting the development, implementation and continuous improvement of quality nationally recognised training products and services, including Training Packages through the FMA Australia's engagement with CPSISC; and
- Delivery of the first Certificate IV training in facilities management through RMIT - TAFE in close consultation with various industry organisations.

The review of Training Packages is ongoing, with FMA Australia involved in the process of formal review through CPSISC to ensure a closer fit between VET and the wider FM Education and Training framework.

To ensure continuity of these initiatives the WG's findings, deliverables and recommendations will be provided to FMA Australia and CPSISC at the conclusion of the FM Action Agenda implementation phase.

ACTION 8

Work with Australian universities to increase the availability of facilities management courses at the undergraduate level

The WG has made good progress with Australian universities in increasing the availability of facilities management courses at the undergraduate level. To date the following has

been achieved within the life of the FM Action Agenda:

- a) Deakin University: Bachelor of Construction Management / Bachelor of Facilities Management combined degree* (5 year program) with early exit option leading to Bachelor of Facilities Management (after three years), offered



“ACIF congratulate the stakeholders in the FM Action Agenda on another impressive year of work. FMA Australia is a member of ACIF, and plays a key role in ensuring that designers and constructors of capital assets focus on and respond to the needs of the end users and managers of those assets. The FM Action Agenda outputs provide a valuable source of ideas and issues to be taken on board by all designers and constructors, and their professional organisations.”

**Peter Barda
Executive Director, Australian
Construction Industry Forum**



“CoreNet places a premium on high-quality knowledge, hence we appreciate the rigor, processes, breadth of the scope, and the high-quality and comprehensiveness of the FM Action Agenda. Secondly, CoreNet applauds the bipartisan nature of the invitation to review and comment upon the report. If the industry and country is to achieve the reduction in greenhouse gas emissions by 2020 that is required, such collaboration is essential.”

**Peter Chenoweth
Region Director - Australia and
New Zealand Region, CoreNet
Global**

from March 2007. A Bachelor of Facilities Management (Honours)* is also available from March 2008. Students undertaking Deakin's Bachelor of Management and Bachelor of Commerce degrees will be able to undertake a major in FM in their final year from March 2007. Courses marked (*) are accredited by the RICS.

b) Bond University: Bachelor of Property and Sustainable Development (2 year program) with an optional major in Asset and Facility Management available from September 2007 (subject to minimum enrolments).

c) Holmesglen Institute of TAFE: Bachelor of Built Environment (1 year program following 2 year Bachelor of Applied Science (Built Environment) with an optional major in Facilities Management available from March 2008 (subject to minimum enrolments).

Discussions are continuing in regard to Macquarie University's Bachelor of Business Administration to develop a new specialisation in Facilities Management (current specialisations include Event Management, Hospitality Management, Property Services Management, International Tourism, and Retail Services Management). The University of New South Wales has included some FM subjects within its new Bachelor of Construction Management and Property program.

In view of the need to ensure national coverage the prospect of an online degree program is being investigated. Deakin University and fmedge agreed to collaborate on the development of an online/off campus pathway leading to a Bachelor of Facilities Management. Another possible provider could be the Open University Australia.

In order for this to continue the WG's findings, deliverables and recommendations will be provided to FMA Australia at the conclusion of the FM Action Agenda implementation phase.

ACTION 9

Develop an innovative project that will encourage greater collaboration between the VTE and higher education sectors in the provision of facilities management education

The WG has established an FM Education and Training framework intended to encourage greater collaboration between the Higher Education (HE) and VTE sectors. The innovation project will pilot one identified functional area within the framework by developing a series of work-based learning activities tailored to one or more trial employer groups.

Based on industry consultation the preferred competencies and enabling skills for the pilot has been drawn from the 'Environment, ESD, Energy and Utilities Management' within the Asset Management functional area of the framework.

A draft project plan structure was developed based on using existing industry, VTE and HE courses and modules as well as relevant competencies as defined by PODS.

The innovation is mainly in the delivery strategy and the adoption of a problem-based approach that will provide authentic and relevant learning experiences with a view to delivering targeted professional development courses for the FM industry.

A Project Plan has been finalised involving Brookfield Multiplex Services as the employer and collaboration between UNE Partnerships and the University of Sydney as the education providers to design the pilot scheme for a 'Workplace Training on Sustainability' program which is to commence in July 2008. Beyond this pilot it is recommended that FMA Australia seek CPSISC support to develop further training modules.

ACTION 10

Undertake an awareness campaign directed at those who influence career choice - including school counsellors, career advisers, educators, parents and students - to increase understanding of facilities management as a career

The WG has engaged with education providers and government to capture the key requirements in order to build an effective awareness campaign. There has been considerable effort in understanding the existing avenues available for potential FM students when looking for career options and guidance. The WG has concluded that specifically targeted promotion is likely to deliver public awareness in interest categories which would in turn drive demand for FM industry education; and, that broader education will occur over time.

FMA Australia have undertaken to identify appropriate Careers Expos aimed at attracting school leavers into FM related traineeships and courses. In addition other events and required promotional materials have been identified where the recognition of FM could be enhanced.

Regulatory Reform

Government regulations, codes, standards and guidelines in relation to essential the healthy and safe delivery, maintenance and occupation of our Built Environment continue to evolve and owners are required to reassess their obligations on an ever increasing basis. The Regulatory Reform Working Group (WG) has determined that rather than Federal legislation being created that could take years to negotiate, a National Regulatory Protocol that was

consistent with State Legislation would be more appropriate.

There is a considerable compliance reporting burden placed on the FM industry. Seeking regulatory reform in order to obtain greater cross jurisdictional harmonisation would assist in improving efficiencies and in turn the availability of valuable FM resources.

Building on the Trotman Report which was commissioned by the FM Action Agenda in 2004 to examine the benefits, costs, impact of likely regulatory simplification for FM compliance.

The following table summarises the subjective ratings of costs, impact and likely regulatory change for the eight (8) selected issues.

ISSUE	ASBESTOS	COOLING TOWERS	EMERGENCY EVACUATION PLANS	FALL PROTECTION	ELECTRICAL INSPECTION, TESTING & RCDS	DANGEROUS GOODS	CONFINED SPACES	PLANT SAFETY
Estimated Costs	High	High	Medium	High	Medium	Medium	Medium	Low
Community Impact	High	High	High	High	Medium	Medium	Medium	Medium
Regulatory change	High	High	Low	Low	Medium	Low	Low	Low
Government Engagement	High	Medium	Medium	Low	Low	Low	Low	Low
Relevance to the Role of FM	High	High	High	Medium	Medium	Medium	Low	Low
SCORE	15	14	11	10	9	8	7	6
RATING	1	2	3	4	5	6	7	8

Significance scores and ordinal rating based on the following scores: High = 3; Medium = 2; Low = 1.

Diagram courtesy Jeremy Trotman & Associates, 2004.

This assessment elected asbestos, cooling towers and emergency plans as the three most significant issues for further analysis. In addition it was proposed that the definition of confined spaces be addressed as a separate issue due to its importance to management of buildings, relative simplicity and the potential for achieving a result.

Beyond the eight (8) priority regulatory action areas defined in 'FM Action Agenda: Managing the Built Environment'. In addition in 2006 the Implementation Board endorsed the inclusion of Equality of Access as a ninth regulatory reform focus area, and a Project Delivery Team was formed to deal with this area.

Across industries the current trend appears to favour uniform legislation in relation to matters of national importance. The Council of Australian Governments (COAG) is the peak intergovernmental forum in Australia and supports this view and the imperative to simplify the compliance process. The advantage of uniform legislation is obvious - people and industries affected by legislation, and those who advise on it would no longer need to be familiar with seven different Acts and regulations in order to conduct their business or advise their clients. This is of course before even considering codes that enforced at a local government level.

The WG's focus has been on improving and augmenting these into a concise National Regulatory Protocol recommendation that is consistent with State legislations, in order to promote regulatory uniformity.

ACTION 11

Promote awareness within the facilities management industry of the regulatory requirements applying in three selected areas (asbestos; emergency evacuation plans; and cooling towers)

ACTION 12

Identify the regulatory requirements for a further five (5) identified areas (dangerous goods; fall prevention; confined spaces; plant safety; and electrical inspection, testing and residual current devices)

For Actions 11 and 12 the WG focused on the benefits of the development of a national framework of minimum standards based on the review of the commonality of existing regulations across all tiers of government. It was considered that any national standard should be based on all existing legislation.

A great deal of legislation does not distinguish between the responsibilities of the building owner, occupier or manager. Further it was contended that access to this information is currently excessively difficult to obtain as control of the information is held within various jurisdictions. Creating a basis for regulatory simplicity and currency will allow evolution into a uniform set of industry Acts and Regulations. It is proposed that an on-line centralised portal of compliance information be established and maintained by and for the industry, who will ultimately benefit from the efficiencies achieved.

The WG have prepared a detailed pilot regulatory framework with links to applicable websites and recommendations for further development. FMA Australia will consider how to progress this project initiative with other relevant stakeholders.

ACTION 13

Promote conformity of regulatory requirements and contribute to key areas of regulatory reform

- a) Establish the working group with membership sufficiently skilled and geographically spread to assess, define and implement each of the Action items (completed April 2006).
- b) Create stage one awareness strategy and post appropriate links on the FM Action Agenda web portal (completed September 2006).
- c) Review regulatory requirements for each State, comment on the appropriateness of State regulations and create a recommended National Regulatory Protocol for Action 11 (completed August 2006).
- d) Formulate a communication strategy to promote awareness (completed September 2006)

Sustainability

The FM industry is in a strong position to influence decisions made by business and governments to deliver lower environmental impacts. Hence, there is a need for FM to take a leadership role in raising awareness of the benefits of a more sustainable Built Environment.

Over recent years, there has been a significant macro change in attitudes towards sustainability, driven by the convergence of many factors well beyond the influence of the FM Action Agenda, including the;

- Widespread distribution of Al Gore's film "An Inconvenient Truth"
- Intergovernmental Panel on Climate Change (IPCC), Fourth Assessment Report
- Stern Review Report on the Economics of Climate Change
- ongoing Australian drought and Murray-Darling River system crisis
- Garnaut Climate Change Review for the Australian Government (draft 4 July 2008)

There is now widespread recognition by both the private and public sector of the importance of environmental sustainability and the costs and benefits of climate change mitigation.

Increasingly FM professionals are rather than having to justify or make the business case for sustainability, are now confronted with the question of 'how to be sustainable?' The political, social and economic 'goal posts have moved' in the relatively short life of the FM Action Agenda. Hence, the Sustainability Working Group (WG) have focused not just on the recognising the role played by the FM Industry in facilitating sustainability but on how to achieve it.

The WG have played a role in facilitating recognition of the FM industry's role in delivering a more sustainable Built Environment, and continue its proactive role in key industry and government forums on sustainability to achieve the desired outcomes against Actions 14-17.

The global deliverable across these four Actions for industry will be 'a Practical Guide to Sustainability for Operational Facilities Managers'. This will provide a simple framework for Facilities Managers to start on the sustainability path.

ACTION 14

Promote the role of facilities management in responding to increased demand for corporate accountability associated with sustainability performance

The Australian Built Environment contributes to significant Greenhouse gas emissions (23% for residential and non-residential combined, per the ASBEC Climate Change Task Group's report, 'Capitalising on the building sector's potential to lessen the costs of a broad based GHG emissions cut' prepared by the Centre for International Economics), uses substantial quantities of water, produces substantial amounts of waste and influences the productivity of occupiers both positively and negatively. Other sustainability agendas are largely focused on new developments and are ignoring the opportunities available to deliver significant benefits across the existing Built Environment.

Given the recent increased focus on Corporate Social Responsibility (CSR) and accountability demands associated with sustainability performance, it is now common to see corporations and governments adopting sustainability criteria, particularly in relation to their accommodation. The criteria generally being expressed in star ratings under one of the design and or operational performance tools. The Design and Construction Industry is readily adopting this as good practice delivery, but there is still the potential for disconnect with the operational phase of the facility life cycle.

The key outcome for Action 14 is to promote the role of FM in bridging the perceived gap between the promise of design (for example ABGR commitment targets and Green Star ratings) and delivered



“Professional facilities management is vital to national prosperity, sustainability and security. The BIFM recognises the achievement of FMA Australia and its partners in gaining recognition for FM and in producing practical tools to further knowledge exchange and innovation. The FM Action Agenda is a great model for cooperation between governments, professionals and industry.”

**Ian Fielder
CEO, British Institute of Facilities
Management**



“The GBCA recognises that the FM Action Agenda provides a framework for the industry to ensure a nationally co-ordinated approach to the creation and implementation of the sustainability agenda in the FM arena, as well as recognise the importance of Facility Managers in the future success of our green buildings.”

Romilly Madew
CEO, Green Building Council of Australia

performance. The emergence of NABERS as a performance management tool within environmental sustainability may assist in bridging the gap and highlighting the role of FM.

ACTION 15

Promote the role of the facilities management industry in key industry and government forums addressing sustainability

The WG has promoted the role of the FM industry in relevant forums including the ASBEC, CRC for Construction Innovation, Department of the Environment & Water Resources, FMA Australia, GBCA, PCA, TEFMA and RICS. In particular, the WG has promoted the role that the FM Industry can take in reduction of greenhouse gas emissions through improved energy usage within the Built Environment. Over the last decade greenhouse gas emissions due to human activity have increased significantly above the Kyoto Protocol target of 108% above 1990 levels, the FM Industry have a key role to play in reducing these emissions from the Built Environment.

In particular, contributions have been made to the following initiatives;

- CRC for Construction Innovation's 'Your Building' – business case module
- Department of the Environment & Water Resources' 'ESD Operations Guide for owners, managers & tenants'
- Dusseldorp Skills Forum's report "An Overview of Facilities Management"
- FMA Australia's course material for 'Sustainability for Facilities Managers'
- GBCA's course material for 'Green Star for Property Professionals'
- GBCA's 'Office Existing Building – Extended Pilot'
- PCA's 'a Guide to Office Building Quality'
- Warren Centre's 'Low Energy High Rise Project'

- FMA Australia's ideaaction 2008 on the Gold Coast – 'enabling sustainable communities'
- IFMA's California Sustainability Mayday 2008 event in Sacramento and website www.californiamayday.com
- PCA's Existing Building Solutions Summit 2008 in Sydney

ACTION 16

Use the data web portal proposed in Action 4 to disseminate sustainability information

It is intended that once complete that 'a Practical Guide to Sustainability for Operational Facility Managers' will be published in PDF format and available via FMA Australia website and other links.

ACTION 17

Develop a 'business case' model that highlights the costs and benefits of embracing sustainable practices in the use and management of materials; energy; water; waste; and indoor environmental quality, with a particular focus on workplace productivity

The original focus for Action 17 had been to develop or contribute to the business case based environmental benefits rather than purely financial benefits. However, as we are now repeatedly told, 'the debate is now over', hence the key WG sustainability deliverable for industry is 'a Practical Guide to Sustainability for Operational Facilities Managers'. This will provide a simple framework to start them on a sustainability path. It is envisaged this Guide will assist in bridging the intent and reality gap to enable the FM Industry to play a significant role in a sustainable future.

FMA Australia plan to publish a first Edition softcopy version of this Guide in the near future.

Implementation

The 36 months implementation phase has taken a multi-pronged approach to enhancing the recognition of the FM industry and removing impediments to its growth with a 20 point action plan across the Recognition platforms of Innovation, Education & Training, Regulatory Reform and Sustainability.

ACTION 18

Establish an Implementation Group comprising leaders of the facilities management industry to manage the implementation of the Action Agenda

Following the appointment of the Implementation Board by the Hon Ian Macfarlane, MP Minister for Industry, Tourism and Resources in August 2005, the Board has met regularly until its final official meeting in Sydney on 24 June 2008. During the Implementation Phase the Board formed the Recognition Working Groups and Project Delivery Teams and working closely with a range industry stakeholders. All members of the Implementation Board were actively involved in leading the Recognition Working Groups across the key areas to ensure that the FM Action Agenda is delivered. During Year 3 the Board agreed the 2008 Transition Plan benefits and deliverables continue beyond the 36 month FM Action Agenda term.

ACTION 19

Develop a communications strategy to increase recognition of the contribution of facilities management as an industry

The FM Action Agenda has implemented a campaign designed to communicate clear messages about the contribution the FM industry makes in managing the Built Environment. Specifically, the members of the

Implementation Board have, over an extended period, met with allied industry groups, and have delivered presentations, given interviews and contributed to industry journals, to further the objectives of the FM Action Agenda and communicate the benefits of facilities management for business and the community as a whole.

The Implementation Board's continued support of the Communications Strategy, combined with improved recognition of FM's contribution, has assisted further media profile and conference presentations. Part C of this report details our Year 3 achievements in terms of;

- 'Media Summary' detailing media releases and coverage given to the FM Action Agenda in various magazines, journals and websites. This excludes the FM Action Agenda website, but includes a regular feature in FMA Australia's Facility Perspectives magazine; and a
- 'Industry Presentations & Forums' list detailing Australian and overseas functions featuring FM Action Agenda materials. To date invitations have been received for future presentations in Beijing, Dallas and Sydney.

In addition to preparing this concluding FM Action Agenda: Year 3 Implementation Phase Report as at 30 June 2008, we established a 2008 Transition Plan detailing for all Actions the achievements and deliverables, along with recommendations for future initiatives.

ACTION 20

Work with relevant government departments and agencies to identify opportunities to raise awareness of the facilities management industry and to consult on relevant government policies and programs

The FM Action Agenda has engaged with relevant Government departments and agencies, and media to identify opportunities to raise awareness and enhance opportunities for recognition of the facilities management industry. To this end the Implementation Board members and the Recognition Working Groups are working tirelessly with government departments, industry bodies and the education sector.

In addition three annual reports have been prepared during the Implementation Phase and a 2008 Transition Plan to ensure FMA Australia are positioned to continue the FM Action Agenda legacy.



"The FM Action Agenda will help to mitigate increased risk arising from globalization, and positions FM in a leadership role for sustainable infrastructure and integrated facility services."

**Keith Futcher
Chief Executive Officer, ISS
Facility Services, Hong Kong**



FM EXEMPLAR PROJECT SYDNEY OPERA HOUSE

The FM Exemplar Project: Sydney Opera House has delivered world class research outcomes for Australia's facilities management (FM) industry.

Last November the CRC for Construction Innovation won at the Association of Consulting Engineers Australia's 2007 Awards for Excellence both a Gold Award of Special Merit and the prestigious Project of the Year Award.

In May at FMA Australia's ideaaction 2007 conference gala dinner in Sydney, the CRC for Construction Innovation received the FMA Australia - Rider Hunt Terotech Industry Achievement Award for excellence in facility management strategy and practice for their work on the FM Exemplar Project: Sydney Opera House.

The Digital Modelling component of the FM Exemplar Project research also featured in two recent Arup-sponsored international awards – the Jury's Choice category of the American Institute of Architects (AIA) Technology in Architectural Practice (TAP) 2007 Building Information Model (BIM) awards, and the Bentley Awards for Excellence 2007 award for BIM in multiple disciplines.

Further, Sydney Opera House was awarded UNESCO World Heritage Listing on 28 June 2007.

The FM Exemplar Project: Sydney Opera House was a research project initiated by the FM Action Agenda in April 2005 and completed in November 2006. The project was supported by the Australian Government and conducted by as a Cooperative Research Centre (CRC) for Construction Innovation project with a team of 25 individuals from 10 supporting organisations including FMA Australia, Rider Levett Bucknall, Transfield Services, Sydney Opera House, CSIRO, The University of Sydney, Brisbane City Council, Queensland Department of Public Works, Queensland University of Technology and Woods Bagot. The project was led by Stephen Ballesty of Rider Levett Bucknall and Immediate Past Chairman of FMA Australia.

The FM Exemplar Project utilising one of Australia's most recognisable icons focused on three (3) key FM research streams of digital modelling, services procurement and performance benchmarking. Another distinguishing feature of the project that sets it apart from previous research was the project's objective of linking each of these three streams together to produce an integrated Facilities Management framework. Further the project aimed to develop innovative FM strategies that would showcase FM performance and promote best practice across three (3) research streams;

- Digital Modelling developed an appropriate Building Information Model (BIM) strategy.
- Services Procurement focused on the building maintenance and cleaning services procurement.
- Performance Benchmarking provided a basis to develop Key Performance Indicators (KPI's).



Paul Akhurst, Sydney Opera House and Stephen Ballesty, Rider Levett Bucknall accept the ACEA's 2007 Project of the Year Award for the FM Exemplar Project: Sydney Opera House on behalf of the CRC for Construction Innovation in Melbourne on 30 November 2007



2007 FMA Australia - Rider Hunt Terotech Industry Achievement Award for facility management strategy and practice.

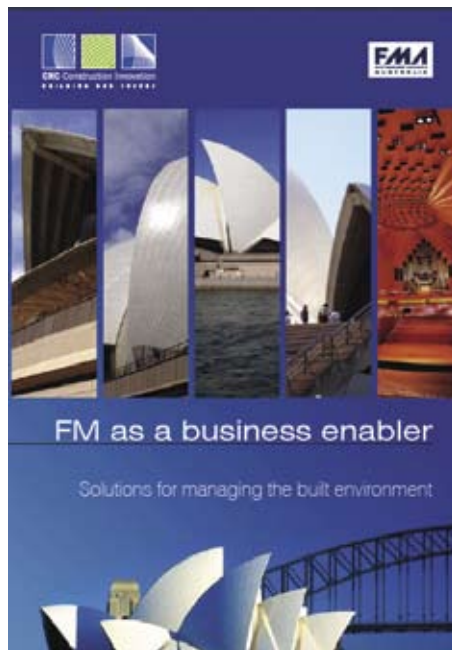


"The FM Action Agenda has fostered a culture of innovation for the Australian FM industry. A key example is the FM Exemplar Project: Sydney Opera House which promoted leading FM practices, including digital modelling, applied to Australia's most iconic facility. This award-winning project was developed by CRC for Construction Innovation which has pioneered cutting edge FM practices which have been internationally recognised for their application to future innovation."

**Professor Keith Hampson
CEO, CRC for Construction
Innovation**

The defining aspect to this project is the collaboration between the three research themes and the prospect of real progress towards an integrated FM solution.

The final report of the FM Exemplar Project: Sydney Opera House integrating the Digital Modelling, Services Procurement and Performance Benchmarking research streams entitled 'FM as a business enabler' was published in February 2007. This was followed by a second publication in April focused on the Digital Modelling outputs entitled 'Adopting BIM for facilities management'.



The FM Exemplar Project: Sydney Opera House represents an excellent opportunity, if FM works on one of the world's most iconic and complex facilities then it can add value anywhere. Importantly the project's findings would be readily 'down scalable' to more conventional and repetitive facilities. This supports the FM Action Agenda promoting the benefits of improved information, service delivery and performance for the benefit of the FM industry, stakeholders and ultimately the community.

PART C

APPENDICES

PUBLICATION REGISTER

Please note the following excludes features on www.fmactionagenda.org

Date	Articles / Magazines / Journals / Websites featuring FM Action Agenda issues
November 2008 (proposed)	FMA Australia's Facility Perspectives magazine, Vol. 2, No. 4 – "FM Action Agenda: transition" by David Duncan, FMA Australia
October 2008 (proposed)	CRC for Construction Innovation's "Clients Driving Construction Innovation: Benefiting from Innovation" – 2008 book with Part 6 covering facilities management acknowledging the FM Action Agenda in Chapter 25 – 'FM Exemplar Project: Sydney Opera House' by Stephen Ballesty and Chapter 26 – 'An Exploration of BIM Opportunities at Sydney Opera House' by Robin Drogemuller, Paul Akhurst, Richard Hough and Stewart Bull
October 2008	Release of "FM Action Agenda: Year 3 Implementation Report" – print run 3,000 plus PDF version available at www.fma.com.au
September 2008	FMA Australia's Facility Perspectives magazine, Vol. 2, No. 3 – "FM Action Agenda; towards a sustainable future" by Stephen Ballesty, Rider Levett Bucknall and David Duncan, FMA Australia
28 June 2008	Sydney Morning Herald, Weekend Edition, Commercial Property Section (page 66) – "Right spot to celebrate" article about Rider Levett Bucknall's rebranding first anniversary at Sydney Opera House references FM Action Agenda
26 May 2008	FMA Australia's Facility Perspectives magazine, Vol. 2, No. 2 (page 63) – "FM Action Agenda: innovating the future " by Stephen Ballesty, Karen Lyon Reid, George Spink and Emlyn Keene
15 April 2008	IFMA Foundation's website news – "FM Action Agenda: a five year mission" by Stephen Ballesty, IFMA Foundation, FM Action Agenda and Rider Levett Bucknall
1 April 2008	IFMA's Facility Management Journal, March/April 2008 (page 80) - "Global Perspective" by Codrutza Timariu, with an interview of David Duncan on FMA Australia featuring FM Action Agenda update and FM Exemplar Project achievements
17 March 2008	FMA Australia's Facility Perspectives magazine, Vol. 2 No. 1 (page 66) – "FM Action Agenda: greener pastures" by Stephen Ballesty, Rider Levett Bucknall and Jon McCormick, Brookfield Multiplex
6 March 2008	FMA Australia's FMA online newsletter issue 22 – "FM Action Agenda – Innovation WG Case Study Advertisement"
18 February 2008	FM Magazine, Vol. 16, No. 1, February – March 2008 (page 40) - "After the Ribbon is Cut" profiling the FM Action Agenda panel at Green Cities 08 in Sydney
20 December 2007	CRC for Construction Innovation's Executive Report Card: Rider Levett Bucknall profiling a range of Built Environment research projects including the award winning FM Exemplar Project: Sydney Opera House
17 December 2007	FMA Australia's FMA online, issue 20 – CEO's message acknowledges FM Exemplar Project: Sydney Opera House's "Adopting BIM for facilities management" winning Association of Consulting Engineers Australia (ACEA) 2007 Project of the Year
15 December 2007	CRC for Construction Innovation's Update e-newsletter – "ACEA project of the year" recognising FM Exemplar Project's two ACEA awards
7 December 2007	FM Action Agenda media release 2007-12 – "FM's digital star shines at Sydney Opera House"
1 December 2007	CRC for Construction media release – "Sydney Opera House digital modelling receives Project of the Year award"
30 November 2007	Association of Consulting Engineers Australia (ACEA)'s innovate magazine, December 2007 cover story – "PROJECT OF THE YEAR – Adopting BIM for Facilities Management: Solutions for Sydney Opera House"
27 November 2007	www.rlb.com/news – "FM taking centre stage at Sydney Opera House" an interview with Stephen Ballesty, Rider Levett Bucknall

Date	Articles / Magazines / Journals / Websites featuring FM Action Agenda issues
21 November 2007	Release of "FM Action Agenda: Year 2 Implementation Report" in hardcopy
15 November 2007	FM Action Agenda media release 2007-11 – "Australia and Korea share FM Knowledge"
14 November 2007	FM Action Agenda media release 2007-10 – "New Orleans welcomes FM Action Agenda"
12 November 2007	FMA Australia's Facility Perspectives magazine, Vol. 1, No. 4 (page 6 and 7) – Fast Facts + News "FM Action Agenda's Year 2 Report Card" and "Australian FM on the Global Stage"
12 November 2007	FMA Australia's Facility Perspectives magazine, Vol. 1, No. 4 (page 12) – Chairman's Message, Andrew McEwan acknowledges the strategic achievements of the FM Action Agenda in 2007
12 November 2007	FMA Australia's Facility Perspectives magazine, Vol. 1, No. 4 (page 30) – Education Feature "FM Action Agenda: educational achievements" by Stephen Ballesty, Richard Mayes, Naomi Nielsen, Craig Langston and Alison Theobald
12 November 2007	FMA Australia's Facility Perspectives magazine, Vol. 1, No. 4 (page 35) – Education Feature "Deakin University's New Undergraduate FM Course" by Prof Craig Langston acknowledging role of FM Action Agenda
1 November 2007	FM Action Agenda media release 2007-09 – "FM Action Agenda Year 2 Reportcard"
31 October 2007	Release of "FM Action Agenda: Year 2 Implementation Report" in PDF, downloadable from www.fmactionagenda.org
26 October 2007	CRC for Construction Innovation's Annual Report 2006-07 – multiple references to FM Exemplar Project: Sydney Opera House (pages 2, 3, 5, 8, 9, 33, 36, 40, 41, 50, 51, 52, 54, 57, 62, 63 and 64)
17 September 2007	FMA Australia's Facility Perspectives magazine, Vol. 1, No. 3 (page 12) – "Education in Facilities Management – the path of change" Melanie Drummond interviews Dr David Leifer, University of Sydney and mentions involvement in the FM Action Agenda and FM Exemplar Project
17 September 2007	FMA Australia's Facility Perspectives magazine, Vol. 1, No. 3 (page 16) – "Facility Management Training at a Glance" first time guide to FM education in Australia published
17 September 2007	FMA Australia's Facility Perspectives magazine, Vol. 1, No. 3 (page 32) – "FM Action Agenda: Reform Releases Resources" by Tony Staveley and Stephen Ballesty, FM Action Agenda
17 September 2007	FMA Australia's Facility Perspectives magazine, Vol. 1, No. 3 (page 79) – "FM's Pandemic Role" by Stephen Ballesty, IFMA Foundation and Rider Levett Bucknall
29 August 2007	FM Action Agenda media release 2007-08 – "Malaysian PM embraces FM"
August 2007	National Building News, Volume 7, No. 7 (page 2) – "Industry mired in regulation" article featuring the FM Exemplar Project and BIM experience by Keith Hampson
August 2007	National Building News, Volume 7, No. 7 (page 14) – "Facility uses renewable energy" article featuring the sustainability initiative of Renewable Energy Certificates
August 2007	National Building News, Volume 7, No. 7 (page 25) – "Green Buildings no longer a niche" by Romilly Madew, Green Building Council of Australia
3 August 2007	FM Action Agenda media release 2007-07 – "FM Action Agenda reaches China, and beyond"
27 July 2007	CRC for Construction Innovation enews – "World class research outcomes for Australia's facilities management (FM) industry"
3 July 2007	FM Action Agenda media release 2007-06 – "New International role for John McCarthy" with the Council for Research and Innovation in Building and Construction (CIB) acknowledging his FM Action Agenda role.
July 2007	Australian Institute of Refrigeration, Air Conditioning & Heating (AIRAH)'s EcoLibrium magazine, Volume 6, No. 6 (page 16) – "BIM at the Sydney Opera House"

PART C

APPENDICES CONT.

INDUSTRY PRESENTATIONS & FORUMS

Date	Articles / Magazines / Journals / Websites featuring FM Action Agenda issues
8-9 November 2008 (proposed)	Marcus Evans' Next Gen FM conference, Sydney – "Australian FM Action Agenda: conclusions" by Stephen Ballesty, FMA Australia, IFMA Foundation and Rider Levett Bucknall
21 October 2008 (proposed)	RLB Focus Group, Beijing – "Australian FM Action Agenda: conclusions" by Stephen Ballesty, Rider Levett Bucknall
16 October 2008 (confirmed)	IFMA's World Workplace 2008 conference, Dallas – "Australian FM Action Agenda: conclusions" by Stephen Ballesty, FMA Australia, IFMA Foundation and Rider Levett Bucknall
30 June 2008	PCA's Existing Building Solutions Summit, Sydney – "Seven Case Studies, 70 insights" panel seven case studies featuring the FM Exemplar Project: Sydney Opera House with Stephen Ballesty, Rider Levett Bucknall
11 June 2008	EFMC 2008, Manchester England – "International FM Panel" with Albert MM Pilger, EuroFM; Peter Cordy, BIFM; John McGee, IFMA; Steve Gladwin, Global FM; Alan White, RICS and Stephen Ballesty, FMA Australia & IFMA Foundation (Oceania & Asia)
11 June 2008	FMA Australia's NSW Branch lunch, Sydney – "Post Occupancy: The Green Building FM Challenge" panel discussion with John Goddard, Chris Wallbank, Janet Wilson, Bryon Price and Jon McCormick, FM Action Agenda and Brookfield Multiplex
10 June 2008	EuroFM's European Facility Management Conference (EFMC 2008), in conjunction with IFMA, BIFM and RICS, Manchester, England – "Risky Business: FM's role in a productive and sustainable Built Environment" by Stephen Ballesty, Rider Levett Bucknall
28 May 2008	ARSEG's Sustainability and the Management of the Work Environment, Paris, France – "Australian FM Action Agenda" by Steve Gladwin, Global FM
19 May 2008	Georgia Tech, College of Architecture, Atlanta, "FM Action Agenda update" lunch by Stephen Ballesty, IFMA Foundation and Rider Levett Bucknall
14 May 2008	IFMA's California Sustainability Mayday 2008, Sacramento, USA – keynote – "Managing the Built Environment; the Sydney Opera House experience" by Stephen Ballesty, IFMA Foundation, FM Action Agenda and Rider Levett Bucknall
10 May 2008	FMA Australia's ideaaction conference, Gold Coast Australia – "Role of Facility Ecology for Quantitative Productivity Performance and Wellbeing Gains" by Lisa Crowley, Vyt Garnys, Karen Lyon Reid and Marshall Morrison
9 May 2008	FMA Australia's ideaaction conference, Gold Coast, Australia – "FM Action Agenda: the journey thus far" by Stephen Ballesty, FM Action Agenda, FMA Australia and Rider Levett Bucknall
17 March 2008	Global FM International Education Workshop, Oxford, UK – "FM Action Agenda – An Australian Perspective" by David Duncan, FMA Australia
14 March 2008	CRC for Construction Innovation's Innovate '08 conference, Gold Coast, Australia – "FM as a business enabler, the Sydney Opera House experience" by Stephen Ballesty, FM Action Agenda and Rider Levett Bucknall
9 March 2008	CCS Training, Sydney – "Whole of Life Costing" referencing the FM Action Agenda by Stephen Ballesty, Rider Levett Bucknall
11 February 2008	Green Building Council of Australia (GBCA)'s Green Cities 08 Australasian Conference and Expo, Sydney – "Post Occupancy: The Green Building FM Challenge" panel discussion with John Goddard (facilitator), Bryon Price, Chris Wallbank, Janet Wilson and Jon McCormick, FM Action Agenda and Brookfield Multiplex
31 January 2008	IFMA Foundation Board of Trustees meeting, Calgary, Canada – "FM Action Agenda at work in Oceania / Asia" by Stephen Ballesty, IFMA Foundation and Rider Levett Bucknall
28 November 2007	FMA Australia's 2007 Annual General Meeting Brisbane – FM Action Agenda's strategic achievements highlighted in presentations by Andrew McEwan, Chairman and David Duncan, CEO, FMA Australia
25 November 2007	Marcus Evans FM Forum 2007, Kuala Lumpur – "Sustainability in FM". Opening keynote by Andrew McEwan, FMA Australia and Queensland Department of Local Government Planning
26 November 2007	Marcus Evans FM Forum 2007, Kuala Lumpur – "Campus Style Solutions case study" by Steve Jones, FMA Australia and Australian Sports Commission

Date	Articles / Magazines / Journals / Websites featuring FM Action Agenda issues
13 November 2007	PCA's Operations & FM Diploma course, Sydney – “Property Due Diligence – what, when & why” featuring FM Action Agenda update by Stephen Ballesty, Rider Levett Bucknall
7 November 2007	Korea Facility Management Association (KFMA)'s International FM Symposium special education session, Seoul, Korea – “International FM Education Update” by Stephen Ballesty, FM Action Agenda, FMA Australia, IFMA Foundation and Rider Levett Bucknall
6 November 2007	Korea Facility Management Association (KFMA)'s International FM Symposium opening Keynote, Seoul, Korea – “FM in the Convergence Age: Sydney Opera House case study” by Stephen Ballesty, FMA Australia, CRC-CI and Rider Levett Bucknall
25 October 2007	IFMA's World Workplace 2007 conference, New Orleans, USA – “The Australian FM Action Agenda: industry and government collaborating on reform” by Stephen Ballesty, FMA Australia, FM Action Agenda and Rider Levett Bucknall
23 October 2007	IFMA Foundation Board of Trustees meeting, New Orleans, USA – “FM in Australia” by Stephen Ballesty, IFMA Foundation and Rider Levett Bucknall
15 October 2007	CCS shareholders meeting, Singapore – “FM Exemplar Project and other CRC-CI achievement” by Stephen Ballesty, Rider Levett Bucknall
12 October 2007	Marcus Evans' Intelligent Facilities Management, Melbourne – “Delivering on Corporate Social Responsibility policies through effective FM” by Emlyn Keane, FM Action Agenda and AMP Capital Investors
11 October 2007	Marcus Evans' Intelligent Facilities Management, Melbourne – “Looking Towards Tomorrow – the future of Facilities Management in Australia: Technology, sustainability and profit” by Andrew McEwan, Chairman, FMA Australia
10 October 2007	Internal Construction Client Forum (ICCF), Revaluing Construction Congress, Copenhagen - “FM Exemplar Project: Sydney Opera House” by Peter Scuderi, CRC for Construction Innovation
6 September 2007	Infrastructure Australia Exhibition, Melbourne, “Design, Construction and Sustainable Facility Management” by Bryon Price, FMA Australia and AG Coombs
29 August 2007	University of NSW, Faculty of the Built Environment, Strategic Facilities Management subject students, Sydney - “FM in Australia a snapshot” by Stephen Ballesty, Rider Levett Bucknall
17 August 2007	RICS Oceania annual general meeting, Sydney - “Sustainability, and professional responsibilities” featuring FM Action Agenda by John McCarthy, CRC Construction Innovation and FM Action Agenda
17 August 2007	Arizona State University, Phoenix Convention Centre - “Adopting BIM for Facilities Management” by Stephen Ballesty, FM Action Agenda presented by Julian Anderson, Rider Levett Bucknall
14 August 2007	National Asset & Facility Management (NAFAM) 2007 convention Kuala Lumpur, an initiative of the Public Works Department (JKR) of Malaysia and Advanced Maintenance Precision Management - “Capacity Building & Sustainability” and “Best Practices & Success Stories” streams including “FM Action Agenda” and “FM Exemplar Project” presentations respectively by Stephen Ballesty, FMA Australia and Rider Levett Bucknall
10 August 2007	Savills Australia, Corporate Real Estate team training seminar - “Effective Maintenance for aging assets” featuring FM Action Agenda content by Stephen Ballesty, Rider Levett Bucknall
11 July 2007	Rider Levett Bucknall staff briefing on the FM Action Agenda, Shanghai by Stephen Ballesty
10 July 2007	Marcus Evans' Tall Buildings conference, Shanghai, PR China - “FM in the Clouds - delivering quality office towers to achieve user satisfaction” plenary session / closing keynote by Stephen Ballesty, FMA Australia and Rider Levett Bucknall
9 July 2007	Marcus Evans' Tall Buildings conference, Shanghai, PR China - “Effectively Maintaining & Servicing Tall Buildings” focus stream / concurrent session by Stephen Ballesty, FMA Australia and Rider Levett Bucknall
4 July 2007	Rider Levett Bucknall staff briefing on the FM Action Agenda, Beijing by Stephen Ballesty

PART C

APPENDICES CONT.

ABBREVIATIONS & ACRONYMS

ABCB	Australian Building Codes Board
AIRAH	Australian Institute of Refrigeration Air Conditioning & Heating
ABS	Australian Bureau of Statistics
ACEA	Association of Consulting Engineers Australia
ACIF	Australian Construction Industry Forum
AIA	American Institute of Architects
AS	Australian Standard
ASBEC	Australian Sustainable Built Environment Council
BIM	Building Information Model
BIFM	British Institute of Facilities Management
CPSISC	Construction & Property Services Industry Skills Council
CRC-CI	Cooperative Research Centre for Construction Innovation
CSIRO	Commonwealth Scientific & Industrial Research Organisation
DECC	Department of Environment & Climate Change
DIISR	Department of Innovation, Industry, Science & Research
DITR	Department of Industry, Tourism & Resources
ESD	Ecologically Sustainable Development
FM	Facilities Management
FM Action Agenda	Facilities Management Action Agenda
FMA Australia	Facility Management Association of Australia Ltd
GBCA	Green Building Council of Australia
GDP	Gross Domestic Product
HE	Higher Education
ICIP	Industry Cooperative Innovation Program
IFMA	International Facility Management Association
IPCC	Intergovernmental Panel on Climate Change
JTA	Jeremy Trotman & Associates
LEP	Local Environmental Plan
MESA	Maintenance Engineering Society of Australia
NECA	National Electrical and Communications Association of Australia
NOHSC	National Occupational Health & Safety Commission
OH&S	Occupational Health & Safety
PCA	Property Council of Australia
PODS	Property Operations and Development Sector of the Property Development and Management Training Package (PRD01)
RTO	Registered Training Organisation
TEFMA	Tertiary Education Facilities Management Association
TAFE	Technical and Further Education
UNESCO	United Nations Educational, Scientific & Cultural Organisation
VET	Vocational Education & Training (also now known as VTE in some States)
VTE	Vocational & Technical Education
WG	Working Group

DEPT. OF EDUCATION, SCIENCE & TRAINING GLOSSARY DEFINITIONS

Education (1) the process of imparting knowledge or developing skills, understanding, attitudes, character or behaviours. (2) the process of acquiring knowledge, skills, understanding, attitudes, etc. (3) the knowledge, skills, understanding, attitudes, etc. acquired. (4) the field of study concerned with teaching and learning.

Further Education (FE) post-secondary education, including higher education, adult education, and vocational education and training.

Higher Education (HE) post-secondary education offered by a university or other recognised higher education institution, or through Open Learning Australia, leading to the award of a degree or higher level qualification.

Tertiary education formal education beyond secondary education, including higher education, vocational education and training, or other specialist post-secondary education or training; sometimes used to refer only to higher education. Also called post-secondary education or further education

Training the development of skills, knowledge, attitudes, competencies, etc. through instruction or practice

VET - vocational education and training post-compulsory education and training, excluding degree and higher level programs delivered by higher education institutions, which provides people with occupational or work-related knowledge and skills. VET also includes programs which provide the basis for subsequent vocational programs. Alternative terms used internationally include technical and vocational education and training (TVTE), vocational and technical education and training (VTET), technical and vocational education (TVE), vocational and technical education (VTE), and further education and training (FET)

VTE - vocational and technical education; effective November 2005 VTE is the preferred term in Australia, also see **vocational education and training**

For a full glossary of terms, visit:

http://www.dest.gov.au/sectors/training_skills/policy_issues_reviews/key_issues/nts/glo/default.htm





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