



FACILITIES MANAGEMENT ACTION AGENDA -

MANAGING THE BUILT ENVIRONMENT

First Year Implementation
Report 2006

RECOGNITION OF SUPPORTERS

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

Major Supporter



Australian Government
Department of Industry
Tourism and Resources

The Department of Industry, Tourism and Resources (DITR) works within the Government's policy framework to enhance the competitiveness and sustainability of Australia's manufacturing, resources and services sectors. Action Agendas are an important element of the Government's strategy to strengthen the international competitiveness of Australian industries. The development and implementation of an industry Action Agenda provides a powerful mechanism for industry and Government to work together to identify opportunities and examine impediments to sustainable industry development.

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

- Initial Statistics Report on the Facilities Management Industry and subsequent update to the Statistics Report currently being conducted
- Development of the FM Action Agenda Web Portal
- FM Exemplar Project - Sydney Opera House

Supporters of the printing and publication of the FM Action Agenda first year implementation report

Major Supporters:



Supporter:



Supporters of the on-going maintenance of the FM Action Agenda Web-portal



Resolve FM

Our thanks also go to the following organisations for their provision of financial support:

- ANZ Banking Group
- CSIRO Corporate Property
- Rider Hunt Terotech
- Spotless Services
- Stockland

Secretariat:
Facility Management Association of Australia Ltd
Level 6, 313 LaTrobe Street
MELBOURNE, VIC 3000

The Hon Ian Macfarlane, MP
Minister for Industry, Tourism and Resources
Parliament House
CANBERRA ACT 2600

The Hon Bob Baldwin MP
Parliamentary Secretary to the
Minister for Industry, Tourism and Resources
Parliament House
CANBERRA ACT 2600

Dear Minister and Parliamentary Secretary

I am delighted to present to you the attached report outlining progress on the first year implementation of the Facilities Management Action Agenda.

The Facilities Management Action Agenda (FM Action Agenda) was announced by the Hon Ian Macfarlane, MP Minister for Industry, Tourism and Resources on 19 January 2004, culminating in the release of the report *Managing the Built Environment* and official launch at the Sydney Opera House in April 2005 by the then Parliamentary Secretary to the Minister, the Hon Warren Entsch MP.

The first year's progress report has been prepared by the FM Action Agenda Implementation Board which I am delighted to chair and which comprises an excellent mix of high quality, committed industry people.

Building on the initial report we have elected 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 through excellent and innovative management of facility services'.

Facilities Management is a relatively young and growing industry of significance for Australia, with Access Economics estimating that the industry accounts for \$12.4 billion gross domestic product (direct and indirect). This is equivalent to 1.65 per cent of Australia's gross domestic product (GDP). The study also shows that the industry accounts for 172,000 jobs (direct and indirect) or 2.1 per cent of national employment.

The FM Action Agenda's strategic plan *Managing the Built Environment* consists of 20 Actions related to raising recognition of the industry within the built environment sector, governments and the wider community; improving innovation within the industry; raising the level of education and training within the industry; addressing regulatory impediments; and promoting the industry's role in improving the sustainability of Australia's built environment.

Highlights to date include the launch of the FM Action Agenda web portal announced at the FM Association of Australia's annual conference, *ideaaction* held in June; the success in fostering facilities management as a professional career path within the VTE and higher educational sectors; work has also been done on the National Protocol recommendation that is consistent with State legislations to promote regulatory reform and uniformity; the communication strategies developed by the Sustainability arena and the research teams' progress and demonstration of the FM Exemplar Project – Sydney Opera House with research towards an integrated FM solution.

I would like to congratulate and thank all colleagues on the Implementation Board, the many industry contributors on our Recognition Working Groups and the Secretariat for their support.

I commend this report to you.

Yours sincerely



John V. McCarthy

Chairman
FM Action Agenda Implementation Board

PART A - OVERVIEW

Vision for the FM Action Agenda

The facilities management industry will be the foremost contributor to a productive and sustainable built environment through excellent and innovative management of facility services.¹

Background

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

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 Mr John V McCarthy and 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 identified the following five main areas of focus for the FM Action Agenda:

- facilities management in the Australian economy
- innovation
- education & training
- regulatory reform
- sustainability.

The strategic phase of establishing the FM Action Agenda saw the SILG seek wider input from a range of other industry representatives, client groups, government agencies – particularly the Department of Industry Tourism and Resources (DITR), and research and educational organisations, to develop 20 recommendations. In less than 12 months from the appointment of the SILG, the Facilities Management Action Agenda was endorsed by the Australian Government in December 2004 and launched at the Sydney Opera House on 29 April 2005.

The full Facilities Management Action Agenda – Managing the Built Environment can be accessed through the following websites:

www.fmactionagenda.org

www.fma.com.au

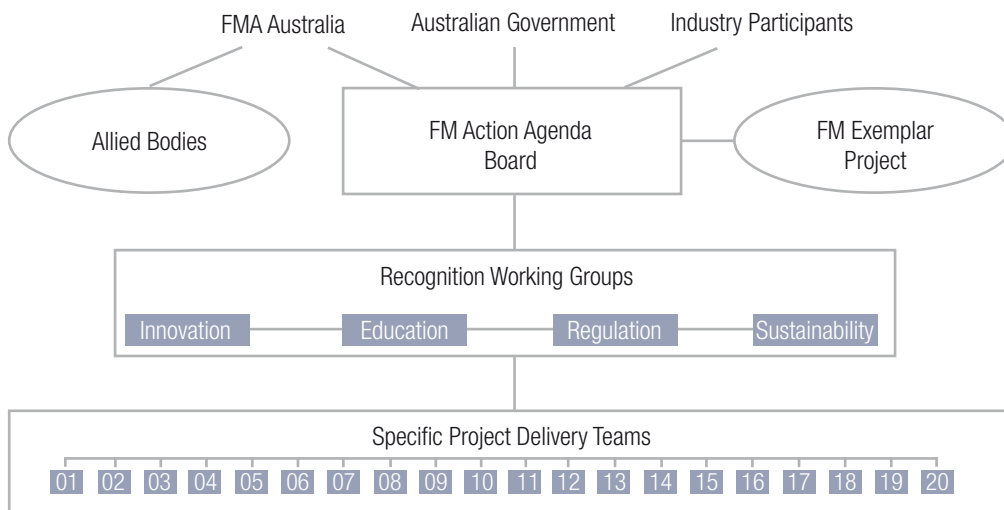
www.industry.gov.au

Facilities Management Action Agenda Implementation Board and Recognition Working Groups

The Minister for Industry Tourism and Resources, the Hon Ian Macfarlane MP in August 2005, appointed the Implementation Board and Mr John V. McCarthy as Chair. The Board is comprised of a number of members from the former SILG and other 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 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.

Facilities Management Action Agenda Implementation Phase



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

John McCarthy	Chairman, FM Action Agenda Implementation Board, Chairman, AEH Group
Stephen Ballesty	Managing Director, Rider Hunt Terotech Deputy Chairman, FM Action Agenda Implementation Board FM Exemplar Project: Sydney Opera House (Project Leader)
Kevin Dickinson	Head of Operations, Investa Property Group (Sustainability)
Steven Gladwin	Director, Tungsten Group (Communications WG Chair)
Dr Michael Green	General Manager, Advanced Manufacturing, Action Agenda & Building Branch, Department of Industry, Tourism and Resources
Karen Lyon Reid	Director, Government Office Accommodation Unit, Qld Department of Public Works (Innovation)
Jon McCormick	Managing Director, Multiplex Facilities Management (Sustainability WG Chair)
Richard Mayes	Head of Facilities Management, Reserve Bank of Australia (Education & Training WG Chair)
Naomi Nielsen	Deputy Director, The University of New England (Education & Training)
John Nakkan	Director Maintenance Services, Department of Parliamentary Services (Innovation WG Chair)
Sue Pridmore	National Manager Store Development & FM, Myer (Communications)
George Spink	Executive General Manager, Transfield Services (Innovation & FM Exemplar Project)
Michael Silman	Head of Premises & Facilities, Macquarie Bank (Sustainability)
Tony Staveley	Director, Balance Corporate Property (Regulatory Reform WG Chair)

The FM Action Agenda Implementation Board wishes to thank the following past Board members for their contribution:

Chris Hunt	Regional Director Management, Jones Lang LaSalle (Aug. 2005 - May 2006)
Ross Johnston	Chief Executive, Spotless Property Facilities (Aug. 2005 - Feb. 2006)
Chris Luscombe	Director Engineering, Mirvac Investment Division (Aug. 2005 - Nov. 2005)

Secretariat

Karen Hill	Chief Executive Facility Management Association of Australia
Detlef Jumpertz	Manager of the Building Policy Section, Manufacturing Engineering & Construction Division, Department of Industry Tourism & Resources
Michael Flaherty	Building Policy Section, Manufacturing, Engineering and Construction Division Department of Industry Tourism & Resources

FM Action Agenda Working Groups

Communications Working Group

Group Chair Steven Gladwin, Director, Tungsten Group

Group Members

Kerry Lodge	Director, Valuable Resources
Sue Pridmore	National Manager, Store Development & FM, Myer
George Stamas	Director, GJK Facility Services
Janet Wilson	FM Consultant

Innovation Working Group

Group Chair John Nakkan, Director of Maintenance Services, Department of Parliamentary Services

Group Members

Karen Lyon Reid	(Vice Chair) - Director, Government Office Accommodation Unit, Queensland Department of Public Works
James Calder	Director, Woods Bagot
Mark Farrell	Managing Director, MDF Group
Vyt Garnys	Managing Director, Cetec
David Hartney	Strategic BDM, Programmed Maintenance Services
Martyn Jackson	Director, Asset Management Services
Mike O'Shea	Director, Currie & Brown (Aust)
Mark Slater	General Manager FM Services, Mowlem Aquamen (Asia Pacific)
George Spink	Executive General Manager, Transfield Services (Aust)

Education & Training Working Group

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

Group Members

Naomi Nielsen (Vice Chair) - Deputy Director, FM Services Directorate, University of New England

Anthony Farrell Director, Estate Operations
Department of Defence

Andrew Frowd Director Facilities Management, Queensland University of Technology

Bernie Galletti Manager, Property Services Programs, TAFE NSW

Craig Langston Professor of Construction Management, Deakin University

David Leifer Coordinator, Graduate Programme in Facilities Management, University of Sydney

Martin Leitch CEO, fmedge

Rodney Timm Director, Property Beyond

Regulatory Reform Working Group

Group Chair Tony Staveley, Director, Balance Corporate Property

Group Members

Warrick Smith (Vice Chair) Director, LinAle Services

Nick Ferrara Director, Rider Hunt Terotech

Bede Foley Director, Allanvale Consulting

Wayne Francisco Services Group Manager, GHD

Glen Fraser Operations Manager, Multiplex Facilities Management

Steve Jones Director Commercial and Facilities, Australian Sports Commission

Paul Micallef Managing Director, Australis Facility Management

Mark Murphy Managing Director, Murphys Group Services

Clive Warren Senior Lecturer, University of Queensland

Sustainability Working Group

Group Chair Jon McCormick, Managing Director, Multiplex Facilities Management

Group Members

Michael Silman (Vice Chair), Head of Premises & Facilities, Macquarie Bank

Tony Ceapa National Account Manager, Energy Conservation Systems

Matthew Clark Principal Program Officer – Building Performance Ratings, DEUS

Kevin Dickinson Head of Operations, Investa Property Group

David Hood Chairman, David A. Hood & Associates

Peter Hilderson Director of Engineering & Operations, Management Solutions Australasia
Allan Kull
National Project Manager,
Programmed Maintenance Services

Romily Madew Chief Executive, Green Building Council Australia

Graham O'Loughlin Director, O'Loughlin Consultants

Brian Purdey Managing Director, KODO Pacific

Bradley Robbins Head of Facilities Management, Investa Property Group

Peter Scott Manager, Office Facilities, Woodside Energy

FM Exemplar Project Sydney Opera House Team

Project Leader Stephen Ballesty, Managing Director, Rider Hunt Terotech

Group Members

Paul Akhurst Sydney Opera House

Lan Ding CSIRO

Robin Drogemuller CSIRO

Janet Henriksen University of Sydney

Kylie Legge CRC for Construction Innovation

David Leifer University of Sydney

Kat Martindale University of Sydney (February – April 2006)

John Mitchell CSIRO

Jason Morris Rider Hunt Terotech
(April 2005 - November 2006)

Hans Schevers CSIRO

Dirk Schwede University of Sydney

Peter Scuderi CRC for Construction Innovation

Ankit Shah Rider Hunt Terotech (from May 2006)

George Spink Transfield Services (Aust) Pty Ltd

Marcello Tonelli CRC for Construction Innovation
(March to May 2006)

Ron Wakefield RMIT

Jeremy Wu University of Sydney (April 2005 - April 2006)



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IMPLEMENTATION OF THE FACILITIES MANAGEMENT ACTION AGENDA

The implementation phase of the FM Action Agenda, currently the responsibility of the Parliamentary Secretary to the Minister, the Hon Bob Baldwin, began shortly after the formation of the FM Action Agenda Implementation Board, with the Board's first official meeting on 16 November 2005.

At the Board's first meeting, the FM Action Agenda strategy and 20 action steps, were reviewed and the following was resolved:

- responsibilities around the key areas of Innovation, Education & Training, Regulatory Reform and Sustainability;
- FMA Australia would act as facilitator in the provision of secretarial support for the Implementation Board and assist with the communication process;
- allocated specific responsibilities for the formation of Recognition Working Groups for each of the four focus areas; the formulation of a Communications Strategy and liaison with the FM Exemplar Project – Sydney Opera House in order to progress the 20 action steps;
- a meeting and reporting cycle for the future.

The 36 month implementation phase takes 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 following platforms:

- 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 creation 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.

In addition to progressing the 20 actions, the Implementation Board also committed to the Sydney Opera House Facilities Management Exemplar Project, as previously scoped and commenced by the CRC for Construction Innovation, together with research and industry partners.

KEY ACHIEVEMENTS IN THE FIRST YEAR OF IMPLEMENTATION

Significant progress has been made in the first year of implementation of the 20 recommendations of the Facilities Management Action Agenda with all actions being commenced and several being completed. The major achievements are summarised under each of the key areas.

Facilities Management in the Australian Economy

Through a grant from the Department of Industry Tourism and Resources, Access Economics was contracted to undertake the update to the data on the Facilities management industry's contribution to the Australian economy. This survey was in the process of being conducted as the annual report was being prepared.

Innovation

The significant achievement to date is the development of the FM Action Agenda web portal, which was launched by the FM Action Agenda Implementation Board Chairman, John McCarthy at the Facility Management Association of Australia (FMA Australia) annual conference,

ideation, in Canberra on 1 June 2006. The web portal development was made possible through the generous provision of a grant from the Department of Industry, Tourism and Resources. The on-going support for the update of the web-portal is being managed by FMA Australia on behalf of the Implementation Board and with the support of industry partners.

The Innovation Working Group also developed relationships with key innovators throughout the industry nationally and internationally. Development has commenced on a pilot forum event designed to encourage debate on facilities management issues of interest, and a survey which will be used at industry events to better gauge what benefits innovation can bring to industry members.

Education and Training

As part of a broader campaign to raise the profile of facilities management across the educational spectrum, the Education and Training Working Group has had success in fostering dialogue and commitment necessary between industry, the Vocational and Technical Education (VTE) Sector and universities to increase the availability of facilities management courses at undergraduate level.

An outstanding achievement is Australia's first undergraduate facilities management degree offered by Deakin University from Semester 1 in 2007. The new five-year combined degree (facilities management + construction management) has been branded as Infrastructure Logistics, which is defined as a blend of construction (project) management and facilities management. Deakin University will also be introducing an honours year in facilities management.

Both facilities and construction management degrees have been accredited by the Royal Institution of Chartered Surveyors (RICS) as leading to professional entry in their respective disciplines. Accreditation by FMA Australia (for the facilities management stream) is expected soon.

The Education and Training Working Group has also established the framework of an innovative project that will encourage greater collaboration between the Higher Education and VTE sectors.

The School of Architecture and Building at Deakin University and fmedge facilities management training, a registered training organisation, have created a direct pathway from the VTE sector into the Higher Education sector for the FM industry, whereby fmedge Diploma of Property, Asset and Facilities Management graduates are eligible, on satisfying specific conditions, for advanced standing of up to 16 credit points (two years) into the Deakin University's Bachelor of Infrastructure Logistics combined degree, mentioned above.

Regulatory Reform

A detailed understanding of the complex matrix of regulatory requirements for each State has been developed which will enable the creation of an effective strategy to promote awareness to industry, government and the greater public of the need for conformity of regulation nationally.

The Working Group's immediate focus has been on improving and augmenting the Trotman Report (refer Appendix 1) into a concise National Protocol recommendation that is consistent with State legislations, in order to promote regulatory uniformity.

The Regulatory Reform Working Group has also identified the area of disability as the largest single issue of regulatory compliance affecting managers, owners, planners and practitioners. The FM Action Agenda Implementation Board has recently endorsed the inclusion of equality of access as a ninth regulatory focus area. A Project Delivery Team will be formed to deal with this area.

Sustainability

The Sustainability Working Group has actively engaged with various key industry stakeholders with a view to developing a communications campaign specifically addressing opportunities to contribute to a sustainable built environment.

The Working Group has explored speaking opportunities to promote the role of FM, particularly in respect of sustainability and targeting relevant research projects for Working Group involvement, such as the Warren Centre Low Energy High Rise project, CRC for Construction Innovation Your Building project and specific facilities management related research such as Challenges of Greening Facilities Management.

Plans have been developed for inclusion of an FM industry specific index structure for the Sustainability section of the web portal which will further assist in communicating sustainability issues to the FM industry and the community at large.

In respect of business case, focus to date for the Sustainability Working Group has been reviewing the currently available business case studies such as The Dollars and Sense of Green Buildings and becoming active participants in other stakeholder projects where business cases are being developed.

Implementation & Communications

All three actions identified as part of the implementation process have been completed and the communications strategy and working with Government departments has been operationalised as part of the implementation process. 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.

Facilities Management Exemplar Project – Sydney Opera House

The Facilities Management (FM) Exemplar Project utilises the Sydney Opera House to combine three (3) research streams dealing with Digital Modelling, Services Procurement and Performance Benchmarking as a whole and then developing collaboration between them. The project aims to achieve an integrated FM solution that will showcase improved FM performance, promote best practice and make a case for FM as a business enabler. In delivering these outcomes the project will in turn support the Australian Government's FM Action Agenda, and provide improved service delivery for the benefit of the community.

Currently moving into its final phase, since July 2006 the project has achieved significant milestones which include holding the first live demonstration of the Building Information Model (BIM) of a section of Sydney Opera House, to show how the system operated.

Based on extensive interviews with Sydney Opera House service providers and tenderers, services procurement research has investigated cleaning and maintenance services. The research is currently being used in the development a hybrid model that incorporates both internal and external contractors in a partnership approach to procurement. The feedback and findings will form the basis for improved processes and performance measures over time.

A two stage survey is well underway with a number of significant national and international facilities working with the project team to share information on benchmarking and performance measures. The research focus areas include identifying best practise in Fabric Condition and Energy Management, and linking these to corporate objectives.

SUMMARY OF PROGRESS FOR FM ACTION AGENDA IMPLEMENTATION PLAN

The following provides a summary of the 20 recommendations and status of each.

Recommended Action	Ongoing	Expected Completion Date	Completed
1. Annually update data on the facilities management industry's contribution to the Australian Economy.		Current update completed by November 2006	
2. Consult with the Australian Bureau of Statistics with a view to obtaining improved data for the FM industry.		Under development	
3. Establish a Facilities Management innovation Forum for the FM industry		May 2007	
4. Establish a web portal for the FM Industry to disseminate information and provide feedback on innovation, education and training, regulatory issues, and sustainability.			1 June 2006
5. Promote the benefits of innovation and encourage greater industry collaboration and investment in research and development.		December 2007	
6. Highlight the contribution that FM makes to productivity by establishing performance measures and 'best practice' benchmarks, incorporating client input, with a specific focus on improving workplace productivity.		December 2008	
7. Work with the CPSISC Skills Council to support the provision of vocational education and training for the FM industry.	√		
8. Work with Australian universities to increase the availability of FM courses at the undergraduate level.	√		
9. Develop an innovative project that will encourage greater collaboration between the VTE and higher education sectors in the provision of FM education.		Under development	
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 FM as a career.		Under development	
11. Promote awareness within the FM industry of the regulatory requirements applying in three selected areas (asbestos; emergency evacuation plans; and cooling towers).		December 2007	
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).		December 2007	

Recommended Action	Ongoing	Expected Completion Date	Completed
<p>13. Promote conformity of regulatory requirements and contribute to key areas of regulatory reform.</p> <p>a. Establish the working group with membership sufficiently skilled and geographically spread to assess, define and implement each of the Action items.</p> <p>b. Create stage one awareness strategy and post appropriate links on the FM Action Agenda web portal.</p> <p>c. Review regulatory requirements for each State, comment on the appropriateness of State regulations and create a recommended National Protocol for Action 11.</p> <p>d. Formulate a communication strategy to promote awareness.</p>		<p>September 2006</p> <p>September 2006</p>	<p>April 2006</p> <p>August 2006</p>
<p>14. Promote the role of facilities management in responding to increased demand for corporate accountability associated with sustainability performance.</p>	√		
<p>15. Promote the role of the FM industry in key industry and government forums addressing sustainability.</p>	√		
<p>16. Use the data web portal proposed in Action 4 to disseminate sustainability information.</p>	√		
<p>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.</p>		Under development	
<p>18. Establish an Implementation Group comprising leaders of the FM industry to manage the implementation of the FM Action Agenda.</p>	√ Board managing implementation	December 2008	√ Board appointed August 2005, 1st meeting November 2005
<p>19. Develop a communications strategy to increase recognition of the contribution of FM as an industry.</p>	√		
<p>20. Work with relevant government departments and agencies to identify opportunities to raise awareness of the FM industry and to consult on relevant government policies and programs</p>	√		



FUTURE DIRECTION – THE SECOND YEAR OF IMPLEMENTATION TARGETS

The expected outcomes of the second year of the FM Action Agenda implementation phase by focus area across the 20 Actions are:

FM in the Australian Economy: Disseminate the information on the update to the statistics of the FM industry and commence consultation with the Australian Bureau of Statistics regarding obtaining improved information for the FM industry.

Innovation: Develop the plan to link examples of innovation that exist in the FM Action Agenda web portal to a directory within the innovation area. The directory will have 12 innovation themes or categories and will provide links to other authorised case studies and examples of innovation.

Education & Training: Further develop the web-based interactive education and training information centre project. This should enable the various educational stakeholders, contributors and consumers generate access to information on FM courses and career development.

Regulatory Reform: Develop a concise National Protocol recommendation that is consistent with State legislations with a view to promoting regulatory uniformity.

Sustainability: Develop an FM industry specific index structure for the Sustainability section of the web portal which will communicate sustainability issues to the FM industry and the community at large.

Communication: Support communication pathways between the Recognition Working Groups and the dissemination of information on the FM Action Agenda's achievements to all levels of government and industry participants locally and abroad.

PART B – CURRENT STATUS

Recommendations – Progress in the First Year of Implementation

The Facilities Management (FM) Action Agenda's aim is to develop a strategic framework for the growth of a sustainable and internationally competitive Australian FM sector. The 20 recommendations of the FM Action Agenda have 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'.

Key Area: FM 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.

Priorities, Proposals and Progress

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 FM industry was 172,000 persons in 2002-03. This is equivalent to about 2.1 per cent of Australia's workforce.

Through the generosity of the Department of Industry Tourism and Resources, Access Economics was again commissioned to undertake a follow-up study on the size of the facilities management industry.

The study builds upon the 2004 study undertaken by Access Economics which, due to its small sample size, should now be seen as a pilot study. Access Economics will derive a measure of the total economic contribution of the Australian FM industry, measured in gross value added, gross domestic product (GDP) and employment, by summing results from the statistical profile across all relevant industry sectors.

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.

The information provided to Access Economics will be consolidated in the final report to be released in an update on the FM contribution to the Australian economy.

Expected completion date: November 2006

ACTION 2

Consult with the Australian Bureau of Statistics with a view to obtaining improved data for the FM industry.

The FM Action Agenda Implementation Board is committed to updating the data on the facilities management industry's contribution to the Australian economy and will consult with the Australian Bureau of Statistics with a view to improving data on the industry.

Under development

Key Area: Innovation

Achieving growth in the FM 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 FM, much of the innovation in the industry has been introduced and adapted from other industry sectors, or from overseas.

Envisaged is the creation of a Facilities Management Innovation Forum to foster the exchange of innovative ideas and information, and a web portal to bring this innovation to industry stakeholders.

The Innovation Working Group will facilitate the generation and perpetuation of innovative better practice in the FM community. It will do this by engaging with key innovators throughout industry and sharing the outcomes with participants

Priorities, Proposals and Progress

ACTION 3

Establish a Facilities Management Innovation Forum for the facilities management industry.

- The Innovation Working Group has prepared a pilot forum event to encourage debate on FM issues of interest. It has also developed a survey to be used at industry events to better gauge what benefits innovation can have to industry members. It is envisaged that the survey will be installed on the FM Action Agenda web portal as part of the innovation component. Industry support has been offered to sponsor the formatting and preparation of an electronic version of the survey, as well as manage the distribution and collation of the information.
- Extensive engagement with representatives of industry stakeholder groups such as the Cooperative Research Centre (CRC) for the Construction Industry, the Government Real Estate Group, the Property Council of Australia (PCA), Facility Management Association of Australia (FMA Australia), Tertiary Education Facilities

Management Association (TEFMA), CoreNet Global and the Maintenance Engineering Society of Australia (MESA) is being undertaken. Additionally, links have been established with a wide range of professional associations & institutions, the International Facility Management Association (IFMA), the British Institute of Facilities Management (BIFM), the Healthy Buildings Forum, the Scottish Parliament and the Finland Workplace Network Group. There remains a keen interest from these bodies to assist and participate in innovation research and debate.

- Expertise from the various industry representative bodies and academic community will be coordinated to provide value to all these organisations and the FM industry as a whole through the following initiatives:
 - Establishing a national "Roadshow", comprising leaders in innovation under various categories such as ESD, and Asset Management. The Roadshow would be marketed as the first forum that brings together innovators from stakeholders across all related industry sectors and disciplines such as property, asset, facilities management, architectural, engineering and surveying professions.
 - Calling for papers on the latest innovations and preparing articles and press release material that discuss the value of innovation, for industry and general circulation publications.
 - Development of an industry recognised 'Innovation Award' for facilities management and related industry associations.
 - Taking a strategic leadership role, linking all organisations, and developing a Round Table Forum for Innovation across the industry sectors, which would meet to discuss the development and promotion of innovation, nationally and internationally.

Expected completion date: May 2007

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 Facility Management Association of Australia's annual conference, *ideaaction* held in Canberra.

Completed: 1 June 2006

Further work is being undertaken on the website to ensure that updated information about the progress of the FM Action Agenda can be regularly updated. A draft content management strategy paper has been prepared by Winter Corporate Communications and is being reviewed by an Innovation project delivery team.

The Innovation Working Group plans to link examples of innovation that exist in the FM Action Agenda web portal to an innovation directory. The directory will have 12 innovation themes or categories and will provide links to other authorised case studies and examples of innovation.

Expected completion date: May 2007

ACTION 5

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

The pilot Facilities Management Innovation Forum event is also intended as a means of promoting the benefits of innovation.

As the survey results are collated, this information will be provided to the industry via the web portal, FM innovation forum and relevant publications.

Expected completion date: End 2007

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.

Within the FM Action Agenda's application to AusIndustry for an Industry Cooperative Innovation Program (ICIP) at the end of 2006, the Innovation WG will contribute to the outcomes for the resulting research programs.

Members of the Innovation WG will be gathering further information on two high profile examples of innovation in the built environment at the IIR Building Maintenance Conference held in September.

Further research on productivity barriers in the built environment has been obtained from the Healthy Buildings Forum in Lisbon, Portugal. This will assist in the development of the ICIP research activity.

Expected completion date: 2008

Key Area: Education & Training

There is a clearly identified need to ensure that FM is seen as a professional career path in its own right, rather than the disparate educational offerings that presently exist. As part of a broader campaign to raise the profile of FM across the educational spectrum, envisaged is a collaborative effort between industry, the Vocational and Technical Education (VTE) sector and universities to increase the availability of facilities management courses at undergraduate level.

The Education and Training Working Group will facilitate the generation and perpetuation of FM Education and training opportunities as essential to creating an FM workforce which is recognised by clients as professional and capable of delivering a valuable service.

An innovative project to encourage greater collaboration between the VTE and higher education sectors is also proposed, along with an awareness campaign to increase recognition of FM as a career of choice by school leavers.

Priorities, Proposals and Progress

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 Construction and Property Services Skills Council (CPSISC) will assist in supporting the provision and development of Vocational and Technical Education (VTE) for the FM industry in the following key areas:

- Providing accurate industry intelligence to the VTE sector about current and future skill needs and training requirements, and
- Supporting the development, implementation and continuous improvement of quality nationally recognised training products and services, including raining Packages.

The Working Group has established that it will be approximately three years before the next review of relevant Training Package and before any recommended changes can be implemented. Since the Training Package content covers the entire property industry, this timeframe provides ample opportunity to determine how the training package should be structured to best serve the FM industry.

The Working Group will investigate how the industry can support the development and provision of FM aligned VTE sector qualifications through identifying changing industry needs and through the closer alignment of the training package with industry needs, through full engagement and collaboration with CPSISC.

Part of this strategy has been a review of the Property Council of Australia (PCA) Operations and alter FM courses.

The PCA offers two courses focussed on operations and facilities management. The first is a two-day Essential Skills for new entrants to the industry and is a prerequisite for a Diploma Course unless candidates can show sufficient work experience.

The second is a three day diploma course for established professionals and provides an in-depth understanding of subject area and how to improve business performance.. The candidates for the diploma course are also required to complete an assignment within two months of attending the course. The instruction for both courses takes the form of formal lectures, networking sessions, group discussions, case studies and interactive sessions. In addition PCA offers a Building Services Fundamentals two day course focused on the full range of building services.

None of these three courses are accredited or approved through the VTE or Higher Education sectors. Significantly the fact that each of these three courses attracts around thirty students per year indicates the demand for entry level training.

Ongoing

Mirvac development at 189 Grey Street, Queensland designed by HPA Architects.

Photographer David Sandison



ACTION 8

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

In April 2006, Deakin University, in Victoria, announced plans to establish the first full undergraduate degree in facilities management. Leading overseas undergraduate programs have been investigated, revealing a wide variety of curriculum.

An undergraduate degree is being offered in 2006, through Macquarie University in association with the International College of Management in Manly. There are plans to map the Bachelor of Business Administration in Property Services Management with a view to considering the inclusion of FM related units into that offering.

The possibility of a similar program to Deakin's is being pursued in New South Wales Universities including: University of New South Wales, The University of Western Sydney and Macquarie University.

The Education and Training Working Group have commenced targeting almost all Australian Universities in the faculties of the built environment and/or business, and FM academics and professionals who have the potential to teach in the Higher Education Sector. Through this process the Education and Training Working Group will develop strategies to support this action in the longer term.

Some early success has been experienced, with Deakin University developing plans to offer Australia's first undergraduate facilities management (FM) degree, resulting in a new five-year combined degree (facilities management + construction management) being offered from first semester 2007, and branded as Infrastructure Logistics. FM studies are available to either construction management or business management students and are positioned at third year level. Students undertaking the Bachelor of Commerce or Bachelor of Management at Deakin University can select FM as a major in their final year, thus creating a bridge between the Faculty of Science and Technology (where FM resides) and the Faculty of Business and Law. This major is available from 2007 as well.

Both facilities and construction management degrees have been accredited by the Royal Institution of Chartered Surveyors as leading to professional entry in their respective disciplines. Accreditation by Facility Management Association of Australia (for the FM pathway only) is expected soon.

The promotion of the new programmes is underway with scholarships being established with key institutional providers to attract their best students to Deakin University.

Ongoing

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 Working Group has established the framework and concept of an innovative project that will encourage greater collaboration between the Higher Education and VTE sectors. The key deliverable will be to offer comprehensive information on career paths and opportunities within the industry at all points of entry into the industry by participants.

The proposal is to develop a web-based interactive education and training information centre that will be available to everyone involved or interested in being involved in the FM industry.

This information centre will have the following aims:

- To encourage greater collaboration between the VTE and Higher Education sectors in the provision of FM education.
- To offer comprehensive information on career paths and opportunities within the industry, on such things as traineeships and where these can be found.

The Innovative Project long term strategy is to combine the outcomes of Action 7, 8 and 9 to offer a solid and robust qualification and career pathway and therefore facilitate and support Action 10.

The Working Group is working towards the development of the project scope and specification.

In furthering Action 9 objectives, the School of Architecture and Building at Deakin University and fmedge facility management training have created a direct pathway from the VTE sector into the Higher Education sector for the FM industry.

The School of Architecture and Building at Deakin University has introduced a new suite of undergraduate degrees that will be available from January 2007.

fmedge has developed and currently delivers the Diploma of Property, Asset and Facilities Management via a flexible learning platform. This is a recently launched VTE sector qualification from the Property Development and Management Training Package.

As a result of close collaboration between the two organisations, fmedge diploma graduates are eligible, on satisfying specific conditions, for advanced standing of up to 16 credit points (two years) into the Bachelor of Facilities Management/Bachelor of Construction Management.
Under development

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 Working Group is engaging with Schools, the VTE and Higher Education sectors, industry and government to capture the key requirements with which to build an effective awareness campaign.

It was determined that it would be valuable to understand the existing avenues available for potential students when looking for career options and guidance.

The working group concluded that specifically targeted promotion is likely to deliver public awareness in interest categories. This would in turn drive demand for FM industry education. Broader education will occur as industry definition matures over time.

Under development

Key Area: Regulatory Reform

There is a considerable compliance reporting burden placed on facilities management, and the FM industry is seeking regulatory reform in order to create better efficiencies derived from the conformity of regulatory requirements. It is envisaged that participation in the various regulatory consultative mechanisms, and a proactive leadership approach in facilitating regulatory reform in key designated areas will facilitate the change required in working towards national regulatory reform.

Work is continuing to ascertain a detailed understanding of the complex matrix of regulatory requirements by State, and to enable the creation of an effective communication strategy to promote awareness to industry, government and the greater public through the following FM Agenda Action steps.

Priorities, Proposals and Progress

The Regulatory Reform Working Group has determined that rather than Federal legislation being created that could take years to negotiate, a National Protocol which is consistent with State Legislation would be more appropriate. Further, if there were any glaring omissions or inconsistencies these should be resolved in the guidelines. The immediate focus of the working group has been to create a clear National Protocol recommendation that incorporates and amplifies the information provided by the Trotman Report (2004, refer Appendix1), prepared as background during the FM Action Agenda strategic phase, into a concise National Protocol recommendation.

The Regulatory Reform Working Group's framework for the FM Action Agenda includes:

- the 8 priority regulatory action areas defined in FM Action Agenda
- identifying the areas of jurisdictional commonality
- formulating a framework that the State legislation would see fit as a recommended National Protocol
- Identifying any requirement that is missing from existing legislation that should be incorporated
- identifying the major areas that should be promoted

The Working Group's overarching goal is to promote awareness of legislation and the FM Action Agenda web portal is seen as an appropriate medium for this, as much of the information will be by way of links to other agency or corporate sites. Once the accuracy of information (for example, Emergency Evacuation Procedures that have an obvious need for absolute clarity and reliance) can be verified, then all items in Action steps 11 and 12 will be incorporated into the FM Action Agenda web portal.

Promotion of the FM Action Agenda activity to State and local governments, industry bodies, and industry practitioners should also form part of the awareness strategy.

The Working Group also considered the area of disability access is the largest single issue of regulatory compliance affecting managers, owners, planners and practitioners. The FM Action Agenda Implementation Board has recently endorsed the inclusion of equality of access as a ninth regulatory focus area. A Project Delivery Team will be formed to deal with this area.

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).

a) Asbestos

Each State refers to two main Codes of Practice published by the Australian Government National Occupational Health and Safety Commission (NOHSC), which have recently been updated and came into effect as of 1 December 2005. There are some subtle differences in the levels of exposure between the codes.

The Code of Practice for the Safe Removal of Asbestos provides guidance on the safe removal of asbestos and asbestos-containing material from buildings and structures, plant and equipment, and vehicles.

The Code of Practice for the Management and Control of Asbestos in Workplaces sets out the steps to be taken to manage asbestos-containing materials currently installed in workplaces, safely. These steps include identifying asbestos-containing materials, performing risk assessments and implementing control measures.

NOHSC has also published a revised Guidance Note on the Membrane Filter Method for Estimating Airborne Asbestos Fibres, 2nd Edition [NOHSC: 3003(2005)]. The guidance note has been amended to complement the revised national exposure standard for chrysotile asbestos (0.1 fibres/ml of air) that was declared in 2003. The regulation amendments include an updated reference to this Guidance Note. The membrane filter method is used to assist in monitoring the effectiveness of control measures for preventing exposure to airborne asbestos fibres, and in determining worker exposure to airborne asbestos fibres.

b) Emergency Evacuation Plans

Assessment of the web sites of the various State bodies that have some responsibility for emergency evacuation plans is progressing. Predominantly these are fire and emergency management organisations, and include a number of other organisations.

Web sites also indicate reference sources that include legislation, regulations, Australian Standards and other policy guidance documents. While there are similarities, there are also significant differences. At State level there are also significant demarcation areas between organisations responsible for fire evacuation, and emergency and other organisations that are responsible for evacuation in other circumstances. Few plans cover the range of emergency evacuation incidents.

There will also be some work done in establishing the status of the group responsible for Australian Standard AS3745 – 2002, which is the most referred to document and may provide the conduit to establish a broad framework on which State and organisation procedures are based. The Working Group is of the view that in its current form AS 3745 - 2002 does not provide sufficient information to meet requirements.

It is the aim of the Working Group to ensure that the FM Action Agenda web portal provides a repository of links to enable national Facilities Managers to access the range of information required to establish their facility or organisational emergency evacuation plans by State.

c) Cooling Towers

Regulations and legislation covering all States as well as national standards have been reviewed with the source documents gathered and collated into the report template.

Common regulations and standards have been identified, and recommendations on uniformity of regulations made. The Australian Standards: AS 3666, Parts 1, 2 and 3, as well as Handbook 32, form the basis of State based regulations. Additional research will be undertaken to source individual local councils through LEP, DCP or other local plans or policies.

Industry bodies such as AIRAH, PCA, the Plumbers Association and NECA have also developed codes of practice and guidelines for use with the standards, which are being reviewed in line with the above.

Expected completion date: December 2007

The David Pennington Bio 21 Institute Building, University of Melbourne, designed by DesignInc Melbourne
Photographer Trevor Mein



ACTION 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).

a) Dangerous goods

While this area has been identified (see Trotman Report Appendix 1), other areas such as fall prevention and electrical tagging and testing have taken precedence and will be addressed in the 2007 Annual Report.

b) Fall Prevention

All States have a number of different regulations and Codes of Practice, which are often contradictory and confusing to all stakeholders. The NOHSC has a Draft Code of Practice for the Prevention of Falls that is currently under review. The working group will address the differences of height thresholds and responsibilities, on a national basis. More research and review is required with NOHSC, and once all the additional information is collected a recommendation for guidelines of Fall Prevention can be made, on a national basis.

c) Confined spaces

While this area has been identified (see Trotman Report Appendix 1), other areas such as fall prevention and electrical tagging and testing have taken precedence and will be addressed in the 2007 Annual Report.

d) Plant safety

While this area has been identified (see Trotman Report Appendix 1), other areas such as fall prevention and electrical tagging and testing have taken precedence and will be addressed in the 2007 Annual Report.

e) Electrical Testing and Tagging and Testing of Residual Current Devices

All States and Territories throughout Australia have standards in relation to the regime of testing required. However, there is very little legislation or codes of practice that include a regime of servicing or inspection. It appears that all legislation points to an individual building controller or company facilities controller being required to undertake a risk assessment whilst being charged with maintaining a safe and healthy environment.

Legislation is mixed in many States and while much of the issued literature details that compliance with Australian Standard AS 3760 is not mandatory, agency staff will advise verbally that the best way to comply with the Act(s) is to comply with the Standard. Some States publish a list of recommended service intervals, and some say that if you followed AS 3760 then you should comply.

It has been identified that the four bodies involved in this industry, namely OH&S agencies, supply authorities, electrical contractors and facilities managers, need to hold discussions at a national level. The Acts allude to more than simple testing and tagging. There are already many other Standards in place that are not followed for the electrical governance of a site and a concise electrical safety plan for facilities is required to promote safety, minimize fire and long term machinery damage in Australia.

Expected completion date: December 2007

ACTION 13

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

1. Establish the working group with membership sufficiently skilled and geographically spread to assess, define and implement each of the Action items.

Completed April 2006

2. Create stage one awareness strategy and post appropriate links on the FM Action Agenda web portal.

Expected completion date: September: 2006

3. Review regulatory requirements for each State, comment on the appropriateness of State regulations and create a recommended National Protocol for Action 11.

Completed August 2006

4. Formulate a communication strategy to promote awareness.

Expected completion date: September 2006

Key Area: Sustainability

The FM industry is in a strong position to influence decisions made by business and governments to produce lower environmental impacts through practices that can benefit business, and hence have taken a leadership role in raising awareness of the need for sustainability in the built environment.

The Sustainability Working Group will facilitate the FM industry to enhance its role in assisting business with sustainability issues in the built environment, and continue its proactive role in key industry and government forums on sustainability.

Priorities, Proposals and Progress

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, 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 assets.

The Sustainability Working Group intends to draw out the headline figures that are relevant and promote effectively the role of FM, intended outcomes include;

- Estimate the quantum impact of the built environment across all categories, particularly in total greenhouse gas emissions, water consumed, non-recyclable waste produced, and productivity.
- Estimate the impact FM has on these aspects using existing studies such as the Parramatta CBD Greenhouse Leaders Project.
- Understand the barriers to improving FM performance in these particular areas and what needs to be done to fix these problems.

- Articulate how the FM industry will address the various political and corporate agendas at a macro level.
- Review current publications to assess understanding the role of FM
- Develop standard performance metrics for FM roles addressing sustainability.

Under development

ACTION 15

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

The Working Group has commenced collaborations with various key stakeholder groups including the Australian Sustainable Built Environment Council (ASBEC), various industry associations such as FMA Australia, TEFMA, and CoreNet Global, and professional bodies such as Engineers Australia. A list of relevant stakeholders has been produced and a contact plan developed.

Future Actions

- Develop a communications campaign (in conjunction with the Communications Working Group) specifically addressing sustainability related opportunities.
- Explore speaking opportunities to promote the role of FM particularly in respect of sustainability, such as the FM sustainability conference scheduled in Melbourne for November 2006 where a number of the Working Group members are speaking).
- Identify relevant research projects for Working Group members to become involved such as the Warren Centre Low Energy High Rise project, CRC for Construction Innovation *Your Building* project and specific FM related research such as “Challenges of Greening Facilities Management”
- Write policy papers on behalf of FMA Australia, responding to various government initiatives such as the Federal Government Sustainability Charter, National Water Initiative.
- Nominate an appropriate representative to participate in proposed CEO’s Group to be established under the Sustainable Building Pathway project.

Ongoing

ACTION 16

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

Initial discussions have been held with Winter Corporate Communications, the consultant commissioned to establish the FM Action Agenda web portal proposed in Action 4. A FM industry specific index structure for the sustainability section of the web portal has been developed and is under review.

The Working Group has proposed that the FM Action Agenda web portal provides structured access to information on sustainability. The structure should enable users to source relevant information, case studies and contacts on specific subject matter, through access via hyperlinks to other web sites as well as direct information posted on this web site.

Intended tasks to achieve this include;

- Source suitable information for the FM Action Agenda web portal.
- Ensure the FM Action Agenda web portal is to be supported into the future to ensure continuity.
- Investigate opportunities to carry reciprocal links to other web portals such as CRC-CI’s Your Building web portal.

Ongoing

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 focus to date has been reviewing the currently available business case studies such as *The Dollars and Sense of Green Buildings* and becoming active participants in other stakeholder projects where business cases are being developed, such as the ASBEC Business Case Sub Committee. Most of these business cases relate to single facilities and predominantly address savings in energy, water and waste, on the basis of financial benefit rather than environmental benefit.

There is an opportunity to provide the “holy grail” of business cases through linking sustainability improvements with improved productivity, and articulating the role facilities management in delivering the outcomes. Intended tasks to achieve this include;

- Collect evidence linking or de-linking sustainability performance with improved productivity.
- Develop a case for further funded research and undertake an integrated and collaborative approach involving the group participants, State and Federal governments and academia.
- Publish research to validate a business case linking sustainability to improved productivity.
- Produce FM specific case studies to address materials, energy, water, waste and indoor environment quality.

Under development

Key Area: Implementation

The implementation phase of the FM Action Agenda, currently the responsibility of the Parliamentary Secretary to the Minister, the Hon Bob Baldwin, began shortly after the formation of the FM Action Agenda Implementation Board in late September 2005. The 36 month implementation phase takes 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 platforms of Innovation, Education & Training, Regulatory Reform and Sustainability.

Priorities, Proposals and Progress

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, the Board’s

first official meeting was held in November 2005, since which time the Implementation Board has formed the Recognition Working Groups and Project Delivery Teams and worked closely with all industry stakeholders.

Completed

The Implementation Board meets quarterly to oversight the progress of the implementation of the FM Action Agenda. All members of the Implementation Board are actively involved in leading the Recognition Working Groups across the key areas to ensure that the FM Action Agenda is delivered.

Ongoing

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 Australia's built environment. Specifically, members of the Implementation Board have met with allied industry groups, delivered presentations, given interviews and contributed to industry journals, to further the objectives of the FM Action Agenda and increase the benefit to the facilities management industry and communities as a whole. A list of the communications activities undertaken by these various groups, and the subsequent coverage given to the FM Action Agenda in various magazines, journals and E-publications, is included in the Media Summary in Part C of this report.

Ongoing

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 the media, to identify opportunities to raise awareness and enhance opportunities for recognition of the FM industry. To this end the Implementation Board members and the Recognition Working Groups have all worked tirelessly to engage government, industry bodies and the education sector.

Ongoing



Photography copyright Department Industry Tourism and Resources

FACILITIES MANAGEMENT EXEMPLAR PROJECT – SYDNEY OPERA HOUSE

The FM Exemplar Project utilises the Sydney Opera House in focusing on three (3) key FM research themes: digital modelling, services procurement and performance benchmarking.

Currently moving into its final phase, the distinguishing feature of the project that sets it apart from previous research is the project's objective of linking each of these research areas together to produce an integrated Facilities Management framework, utilising one of Australia's most recognisable icons.

Over the last few months the project has achieved significant milestones that will have a positive impact on this iconic asset and the Australian FM industry across;

Digital Modelling

Recently the first live demonstration of the Building Information Model (BIM) of a part of Sydney Opera House was held to show how the system worked. The benefits of this powerful tool are increasingly tangible. Paul Akhurst, Sydney Opera House's Facilities Director, said he was "delighted to see the effectiveness of BIM demonstrated. The complexity of information that is managed and the ease of access to that information will drive FM as a successful business enabler."

Services Procurement

Research based on extensive interviews with Sydney Opera House service providers and tenderers has investigated cleaning and maintenance services. The information is being used to conduct a detailed analysis of current systems with the aim of moving toward a hybrid model that incorporates both internal and external contractors in a partnership approach to procurement. The results of this analysis continue the evolution of FM generally, and have given the Sydney Opera House research team unprecedented access to commercial stakeholders and participants in FM outsourcing exercises, covering tender participants and the assessment panel members. This type of research on FM has rarely been attempted, especially on such a high profile facility such as Sydney Opera House. The feedback and findings will form the basis for improved processes and performance measures over time.

Performance Benchmarking

A two stage survey is well underway with a number of significant national and international facilities adding their knowledge and expertise to the project. These facilities, including Australian Parliament House, the Royal Danish Theatre, the Opera National de Paris, The Esplanade Singapore, the Scottish Parliament and the Smithsonian Museum, to name but a few, will work with the project team to share information on benchmarking and performance measures. The research focus areas include identifying best practice in Fabric Condition and Energy Management, linking these to corporate objectives. It has been interesting not only to identify in FM terms what makes icons different, but also the extent to which they face common FM challenges.

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 FM Exemplar Project represents an excellent opportunity to leverage off the iconic nature of Sydney Opera House's international profile to identify and develop best practice within the FM industry. This project provides a broad range of practical input from client, consultants and service providers. The project's outcomes will in turn support the Australian Government's FM Action Agenda. The innovative methods delivered by this project should be implemented across the Facilities Management industry at the strategic, management and operational levels, with clear training and educational benefits leading to improved service delivery for the benefit of the community.

Stephen Ballesty

FM Action Agenda Deputy Chairman
CRC-CI Project Leader

**Stephen Ballesty, Project Leader,
FM Exemplar Project: Sydney Opera House Team**
was profiled along with this project in the
British Institute of Facilities Management magazine,
FM World in July 2006.

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*The David Pennington Bio 21 Institute Building, University of Melbourne, designed by DesignInc Melbourne
Photographer Trevor Mein*





Photography courtesy of Sydney Opera House

PART C – OTHER KEY INFORMATION

Appendices

Appendix 1

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

Issue	Asbestos	Cooling Towers	Eps	Fall Protection	Inspection, Testing & Rcds	Dangerous Goods	Confined Spaces	Plant
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	1	2	3	4	5	6	7	8

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.

¹Ordinal Rating Based On The Following Scores:

High = 3;

Medium = 2;

Low = 1.

Diagram Courtesy Jeremy Trotman & Associates, 2004.

Media Summary

Date	Articles / Magazines / Journals featuring the FM Action Agenda & related issues
Jul 2006	British Institute of Facilities Management (BIFM)'s FM World magazine 'Ideas – Actions – Results' cover article by Cathy Hayward based on an interview with Stephen Ballesty
Jun / Jul 2006	Master Builders Association (MBA)'s Master Builder Magazine 'Build Environment: Facilities Management' article by Deborah Singerman based on an interview with Stephen Ballesty
Jun 2006	Australian Institute of Quantity Surveyors (AIQS)'s Building Economist – 'FM Action Agenda : government and industry working together for improvement' article by Stephen Ballesty, FAIQS
1st Jun 2006	'FM Exemplar update: Demonstrating best Practice' by Stephen Ballesty - www.fmactionagenda.org
1st Jun 2006	'FM Action Agenda: Government and industry working together for Improvement' by Stephen Ballesty - www.fmactionagenda.org
10th May 2006	'Sydney Opera House – integrated collaborative research' by Stephen Ballesty, FMA Online, FMA Australia's newsletter 2006-02
Apr / May 2006	'Putting ideas into action ...' Chairman's message by Stephen Ballesty, FM Magazine, Vol. 14 No. 2
Apr / May 2006	'Sue Pridmore: Myer is my store' interview by Mark Phillips, FM Magazine, Vol. 14 No. 2
29th Mar 2006	'Vigilance best defence for Legionella', Australian Financial Review article by Mathew Dunckley quoting John McCarthy as Chairman of the FM Action Agenda.
Feb / Mar 2006	'It's all about time', Chairman's message by Stephen Ballesty, FM Magazine, Vol. 14 No. 1
Feb / Mar 2006	'Ideaction 2006: Delivering the Vision' by Kerry Lodge, Vice Chair, FMA Australia, FM Magazine, Vol. 14 No. 1
1st Feb 2006	'Build it and they will come; maintain it and they will stay', CCH Premium News article by Deborah Singerman based on interviews with Stephen Ballesty, Dr Vyt Garnys, Detlef Jumpertz, Dr Keith Hampson and Paul Akhurst.
25th Jan 2006	'Baldwin sworn in as new Parliamentary Secretary', Australia Government media release
Dec 2005	The Edge, issue 08 Enewsletter; acknowledgement of Martin Leitch and Brian Purdey being appointed to FM Action Agenda Working Groups
Dec 2005	'FM and the Sydney Opera House', CRC for Construction Innovation Newsletter (email)
Nov 2005	'Sydney Opera House goes digital', Construction Contractor, Volume 20 No. 10 (front cover)
Oct / Nov 2005	'Highs, lows and moving forward', Chairman's message by Stephen Ballesty – FM Magazine Vol 13 No. 5
Oct / Nov 2005	'Sydney Opera House goes digital', FM Magazine Vol 13 No. 5
Oct / Nov 2005	'Sydney Opera House goes digital', Master Builder Magazine, Queensland

Date	Articles / Magazines / Journals featuring the FM Action Agenda & related issues
16th Sep 2005	'Sydney Opera House goes digital' – Infolink News (web news)
14th Sep 2005	'The benefits of 3D digital modelling in construction and building maintenance are being tested on the Sydney Opera House, with initial signs promising' – www.constructionequipmentnews.net (email newsletter)
August 2005	'FM Exemplar Project – Sydney Opera House', CRC-CI video
3rd Aug 2005	'Opera House leads by Exemplar', Infolink News (web news)
Jun / Jul 2005	'An FM postcard ... wish you were here', Chairman's message by Stephen Ballesty – FM Magazine, Vol 13 No. 3
Jun / Jul 2005	'FM Action Agenda Launch at Sydney Opera House', FM Magazine, Vol 13 No. 3 (front cover)
Jun / Jul 2005	'Opera House Showcases the Facilities Management Action Agenda Launch', FM Magazine, Vol 13 No. 3
June 2005	'Sydney Opera House takes centre stage in facilities management case study', QUT Beeline by Keith Hampson
16th May 2005	'Ridding the Opera of its Inner Phantoms', CSIRO Solve, Australian Financial Review - On-line version – http://solve.csiro.au/0505/article6.htm
Apr / May 2005	'Ready for adventure? – try the new FM 4x4', Chairman's message by Stephen Ballesty – FM Magazine, Vol 13 No. 2
Apr / May 2005	'Sydney Opera House FM Exemplar Project', FM Magazine, Vol 13 No. 2 by Jason Morris, Rider Hunt Terotech
Apr / May 2005	'Facility Management – a developing profession?', Master Builder Magazine, Queensland
29th April 2005	'Facility Management Best Practice Exemplar Project', Local Government Weekly (email newsletter)
28th April 2005	FM Action Agenda launch at the Sydney Opera House by the Hon. Warren Entsch, MP and John McCarthy
28th April 2005	'Facility Management Yearns for Centre Stage', Australian Financial Review by Tina Perinotto
April 2005	'Sydney Opera House – leading by example', National Building News
April 2005	'Sydney Opera House Exemplar Project', FMA Newsletter (email)
April 2005	'Sydney Opera House Exemplar Project – the first stage of implementation', FM Express (email)
Feb / Mar 2005	'Welcome aboard and full steam ahead', Chairman's message by Stephen Ballesty, FM Magazine, Vol 13 No. 1
Oct / Nov 2004	'A year of progress', Chairman's message by Steve Gladwin, FM Magazine, Vol 12 No. 5

Presentations and Industry Forums

Date	Presentations conducted relating to the FM Action Agenda
31st Jul 2006	Marcus Evans' Real Estate & Facilities Management Conference, Singapore – 'FM Exemplar Project: Sydney Opera House' presentation by Stephen Ballesty for CRC-Construction Innovation and Rider Hunt Terotech
12th Jul 2006	Maintenance Engineering Society of Australia (MESA), inaugural World Congress for Engineering Asset Management (WCEAM), Gold Coast – 'FM Exemplar Project : Sydney Opera House - an integrated collaborative approach' keynote presentation by Stephen Ballesty for CRC-Construction Innovation and Rider Hunt Terotech
11th Jul 2006	Maintenance Engineering Society of Australia (MESA) inaugural World Congress for Engineering Asset Management (WCEAM), Gold Coast – 'FM Action Agenda - the Australian government and industry working together for improvement' concurrent presentation by Stephen Ballesty for FM Action Agenda and Rider Hunt Terotech
1st Jun 2006	FMA Australia ideaction conference – 'Sydney Opera House : Facilities Management Exemplar Project' keynote presentation by Norman Gillespie, CEO, Sydney Opera House and Paul Akhurst, Facilities Director, Sydney Opera House
1st Jun 2006	FMA Australia ideaction 2006 – 'FM Action Agenda Update' presentation by John McCarthy for FM Action Agenda Implementation Board
22nd May 2006	Pacific Association of Quantity Surveyor Congress in Singapore – 'Benchmarking Facilities Management in Performing Arts Centres: An Organizational Learning Perspective' presentation by Jeremy Wu, University of Sydney (former FM Exemplar Project researcher)
20th Apr 2006	FMA Australia – WA Branch, Perth – 'FM Action Agenda – our industry moving forward' presentation by Stephen Ballesty for FMA Australia
13th Apr 2006	University of NSW, Faculty of the Built Environment post graduate students – 'Managing the Built Environment – the FM Action Agenda & Sydney Opera House' presentation by Stephen Ballesty for FMA Australia
14th Mar 2006	CRC-CI International Conference, Gold Coast – 'FM Action Agenda - the Australian government and industry working together for improvement' presentation by Stephen Ballesty
14th Mar 2006	CRC-CI International Conference, Gold Coast – 'Sydney Opera House FM Exemplar Project - an integrated collaborative approach' presentation by Stephen Ballesty
28th Apr 2005	FM Action Agenda launch of the strategic plan "Managing the Built Environment" and announcement of the FM Exemplar Project: Sydney Opera House by Parliamentary Secretary, The Hon Warren Entsch, MP
23rd Feb 2006	IIR Annual AusFM Conference, Sydney – 'FM Exemplar Project : Sydney Opera House' presentation by Dr Lan Ding, CSIRO (FM Exemplar Project researcher)
22nd Feb 2006	IIR Annual AusFM Conference, Sydney – FM Action Agenda: Promoting the FM Industry panel session with Steve Gladwin, Chris Hunt, John Nakkan and Jon McCormack

Date	Presentations conducted relating to the FM Action Agenda
8th Feb 2006	FMA Australia – NSW Branch Lunch, Sydney – ‘Facilities Management at the Sydney Opera House’ presentation by Paul Akhurst, Facilities Director, Sydney Opera House
21st Nov 2005	Marcus Evans FM Conference, Melbourne by Steve Gladwin
15th Nov 2005	Marcus Evans FM Conference, Kuala Lumpur by Steve Gladwin
14th Nov 2005	Marcus Evans FM Conference, Kuala Lumpur – ‘FM Exemplar Project – Sydney Opera House’ presentation by Jason Morris, Rider Hunt Terotech
11th Nov 2005	FMA Australia – VIC Branch breakfast, Melbourne, – ‘FM Action Agenda’ presentation by Stephen Ballesty
31st Oct 2005	IFMA New York Chapter, – ‘FM Action Agenda’ briefing to chapter President by Stephen Ballesty
28th Oct 2005	Harvard School of Public Health, Boston, ‘FM Downunder’ presentation to academic and FM staff by Stephen Ballesty
28th Oct 2005	IFMA Boston Chapter – ‘FM Downunder’ presentation by Stephen Ballesty
28th Oct 2005	Wentworth Institute, Boston – ‘FM as a global career’ presentation to students by Stephen Ballesty
25th Oct 2005	IFMA World Workplace 2005, Philadelphia – ‘Global FM’ panel session by Steve Gladwin
28th Sep 2005	IIR Annual Building Maintenance Conference, Sydney – ‘FM Action Agenda’ presentation by Stephen Ballesty
9th Aug 2005	CRC-CI Sustainability Conference, Sydney, – ‘FM Action Agenda’ presentation by Stephen Ballesty
9th Aug 2005	CRC-CI Sustainability Conference, Sydney, – ‘FM Exemplar Project’ presentation by Keith Hampson and Paul Akhurst
28th Jul 2005	FMA Australia – ACT Branch lunch, Canberra, – ‘FM Action Agenda’ presentation by Stephen Ballesty
13th Jul 2005	Government Asset Management Arena conference, Brisbane, – ‘FM Action Agenda’ presentation by Stephen Ballesty
13th Jul 2005	FMA Australia – QLD Branch lunch, Brisbane, – ‘FM Action Agenda’ presentation by Stephen Ballesty
22nd Jun 2005	FMA Australia – NSW Branch lunch, Sydney, – ‘FM Action Agenda’ presentation by Stephen Ballesty
13th May 2005	HKIFM in Hong Kong, FM Action Agenda briefing to HKIFM executive by Stephen Ballesty
19th May 2005	ideaction 2005, FMA Australia conference, – ‘Opening Ceremony’ by Senator Grant Chapman and Stephen Ballesty

Abbreviations & Acronyms

ABCB	Australian Building Codes Board
AIRAH	Australian Institute of Refrigeration Air Conditioning & Heating
ABS	Australian Bureau of Statistics
AS	Australian Standard
ASBEC	Australian Sustainable Built Environment Council
BIFM	British Institute of Facilities Management
CBD	Central Business District
CPSISC	Construction and Property Services Skills Council
CRC-CI	Cooperative Research Centre for Construction Innovation
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DGP	Development Control Plan
DUES	Department of Energy, Utilities and Sustainability
FM	Facilities Management
FM Action Agenda	Facilities Management Acton Agenda
FMA Australia	Facility Management Association of Australia Ltd
GDP	Gross Domestic Product
HE	Higher Education
ICIP	Industry Cooperative Innovation Program
IFMA	International Facility Management Association
JTA	Jeremy Trotman and Associates
LEP	Local Environmental Plan
MESA	Maintenance Engineering Society of Australia
NECA	National Electrical and Communications Association of Australia
NOHSC	National Occupational Health and Safety Commission
OH&S	Occupational Health and Safety
PCA	Property Council of Australia
RTO	Registered Training Organisation
SEDA	Sustainable Energy Development Authority (now DUES)
TEFMA	Tertiary Education Facilities Management Association
VET	Vocational Education & Training (now known as VTE, although still VET in some States)
VTE	Vocational & Technical Education
WG	Working Group

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Sydney Opera House

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DesignInc Melbourne

HPA Architects

*The David Pennington Bio 21 Institute Building, University of Melbourne, designed by DesignInc Melbourne
Photographer Trevor Mein*



