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August 2011

In Brief

If you're **in FM** you need to be on **i-FM**

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Welcome to i-FM in Brief

Waste management is our theme in this edition of i-FM In Brief, and of the complementary FM Briefing now available on our website.

Traditionally one of the most taken-for-granted services in the facilities remit, waste management has been slowly but steadily moving up the business agenda. It sits close to the point where a number of key issues overlap: environmental concern, corporate social responsibility, resource efficiency, legislative compliance, cost control. All these have made how we collect, handle and dispose of waste a growing subject for discussion and focus.

Though it is still very much a back-of-house operation, waste management policies and procedures also have a growing 'public face'. Recycling, for example, has become such a common practice and is sure to become even more important in the future. But recycling is most effective, of course, when people understand the value and have bought into the process - and that means education, good communication and shared commitment to objectives - all of which brings waste management to the fore.

These issues, along with helpful insights and good-practice ideas, emerge from the content here and are discussed regularly on the site. i-FM In Brief is designed to bring you up-to-date on some of the many things that have been happening in the industry and on our website over the past few months, to ensure you have the information you need to succeed in your role as a facilities manager.

If you are involved in FM as a key business-oriented discipline, we're here to help you understand the industry and thrive in it and with it - whether you are a service provider, buyer or advisor.

David Emanuel
MD i-FM.net

News round-up: every week on i-FM

NEWS SEARCH

July 2011 Go



Staying in touch with what's going on in this big and fast-moving industry can be the key to success - whether you are a client assessing supplier performance, a provider keeping an eye on the competition or even a new FM monitoring career opportunities.

Reporting the news is a big part of what we do at i-FM. We update the site five days a week. Our daily headlines alert emails have always been one of our most in-demand services, by licensed readers and Lite users alike. Complementing this is our weekly News Round-up, published every Friday and providing site visitors with quick summaries of all the main stories over the past seven days - plus links to the full reports.

Our electronic archives stretch back over 12 years - unrivalled in the industry. If you need to know more about anything that's been in the news, you can search i-FM on a key word or phrase, by topic or by date (full search capability is available only to full licence holders). And in the unlikely event that you can't find what you need, try us direct: in addition to our content archives, i-FM holds extensive research files and we have very long memories. We're always happy to help.

Weekly news round-up: 22 July 2011

Author: i-FM News Team

Published: 22nd July 2011

In case you missed them, here are some of the key stories from the past week on i-FM.

Colchester decides in-house is better

Colchester Hospital NHS Trust has told service provider Carillion that its contract will not be renewed when it expires at the end of September.

Babcock lands MoD extension

The Defence Infrastructure Organisation has awarded Babcock a 'contract amendment' worth £33m.

Serving time: more prisons to be outsourced

This autumn, the Ministry of Justice will be looking for private sector partners to take over the management of nine more prisons.

Treasury to turn the screws on PFI contracts

The government intends to deliver at least £1.5bn in savings across the 495 operational Private Finance Initiative projects in England, recycling the money back into frontline services by the contracting authorities.

New school building programme unveiled

Secretary of State for Education Michael Gove has announced new government plans to launch a £2bn privately financed school building programme.

CIBSE calls on Osborne to back DECs

CIBSE President Andy Ford has written to the Chancellor of the Exchequer, calling for the introduction of Display Energy Certificates in the commercial sector.

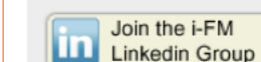
TOPIC SEARCH

Search by topic
Appointments Go

YOUR VIEWS

The i-FM LinkedIn group provides a platform for sharing news, views, insights and ideas

Where else can you make the news, discuss the issues and then make the news again?



HAVE YOU SEEN

Waste not...

Waste management is about as 'invisible' as facilities services get - but we want your views on policies and the issues. Join in our latest 30-second survey - it's quick, easy and anonymous.

Playing catch-up

Did you know we publish links to the week's key stories every Friday? Just search on 'news round-up' for listings.

If you're in FM you need to be on i-FM



2011 i-FM e-business Award: shortlist revealed



The e-business Award focuses specifically on the tangible and enduring business benefits to be gained from new information and communication technologies. It is presented in November in conjunction with the PFM Awards.

The i-FM e-business Award covers the whole range of 'e' initiatives, including company intranets and customer extranets, e-procurement, desktop services, online PR and marketing campaigns, project websites, online benchmarking and other information services.

Reports on past winners and runners-up can be found on our website.
<http://www.i-fm.net/ebus-awards/>

This year, the four shortlisted entries are:

ATKINS

Royal Bank of Scotland wanted to maximise its investment strategy in 300 key buildings across a worldwide property portfolio. Traditionally, the bank had held its management data at regional level. Without an overall view, however, it was difficult for the bank to drive further efficiencies from investment opportunities in those buildings, or work more effectively with its supply chain. The bank therefore sought a global system - one that would enable property data to be collected and stored in a single consistent yet flexible format.

Atkins' IS team - chosen for its ability to turn the job around swiftly - set about turning a spreadsheet into a web-based audit/survey tool for property managers to enter and view data on infrastructure and condition. RBS Group now has access to management information that assists its resilience strategy.

complyNC

complyNC is a ground-breaking technology venture, which is driving the next generation of intelligent, analytic asset management and service delivery.

The FM Charity Network Forum (FMCNF) is a membership association for FM professionals working within 140 participating charity organisations.

The complyNC and FMCNF partnership is offering complyNC's web-based CAFM systems to each member's FM team on a completely free-of-charge basis. This includes unlimited user access, secure hosting and the ongoing collaborative design and development of bespoke CAFM functions and enhancements to address and improve each participating organisation's property and support service requirements. The significant year-on-year fiscal savings realised through this innovative partnership will mean that more of each charity's income can be made available to support its core purposes and frontline services.

JCI

All in a Day's Work (AiaDW) is an online interactive questionnaire tool that helps Johnson Controls Global Workplace Solutions (GWS) realise its promise to clients: to define and deliver workplace excellence.

Following the global recession, organisations have increasingly looked for ways to improve efficiency and boost productivity, leading to additional focus on the workplace. Johnson Controls GWS responded with the development of AiaDW, a unique and proprietary online survey

designed to take the workspace optimisation industry forward.

By understanding the impact of the workplace on productivity through a more scientific approach than the industry standard satisfaction-based model, organisations can demonstrate the impact of workplace change on business performance. This increases competitive advantage and maximises the return from their people.

NJC

Designed and owned by Not Just Cleaning Ltd, Amonet™ is a fully web-enabled CAFM system, which significantly improves communication, service transparency and performance of facilities and maintenance activities. Easily accessed through any standard web browser, Amonet™ provides a powerful, adaptable and easy-to-use platform, giving complete control and a single, holistic view of FM services.

Amonet™ provides critical operational, compliance and performance data available on-demand to all permission-based users in any location. The centralised data and document management provided by Amonet™ supports compliance with ISO 9001/14001 and OHSAS 18001. It provides a secure, seamless audit trail across locations, divisions, people and services, in granular detail.

The winner of the 2011 i-FM e-business Award will be announced at November's annual PFM Awards dinner, a landmark occasion in the FM calendar.

And don't forget - entries for the 2012 Award will be due in next May... it's not too soon to begin planning!

ATKINS

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Johnson Controls



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The Facilities Manager's Essential Guide to Waste



Mike Taylor sheds some light on a complex subject.

One of the benefits of working in facilities management is the diversity of the challenges faced, as everyone expects you to be a specialist in all things. So when the subject of managing waste lands on your desk, the sheer complexity of the task means that you could be forgiven for feeling slightly confused.

Why do I even need to worry about waste?

Waste disposal costs are on the increase for a variety of reasons...regular price rises, the escalating landfill tax and increasing waste transportation charges are all bringing waste management higher up the business agenda.

Legislation is also changing rapidly, leaving organisations open to risk of non-compliance without even realising. Last month alone, the regulations around the revised European Waste Framework Directive in England and Wales came into force after being formally passed by Parliament. This will affect all waste producers for years to come. The rules regarding composting were also significantly updated by DEFRA.

At the same time, many organisations find themselves having to find a way to significantly reduce their waste environmental impact, in order to reach the sustainability targets that have been set in their corporate social responsibility reports (for example, ambitious recycling targets are being advertised in all sectors, as well as zero waste targets in the public sector).

Organisations are now seeking benefits in three areas:

- Financial benefits (true cost savings improving the bottom line)
- Environmental benefits (reduction of their impact on the environment to gain public trust)
- Legislation benefits (up-to-date knowledge of the legislation to reduce their compliance risk).

This makes the case for a new approach to waste management, combining cost savings, environmental impact reduction and a fully compliant approach.

So let's go back to basics: what exactly is waste?

The European Waste Framework Directive defines 'waste' as any

substance or object which the holder discards, intends or is required to discard.

This seems straightforward enough, but the composition of waste has changed over time, from ash and ceramics in ancient times to a heavily regulated list currently. By today's definition, commercial and industrial operations generate 55.8 million tonnes of waste per annum in the UK.

To take an example of a typical office environment, each occupant will generate approximately 0.25 tonne of waste material every year, which is largely recyclable. To put this into better context, approximately 2.5 tonnes of natural resources are consumed just to produce this waste material - assuming it's of virgin origin.

Contained within this 0.25 tonne of waste material produced, you would typically expect the following breakdown of materials:

- 175kg of mixed paper waste
- 12.5kg of cardboard
- 25kg of plastic waste
- 7.5kg of metal waste
- 20kg of food waste, and
- 10kg of non-recyclables.

The cost of disposing of this can vary immensely depending on the waste stream, the volumes produced and the availability and location of the right processing plant - plus all those fixed costs, ie bin rental or purchase plus taxes etc.

So if every single kilogramme of waste incurs a disposal cost, then not generating this waste in the first place must be the common sense approach.

And this is exactly what the waste hierarchy is all about.

The waste hierarchy and the 3 Rs - Reduce, Reuse and Recycle



This hierarchy classifies waste management strategies and their related technologies according to their desirability. The key to making the hierarchy work lies in combining strategies to achieve the best results for the particular circumstances of an organisation.

Reduce

Reduce combines the prevention of the production of the waste in the first place and the minimisation of the waste that cannot be prevented. This is done by applying a joined up approach to waste throughout the organisation. In other words, it's about 'designing out' the waste from your business processes and aiming to achieve zero waste, and so, incurring zero cost.

A simple idea but the implementation can be difficult. The first thing to do is to assess internal processes and implement changes that will reduce waste coming into the building and going out of the organisation.

For example, some organisations negotiate with their suppliers so goods are delivered in crates, instead of cardboard boxes. High definition monitors are installed to make most paper printing redundant. Automatic double printing settings are imposed to reduce the amount of paper being disposed. On-site wormeries are introduced to turn food waste into compost and fertiliser...

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Re-use

Re-use involves preserving the whole form of a product or part of a product at the end of its life in order to return it to like-new or improved performance. This is often achieved through partnership with external organisations, often in the charitable sector.

For example, organisations are sending their redundant office furniture for re-conditioning by local charities. Some out-of-date food is being collected for local projects. Ink cartridges are being re-filled at a lower cost than disposing of the empty cartridges and buying new ones...

Recycle

Recycling involves processing used and/or unwanted materials into new products to prevent waste of potentially useful materials.

Recycling works better when a full source segregation recycling scheme is tailored to local circumstances, whether in a production space or an office location.

Every employee, contractor and site visitor is then empowered to make the right choice by choosing the right bin for the right recyclable material, helping their organisation achieve its environmental aims.

The waste hierarchy has become a cornerstone of sustainable waste management, making organisations more aware that their waste strategy must prioritise reduction over re-using and recycling, with the intended effect being to lower environmental impact and reduce disposal costs.

Designing out waste = saving money
Practically, the waste hierarchy is designed to manage waste out of the business. This can be a complicated process, which requires specialist skills and a clear focus from the top of the organisation. In brief, the process involves:

- Undertaking an environmental audit and building a project team around process change
- Negotiating with supply chain partners and investing in a solid and credible Environmental Management System (EMS) for corporate sustainability responsibility (CSR) reporting
- Engaging with employees and other stakeholders to create a culture change.

The environmental audit is a major part of this process. It aims to give an understanding of the different waste streams by type, volume and frequency. Because the activity of an organisation is rarely uniform, the waste streams will vary from location to location.

What's next - how do I pull this together for my business?

This leads to the final question: How do you put all this together in a meaningful manner for everyone in your organisation? Who's going to manage this?

In order to benefit from cost savings and environmental performance, the process needs to be thought through, with a strong strategic approach.

Should I Outsource?

The answer to that question is all about you and your journey from the traditional approach to waste disposal (who's going to empty my bins in full compliance at the cheapest price) to best practice and sustainable waste management.

1. A general waste service

In the past, organisations had little awareness of their own effects on the environment. Typically, nearly all waste streams would be disposed of as general waste and would be sent to landfill.

2. A recycling service

The start of the sustainability journey is here. Most organisations have put in place a scheme to recycle the most common waste streams, like paper or cardboard.

3. A waste strategy

The waste strategy is usually a key element of your organisation's sustainability policy and defines your objectives in respect to the waste hierarchy and the 3 Rs. Getting the strategy right is vital, as a poor strategy might focus solely on disposal methods and recycling, with little long-term prospect for waste reduction, which is the real cost saving enabler.

4. Implementing waste management best practice

Waste management best practice aims for zero waste when possible and diversion of all residual waste streams from landfill. It works by applying the 3 Rs at all levels in your organisation and with your supply chain partners. All waste streams are reported, as part of your comprehensive Environmental Management System.

The main difficulty for organisations is the required investment in people and systems to implement best practice. Like other support

services, an FM partner might be the answer to the problem.

By using an FM partner specialised in waste management, you gain access to systems and industry-leading experts, without the inconvenience of the administration and management, meaning you can benefit in three ways: financially, environmentally and from a legislation point of view.

These independent experts in sustainable waste management will work on a collaborative partnership model to enable the design and implementation of a successful strategy to achieve environmental best practice and deliver cost savings. This is the strategic waste outsourcing model, as developed by MITIE.

Mike Taylor is Managing Director of Waste & Environmental at MITIE



How do I find out more?

The little guide to waste outsourcing

MITIE has published a little guide to waste outsourcing aiming to demystify the world of waste and help organisation understand better the ins and outs of waste management and how to turn an issue (waste disposal) into an opportunity (cost savings, gaining public trust through environmental best practice).

You can contact the author of this article if you want to find out more or request an electronic copy of a hard copy of the little guide.

Contact: Michael.Taylor@mitie.com
Web: www.mitie.com/waste-and-environmental

Waste - The Facts

- Commercial and industrial operations generate 55.8 million tonnes of waste per annum in the UK
- In a typical office each person generates approximately 0.25 tonnes of waste

Waste management moves up the priority list
an i-FM 30-second survey

Waste management is one of those 'invisible' facilities services - very important, but generally taken for granted by employees, visitors and customers unless something goes wrong.

But like many issues in the environmental arena, it has been the focus of considerable discussion and regulation in recent years.

To get a quick picture of how organisations are dealing with waste management, we carried out an online i-FM 30-second survey in mid July. The results make it clear that this is a service area which is becoming increasingly important for FMs; it is also one where they prefer to use specialists for service delivery.

Policy and practice

First, we asked how respondents rate the importance of waste management at their organisations. The majority (57.7%) described it as one of many important activities. It was labelled a key priority by over a quarter (27.6%) of the group; and 14.7% said their organisations see waste management as a routine 'background' operation.

In terms of how waste services are delivered, the preference is clear - fully two-thirds of our group (67.7%) favour a single service contract with a specialist. Almost a fifth (19.3%) prefer the bundled approach, with waste management being coupled to another service, such as cleaning. The smallest proportion (13%) handle this service as a part of a wider integrated or TFM service contract.

The general feeling that this service area has been moving up the UK business agenda was clearly confirmed in our third question. Has the priority you give to effective waste management changed over

the past two years, we asked.

A resounding 76.4% said yes, the priority has gone up. Just over a fifth (23%) reported no change - with less than 1% saying the priority had gone down recently.

What should we expect over the next two years? Again, the majority sees this as an important topic. 60% of our respondents say the priority will go up, with just under two-fifths (39.1%) predicting no change - leaving just a handful expecting the priority to go down.

Views on recycling - often regarded as a central element in waste management strategy - show a bit of a split. Just over half of the group (52.9%) said recycling is regarded as a key priority at their organisation, but more than two-fifths (42.7%) see it as important but not as a priority. Just over 4% reported that recycling is not really taken seriously at their organisation.

Turning to the handling of confidential materials, we asked respondents if they regularly used a separate secure waste disposal specialist. The great majority (72.6%) said yes. The remainder was split almost equally between those who rely on their 'normal' contractor for this service and a surprisingly large number who said they had no need for secure disposal services.

With waste management positioned at the confluence of various big issues - legislative compliance, environment concerns, corporate social responsibility and cost control - it is no surprise that the issue has been taking on greater importance. Specialists appear to be in the best position to deliver the necessary support, and they can expect FMs to be increasingly demanding in terms of service cost and quality.

i-FM - Market Audit

Have you won top prize?

Our 2011 UK FM Market Audit survey is now closed. We're pleased to say we have had record participation - 1000 FMs across the country completed the online questionnaire.

Our next job is data analysis. This will be complete soon, and the survey report will be available via the website in August.

We appreciate the time and effort it takes to complete surveys - and it's a tradition at i-FM that this one comes with the opportunity to win something really very good. This year that includes:

- 1st Prize - Apple iPad2
- 2nd Prize - £150 of Vouchers
- 3rd Prize - £50 of Vouchers

Winners may, if they prefer, waive the prize and instead we will donate twice its value to charity.

www.i-fm.net/audit2011

To find out if you have won, click on to the i-FM Surveys page and follow the link..... enter your email address there, and it will confirm if you have won any of the prizes.

It will then give you the opportunity to remain anonymous or waive the prize and instead we will donate twice its value to charity.

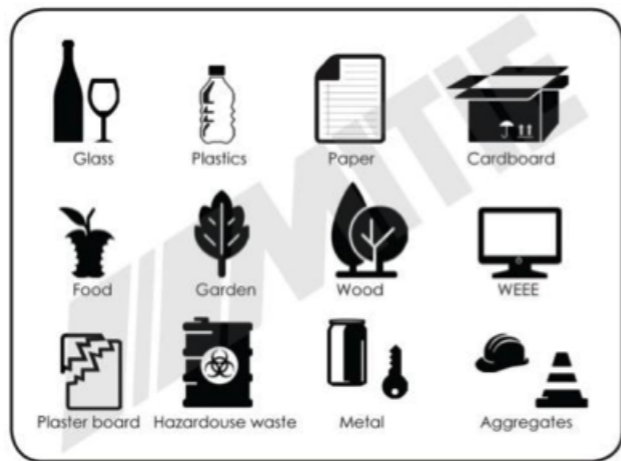


The European Waste Catalogue (EWC) is the official classification of all waste streams, which includes 853 types of waste.

Waste Streams - The Essentials

The main types of waste are:

- Glass
- Paper and cardboard
- Plastic
- Metal
- Food waste
- Green waste
- Wood
- Electrical and electronic equipment
- Plasterboard
- Hazardous substances
- Aggregate from construction and demolition.





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Our research showed that a third of Facilities Managers worry about prosecution for non-compliance. By choosing HSS Outsource you don't have to be one of them because we'll guarantee compliance on H&S, technical and PAT testing obligations. All our equipment is tested, serviced and maintained through the HSS Hire branch network and with 230 branches nationwide, you can be sure that we've got you covered.

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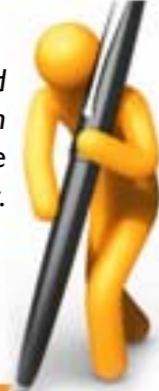
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Editor's choice - recent features on i-FM

Effective waste management demands good information, careful planning and thorough implementation, as these extracts from three specially commissioned features show. You can read each article in full on i-FM.



Features...

In the each case, the full article is available on www.i-FM.net.

It's all in the Genes at Hinxtion Hall

Janice Anderson, Contract Manager at OCS Group's specialist cleaning business Strand, reports on positive behaviour change in a demanding environment.

The Genome Campus is a 55-acre estate in the grounds of Hinxtion Hall, a Grade II listed 17th century building nestled in the Cambridge countryside. Hinxtion Hall owner the Wellcome Trust operates a policy which firmly links its role as a charity funding research into improving human health to its



organisational commitment to environmental performance.

Working in partnership with the Trust, the Strand team has aimed to provide clearly defined and measurable service-specific environmental objectives which are tailored to meet the individual working needs of each building.

In 2008, with the full co-operation and encouragement of the Hinxtion Hall management team, Strand took over complete responsibility for the management of waste on site. This involved adopting site-wide guidelines for best environmental practice and the site now holds accreditation under the ISO 14001 Environmental Management Standard. An effective recycling policy is a key part of that and this is where we felt we could make a significant difference.

In 2007, the site produced some 272 tonnes of non-specialist waste and around 68% of this went to landfill. The following year, Strand introduced waste separation and recycling incentives replacing bins by desks and auditing recycling systems. The results were dramatic: the proportion of non-specialist waste going to landfill fell to 48 per cent of the total and to 19 per cent below the national average for UK businesses.

In 2011, a range of new initiatives for recycling items other than food waste, along with the continued determination and motivation of the team, has resulted in even greater support for the client's environmental goals. Since the site was awarded a prestigious cleaning industry environmental awareness award in 2009, when the reduction to landfill had reduced by 20%, this statistic has increased by almost another 35%.

New Challenges, New Ideas

Damian Quinn, Sales & Marketing Manager of waste management experts Bywaters, outlines new service developments.

Historically, suppliers of waste management and recycling services were not always innovative in their solutions and tended to focus on equipment and logistical solutions for the market.

This failure to meet a changing market led to a change in the client relationship as the industry lost the point of client contact which had shifted. FM operators have proven more skilful at consolidating services to offer the market one-stop solutions which include waste and recycling.

But the recycling industry is now beginning to deliver solutions that are innovative and adapted to meet the complexities of multi-tenanted facilities in particular.

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Bywaters, for example, has developed a package for clients which helps manage the internal costs of recyclable and non-recyclable material handling.

Such solutions respect the waste hierarchy through efficient handling of the various material streams from office, retail and leisure environments, which allows the FM operator to effectively control costs whilst meeting their environmental objectives.

In large, complex multi-tenanted environments the challenge for the FM operator is to ensure that service plans are delivered in line with client objectives.

Choosing the right partner to assist in achieving these objectives is not as simple as achieving the lowest rate. Getting the choice right can deliver considerable benefits: in the case of one large facility, the result was 100% recycling and recovery and reduced costs, but more importantly, assurance that these were allocated equitably.

Calling Out to Recycle

Vijay Chouhan, Energy & Environmental Manager at ISS Facility Services Integrated Solutions, explains how O2's UK parent has achieved success their offices and retail sites.

In 2010 Telefónica launched its 'Think Big' sustainability campaign as part of its goal to be a leader in sustainability by 2012. The foundation of this strategy is 'house in order' which includes targets to reduce energy, water, waste to landfill and travel amongst other targets relating to products and services.

In 2008 Telefónica UK's recycling rate was approximately 20% with almost 2,800 tonnes of waste being sent to landfill each year. The percentage split of recycling by sector (Corporate/Technology/Retail sites) varied enormously. The biggest opportunity was with Retail, of which

there are approx 500 stores, which produces the most waste, but because of their geographical location there was not a one-solution-fits-all scenario. The task was to significantly increase the recycling rate by the end of 2011 across all sectors.

How we approached the task
We adopted the methodology that is used by the ISO set of standards, which is: Plan, Do, Check, Review as this would ensure that the focus was on continuous improvement as opposed to a one-off open-and-closed project.

Challenges

The biggest challenge was getting everyone to use the defined waste streams properly with the view to getting better segregation of waste and ultimately less waste to landfill. We continue to overcome this by using a steady stream of communications via the Telefónica

UK people forum, intranet and through highlighting good/poor

Performance

Where are we now and what are the benefits?

All Corporate sites now have a mixed recycling waste stream, as well as approximately 210 retail stores. Telefónica UK is currently running at a recycling rate of about 75% with an end-of-year expectation of only 1,800 tonnes to landfill. This reduction to landfill is the equivalent to over 200 shipping containers of waste being diverted from landfill each year. In addition to this, we expect to have saved over £20k on waste disposal costs following the introduction of the recycling waste stream.

By the end of 2011 we expect to be recycling over 90% of all waste from offices and call centres and will continue to make significant gains in Retail.

i-FM - your online resource

i-FM is the only online resource an FM ever needs. If you haven't spent some time on the site recently, plan to come back soon. There's a lot there, and much of it is freely available to everyone.

Our award-winning content includes daily news updates, feature articles and commentary - all with a keen focus on the FM marketplace. It's a quality you won't find anywhere else... we're flattered to be imitated, but we've never been equalled! Just as unique on i-FM is our premium content, including market analysis, research and bespoke reports. The ideal blend tailored to business needs, whether you are client or provider.

- News - we update our news pages five days a week. If you want to know what's happening in FM, i-FM is the place to find out
- Features - written by our team, or commissioned by us, plus important articles sourced from other leading publications
- Comment - regular insights, views and opinions from experienced practitioners and market observers
- FM Briefings - each targeting a specific service area to ensure practising FMs have the information and knowledge to make efficient and effective decisions
- i-FM Jobs - listings of the current opportunities, plus advice and support for jobseekers
- The Top 50 - our pioneering benchmark tracking the top players in UK FM

The screenshot shows the i-FM website interface. At the top, there's a navigation bar with categories like News, Features, Comment, Resources, Top 50, Research, FM Briefings, FM Jobs, and FM Pages. Below this is a secondary navigation bar with links for Home, About i-FM, 10 Years of i-FM, Awards, FM Training, Events, e-business Award, Surveys, In Brief, Contact us, Search, and My i-FM. The main content area includes a 'OUR SPONSORS' section with logos for Atkins, imacro, ISS, Reliance, and NJC. A 'TODAY'S HEADLINES' section lists several articles, with the top story being 'Big change coming in social housing market'. A central graphic features two yellow figures at a crossroads, surrounded by icons for 'People', 'Resources', 'Top 50', 'Bookshop', 'FM Links', and 'Net Knowledge'. Below this are sections for 'YOUR VIEWS', 'HAVE YOU SEEN', 'FEATURES', and 'COMMENT', each with a brief article preview.

- Research - current and archived studies tailored to major issues in the UK market
- And much more - including background on the FM market, our unique 12-year news and feature archive plus insights into how FM has grown and developed over the past decade, links to training providers, our industry events calendar, a round-up of awards and winners, links to relevant organisations and information sources.

Don't just take our word for it; take a look at the testimonials on our 'About Us' page or talk to any i-FM licence holder.

What does a licence cost?

We offer a range of options according to the size of your organisation:

Sole Practitioner:

(1 user licence) £545 + vat

Small Enterprise (< 25 staff)

5-user licence £1,350 + vat

Corporate:

15-user licence £2,500 + vat.

Or, individuals new to i-FM can sign up for i-FM Lite, which brings you everything except our premium content - for free!

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