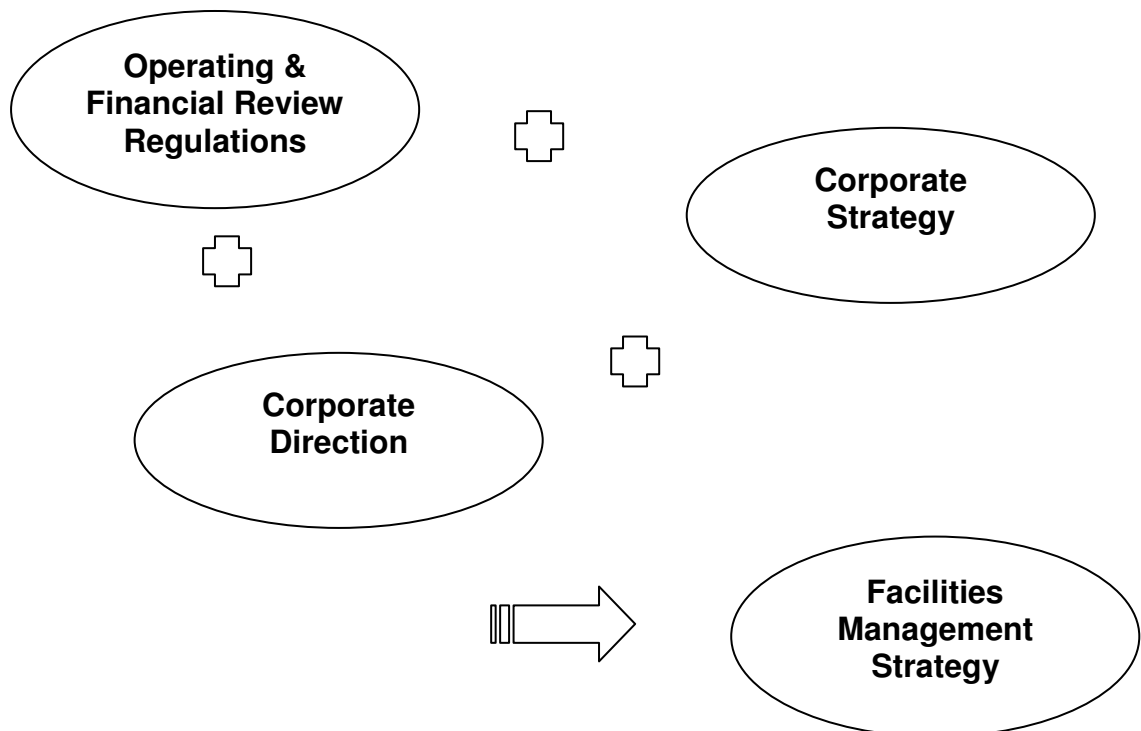


Figure 1.2.A shows that the Operating and Financial Review Regulations and corporate strategy and direction are all contributing factors in the creation of the facilities management strategy.

Figure 1.2.A The relationship between corporate and facilities strategies



1.2.4 FACILITIES MANAGEMENT STRATEGY

Once corporate strategy and direction have been agreed, then the facilities management strategy can be developed.

The Facilities Manager must take direction on the corporate strategic interests of senior management such as:

- Increasing income and profits
- Attracting and retaining top grade staff
- Improving the corporate image through achieving good safety ratings, excellent grounds, reception and security services etc.
- Maintaining competitive advantage by controlling costs and quality and gaining the edge in the market with a good reputation
- Remaining legal thereby reinforcing reputation and obviating claims against the organisation
- Maintaining high quality standards that contribute to the organisation's image, reputation and qualifications

There are a range of archiving possibilities and the Facilities Manager must be aware of all the techniques that are available and be able to select those which best suit the organisation's information storage and retrieval needs.

One method of formulating the way in which a policy could work would be to determine the time in which a document must be retrieved and how long access is required to it and allocate storage accordingly. Documents or files needed daily would be kept on site but others which may be needed weekly or monthly could be stored off site provided a guaranteed 24 hour recall could be provided by the storage provider. It is possible, of course, to set up much quicker retrieval times in return for higher servicing costs.

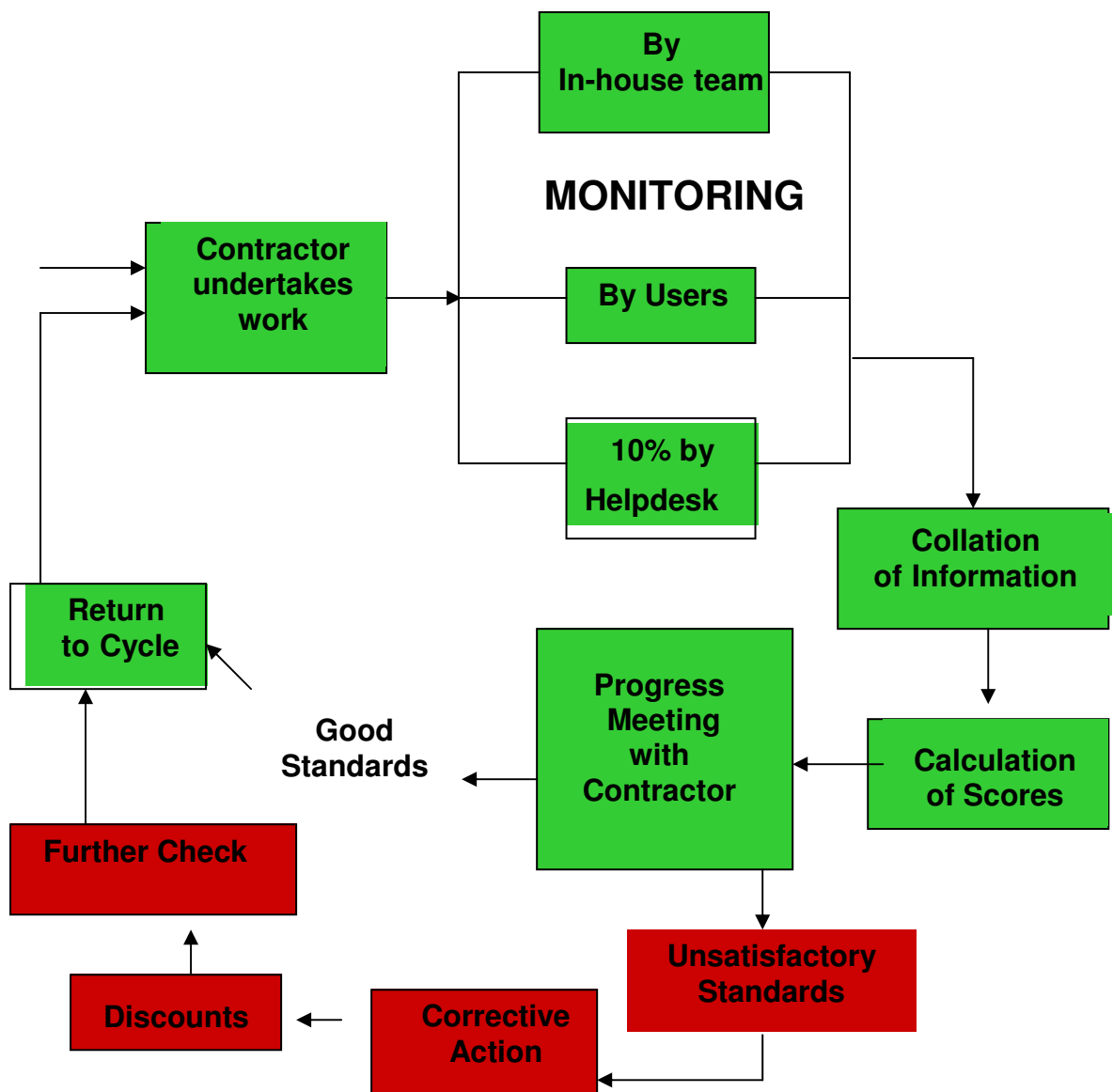
When running an on-site storage system, the Facilities Manager should consider a range of options including the following:

- Roller racking
- Digital image processing, scanning and retrieval systems
- Microfiche and microfilm
- Lateral filing cabinets
- CD Rom or Internet for reference or textbooks
- Maintenance and destruction guidelines

Time spent arranging appropriate storage facilities will pay enormous dividends in financial terms but also directly in improvements to the working environment.

- | | |
|---|---|
| ♣ | Ace Thought:
Use corporate direction and strategy to guide the formulation of an accommodation structure |
| ♣ | Ace Thought:
Underestimate the space needed and the business/profits will suffer. Overestimate it and the increased costs could have the same effect. |
| ♣ | Ace Thought:
Always plan for contingency space and prevent departments from encroaching into it by creating break out and event areas, they can always be converted into operational space if needed. |
| ♣ | Ace Thought:
Carry out regular surveys to establish how effectively space is being used. Operations will change and you need to be aware of new demands. |
| ♣ | Ace Thought:
Think out of the box about space – propose radical ideas, back them up with good financial cases and reap the rewards |

Figure 9.10.A The performance measurement process



Performance monitoring, benchmarking and audits of services all have a role to play in ensuring the success of a contract by identifying problem areas and seeking solutions before they get too serious or long standing.

