

REFERRED / DEFERRED



the
UNIVERSITY
of
GREENWICH

0

EXAMINATION PAPER: **ACADEMIC SESSION 2004/2005**

Campus **Avery Hill**

School **Architecture and Construction**

Title of Programme **BSc (Hons) BUILDING SURVEYING**
BSc (Hons) ESTATE MANAGEMENT
BSc (Hons) FACILITIES MANAGEMENT
BSc (Hons) HOUSING STUDIES

Level **Undergraduate**

Academic Stage of the Course **3**

TITLE OF PAPER **FACILITIES MANAGEMENT**
REFERRED / DEFERRED

COURSE CODE **BUIL 0100**

Date and Time **25th August 2005, start 9.30 am**

Duration: **3 hours**

Instructions to candidates:

Attempt four questions.

All of the questions are based on the same scenario but they are independent of each other.

Each question must be answered without reference to any other answers or restrictions placed because of any other answer.

Scenario:

You are the facilities manager for a large property company specialising in premium office accommodation in major cities throughout the world. Most of the properties in your company's portfolio are located at prestigious addresses and the tenants are a combination of small, discreet influential companies or branch offices of international organisations. Tenants are typically in the banking, finance and insurance sectors and many of them lease accommodation from your company in a number of different geographical locations

One of the properties you are responsible for is scheduled for full refurbishment and renovation. The property is an eight-storey plus basement building located in central London, United Kingdom. It is occupied by a number of different organisations. Each floor is occupied by a different organisation and although the floor footprint for each floor is the same, there are differences in layout.

The main access from a main road, through a small landscaped courtyard then up four steps to the entrance lobby containing a reception area, two lifts and stairs to each floor. The lifts are the original ones installed when the building was erected.

Your company has decided to trial a new approach to refurbishment and renovation. Taking advantage of the recent departure of the first floor tenant, it has been decided to refurbish the building one floor at a time, moving tenants one at a time to refurbished floors as they become available. The floor the decanted tenant previously occupied can then be refurbished and when that floor is complete the process is repeated. This will continue until all floors are refurbished and the final floor is re-let to a new tenant.

Refurbishment will be extensive including renewing all services, providing an appropriate networking infrastructure, replacing the lift and carrying out any additional works necessary to the lift enclosure, replacing all windows, replacing the air-conditioning system, etc. Your organisation will also take the opportunity to bring the building up to compliance of all statutory and building standards.

As the company's facilities manager you will be responsible for project managing the works.

The first part of the refurbishment process has already been undertaken. A meeting was recently held with the existing tenants to inform them of the proposals and to answer any questions that they may have in relation to the proposals. As many of the tenants have interests in other properties you own and manage you have undertaken to listen to their comments and to work with them to ensure the success of the project.

The following points were raised at the meeting:

1. The question of security during the work was raised by a number of tenants. They have asked for reassurance that there will be no loss of security, to the building generally or to the specific floor that they occupy, during the refurbishment works.

Critically appraise the potential security problems and write a report to the tenants regarding your findings on potential problems and the steps that you propose introduce to mitigate them.

2. The issue of health and safety to those using during the building during the refurbishment work was also raised by many of the tenants. You have agreed to carry out a health and safety risk assessment of the proposed works.

Discuss the most significant health and safety issues likely to be involved with this type of project and indicate how these may be assessed and any action that you will take to mitigate them.

3. Some of the tenants have indicated that they wish their commercial activities / operations to return to the original floor after the refurbishment works have been completed while others have indicated that they are prepared to stay in the newly refurbished floor to which they have moved.

Prepare a report for your senior managers stating clearly any benefits of all tenants remaining in the new locations rather than moving back to their original locations. Include in your report any perceived merits / demerits for those involved in relation to moving back to their original location / staying in the new location.

4. Disruption of the normal working pattern of an organisation will bring increased risks to the processes involved. Some of these risks will be physical while other risks will be more commercial in nature. Some tenants are concerned that the disruption may have far reaching consequences for their organisations.

Your organisation responded saying that all organisations should already have a “disaster recovery” plan in place. The tenants have therefore asked for information on your proposals in the event of a “disaster” and the part they are expected to play. Through a critical appraisal of the potential that the project may encounter problems inform the tenants of the steps you propose in the event of a “disaster”, how this will affect the proposals and the consequences for the organisations involved.

5. The tenants asked what financial consequences the refurbishment may have on their organisations. Many are concerned that the improvements are simply a means of increasing their payments without any real benefits to them.

Appraise the current facilities offered by the existing building and benchmark these against that expected of a modern highly serviced prestigious building. Using this information prepare a report to be presented to the tenants at a subsequent meeting showing how the fully refurbished building will provide them with improved facilities that will benefit their organisation.

6. Recent changes in legislation in the United Kingdom and elsewhere in the world has resulted in the need for all building to be accessible by those with disabilities. The responsibility now rests with all employers and owners of buildings to comply with the requirements of such legislation. All of the tenants of the building have asked for reassurance that the refurbishment work will comply with this type of legislation.

In order to provide this reassurance your senior managers have asked you to carry out research into the requirements of relevant legislation and to write a report demonstrating clearly how the design and alteration of the building and its environment ensures complete compliance with relevant legislation. The report must show clearly how all building users will be able to use the facility.

7. The tenants currently undertake their own hygiene and office cleaning arrangements for their discrete areas and your organisation is responsible for cleaning the common areas only. Cleaning the common areas is currently carried out on a contract basis using an independent contractor. Your organisation has recently formed an office cleaning organisation and it wishes to maximise its potential by using it to provide the hygiene and cleaning facility for the entire building. This was presented as a discussion paper at the meeting with the intention of getting as many tenants as possible to sign up to this new service. Prior to the meeting you prepared this discussion paper and then presented it as an attractive proposal highlighting the benefits.

Produce the paper showing clearly the how the proposal may benefit both the tenants and your organisation if all agreed to the proposal.