

Index

- 3-D CAD, 202, 204–5
- 4-D simulation, 203
- accident
 - book, 126
 - reporting, 126
- accommodation strategy, 14, 29, 51, 66, 269, 274
- action research, 58
- active tags – see RFID
- Acuity*, 73–6
- agency, 49–50, 124, 162, 248
- agent technology – see cyber-agents
- all-inclusive 125, 130
 - design, 265, 266
 - environment, 254
- alpha test, 185
- alternative dispute resolution, 208
- annual reviews, 51, 53
- applications service provider, 201
- approved person, 48
- Arup*, 204
- as-built, 36, 38, 269
- authorisation, 212–13, 284, 287
- Autodesk AutoCAD*, 202
- autonomous agents – see cyber-agents

- B2B, 64, 270
- B2C, 64, 270
- BACnet*, 147
- Balanced Scorecard*, 26, 113, 220, 296
- barcode, 151, 154
- benchmarking, 5, 7–8, 16–17, 57, 180, 204, 215–27, 246, 296
 - club, 51
 - definition, 270
 - facilities management, 220
 - ICT, 222–4
 - out-of-sector – see best-in-class
- Bentley MicroStation*, 204
- best-in-class, 62, 215, 217, 219, 223
- best practice, 20, 52, 81, 86, 88–90, 105, 111, 167, 169, 197, 215–27, 248, 296
- beta test, 185
- BIFM – see *British Institute of Facilities Management*
- BIM – see building information
- Bluetooth*, 151, 155, 260, 270–1
- BMS – see building management systems
- body of knowledge, 61, 244
- bonds, 234, 292
- BOOT, 231
- BOT, 36, 231
- BPR – see business process engineering
- BREEAM, 123, 270
- British Institute of Facilities Management*, 4
- British Land*, 122–3
- BTnodes*, 155
- budget, 3, 10, 14–15, 36, 60, 62, 69, 76, 164–6, 196, 207, 222, 246
 - managed, 49–50, 158, 168, 172
- budgetary control, 285–6
- building
 - automation, 145, 147–8, 156, 261, 270–1, 277
 - energy management, 155–6, 271 – see also energy management
 - engineering services, 38–40, 145–6, 152, 156, 271
 - intelligence, 145–57, 182, 271 – see also intelligent building
 - management systems, 203
 - obsolescence, 255
- building information
 - model, 203–4, 279
 - modelling, 194, 203–6, 270
- business
 - activities, 14–15
 - continuity, 37, 41, 186, 271
 - core, 1–4, 10–11, 13–15, 17, 25–6, 31–2, 50, 55, 68, 71, 90, 98, 111, 182–3, 195–6, 201, 218, 220, 238–9, 249, 272
 - non-core, 2–3, 14–15, 68–9, 162, 183, 196, 229, 278
 - objectives, 1, 4, 9, 11, 13, 25, 32, 55, 64, 66, 77, 80, 179, 199, 221, 249
 - plan, 13–14, 17, 26, 57, 229
 - processes, 12, 15, 20, 24–6, 55–6, 64, 142, 196–8, 217, 271, 275
 - process re-engineering, 16, 25–6, 56, 61–2, 74, 79, 134, 215, 217, 271
 - strategy, 13, 26, 31, 55, 111, 189, 224

- CAAD – see computer-aided architectural design
- CAD – see computer-aided design
- CAFm – see computer-aided facilities management
- call centre, 135, 138
- carbon
- footprint, 123
 - neutral, 123
- case study
- airline, 24–8
 - bank, 68–71
 - Diageo*, 224–6
 - EastPoint*, 61–4
 - government department, 162–7
 - ICEconsult*, 200–2
 - Sun Life*, 73–6
- cashflow, 10, 207–8, 214
- CCTV, 10, 156
- CDM, 121, 128
- change
- communicating, 59
 - control, 37, 208, 212
 - management, 1, 4, 16, 20, 32, 54–65, 74, 216, 242, 245, 251–2, 271
 - manager, 58, 60, 64
 - process, 59, 64, 74
- Chartered Institute of Building*, 87, 291
- China, 61
- CIOB – see *Chartered Institute of Building*
- CI/SfB, 38
- client
- organisation – see ICF
 - representative – see managing agent
- climate
- change, 120
 - indoor, 147, 155
- clinical systems, 187
- collaborative arrangements – see partnering
- commissioning, 30–2, 35, 38–40, 261, 274
- communication, 12, 16, 21–2, 34–5, 37, 59, 78, 91, 99, 107–9, 133–9, 143–4, 160, 179, 243
- plan, 71
 - planning, 73–5
 - problems, 70
- community care, 64
- competence
- core, 32, 77–8, 185, 242, 244–5, 249, 275
 - stripping, 192
- competent person, 119, 122, 127
- competition, 7–8, 71, 95, 137, 163, 167, 171, 176, 180, 222, 240, 283–4, 289 – see also tendering
- competitive advantage, 4, 64
- competitiveness, 8, 32, 54, 99, 134, 223–4, 280
- compulsory competitive tendering – see public procurement
- computer-aided
- architectural design, 204–5
 - design, 202, 271
 - facilities management, 194, 202–3, 206, 271
- concession, 36–7, 241
- concessionaire, 233
- conflict
- avoidance, 86
 - of interest, 9, 97, 166, 168, 170, 190, 283, 287
- contingency plan, 21, 123
- continual improvement, 8, 76, 99, 116, 118, 179, 212, 216–17, 226
- definition, 272
- culture of, 22, 135, 174–5
- process, 96, 175, 180
- continuing professional development – see CPD
- contract
- administration, 93, 207–8, 212, 214
 - award, 21, 81–4, 93, 285, 290
 - conditions, 88–9, 285–6
 - definition, 272
 - documentation, 10, 286, 291
 - management, 1, 4, 207–14, 244, 287, 290
 - negotiation, 21
 - review, 207, 213
 - standard forms, 9, 87–9, 179
 - sum, 48, 88–9
- contracting out, 272 – see also outsourcing
- cooperative arrangements – see partnering
- Cooperative Research Centre for Construction Innovation*, 204
- corporate
- manslaughter, 121
 - real estate management, 32, 249, 272
 - social responsibility, 119–20, 122, 131
- COSHH, 127
- cost
- analysis, 15
 - benefit analysis, 16
 - direct, 43–4, 48–9, 53,
 - indirect, 43–4, 47–9, 53, 178
 - lifecycle, 16, 91, 238–40
 - monitoring, 208–10, 214
 - operational, 36–7
 - running, 3, 143
 - whole-life, 38, 91, 255, 262–3
- CPD, 5, 48, 76, 242, 247–8
- CREM – see corporate real estate management
- critical success factors, 12, 20, 82, 97, 110–11, 118, 218, 246, 272

- CSR – see corporate social responsibility
 culture, 2, 4–5, 17, 25, 66, 70, 111, 129, 135,
 137, 168, 174–5, 180, 246, 252–4, 268
 cross-culture, 61, 296
 custodial services, 102, 189, 272
 customer
 definition, xiv
 feedback, 27
 focus, 6, 28, 216, 272
 internal, 110
 relationship management, 27, 64
 requirements, 20, 102, 116
 satisfaction, 2–3, 5, 11, 20, 63, 78, 96,
 115–17, 159–60, 172, 175, 181, 213, 221,
 241, 280
 service, 44, 49, 52, 105, 115, 245, 247
 cyber-agents, 152–3, 259–60, 272
- DBFO, 228, 231, 240
 debt finance, 234
 de-layer, 55, 273
 demobilisation, 273
 design and build, 40, 235
 design
 briefing, 30, 34–5
 scheme, 34–5
 detainee care, 189
 development, 62, 188, 205, 251–68
Diageo, 224–6
 disability discrimination, 121, 124–5
 disruptive technology, 145
 document
 management, 153, 195, 199–200, 273
 tracking, 153
 downsize, 55
 drug-testing, 189
 duties
 contractors, 128, 179
 separation of, 10, 284, 287
 technical, 61, 68, 84, 122, 165, 189
- EastPoint*, 61–4, 77, 88, 91, 179, 247
 EC – see *European Commission*
 education, 5, 10, 22, 25, 59, 221, 242–50, 265
 higher, 32–3, 296
 efficiency gains, 10, 12, 20, 180, 228
 embedded technology, 146, 151–2, 154–5,
 258, 260–1
 employment
 details, 84
 obligations – see TUPE
 relations, 121, 124
 empowerment, 135, 137, 232, 273
 energy
 consumption, 120–1, 123, 146, 148, 156,
 205, 259, 261, 266
 costs, 156, 246
 efficiency, 120, 262
 management, 33, 123, 165
 performance, 120–1, 203, 205
 performance certificate, 120
 saving, 121, 145, 147, 261
Energy Performance of Buildings Directive,
 120
 engineering services – see building
 engineering services
 environmental factors, 132, 139–40, 143
 e-tags, 153 – see also RFID
*European Bank for Reconstruction and
 Development*, 235
European Commission, 124, 130
European Investment Bank, 235
 extranet, 148
- facilities management
 analysis, 9, 12, 15–19, 29, 163
 brief, 20, 35–8, 41–2, 274
 definition, 1, 4
 implementation, 5, 9, 12, 15–16, 20–3, 29,
 43, 162, 249
 scope, 1, 4, 9, 10, 44, 57, 81–2, 84, 87, 96–7,
 105, 107–8, 183, 289
 solution, 5, 12, 15–16, 19–20, 29
 strategic planning, 5, 12, 20, 29, 43, 59, 66,
 103
 strategy, 12–29, 32, 34–5, 39, 43, 81, 97,
 118, 182, 190, 196, 213, 216, 221, 223,
 249
 facilities planning, 30–42, 109, 274
 facility
 handbook, 36
 management, 4 – see also facilities
 management
 feasibility study, 34–5, 228
 financial
 control, 170, 207–14, 221
 objectives, 12, 20
 Finland, 203
 fire precautions, 121, 126–7
 first aid, 121, 126
 fitness for purpose, 39
 flexibility, 37, 41–2, 44, 46–7, 49, 52, 101,
 106, 137, 142, 144, 171, 177, 179, 239,
 281
 flexible
 real estate, 251, 254–7
 working, 109, 135–6, 138, 170, 185, 213,
 225, 292
 forensic medical services, 189
 framework agreement, 25, 179, 275
 fraud, 10, 283–8
FutureHome, 153

- gain-sharing, 178–80
 GPS, 154
Graphisoft ArchiCAD, 204
 green agenda, 123 – see also sustainability
- handover – see commissioning
 hard issues, 4, 43–4, 235
 hazards, 119, 121, 127, 279, 293
 health and safety, 1, 4, 9–10, 15, 18, 75, 87,
 119–31, 198, 245, 254, 293
 legislation, 104, 115, 119–31, 248–9, 275
 record, 165
 specialists, 24, 70
 healthcare services, 182, 187–8
 healthy buildings, 246, 254, 257–61
 helpdesk, 45, 69–70, 92, 164–6, 178, 185, 202,
 212, 275
Hitachi, 151–2, 277
 homeworking, 135
 Hong Kong, 61–4
 hot-desking, 39, 41, 142
 hotelling, 142
 human resources, 1, 15, 225, 256
 audit, 18
 management, 4, 20–1, 26, 66–80, 190, 221,
 242, 245–7, 275
 plan, 12, 20
 planning, 18
 strategies, 137
 HVAC, 146–7, 271
- IAI, 203
ICEconsult, 200–2
 Iceland, 202
 ICF
 definition, 275
 developing, 25, 68, 159, 163, 207
 relationships, 100, 162–3, 166–7
 role, 5, 68, 86, 163, 166, 208, 212, 242, 244
 ICT, 13, 18, 24, 50, 55, 76, 99, 132, 134, 182,
 222–3, 245–6, 252, 254, 258, 268
 applications, 22, 26, 111, 129, 137–8, 164,
 168, 184–5, 188, 200–5, 254, 265
 business continuity, 186
 client-server, 187
 compliance audit, 186
 dashboard, 102, 112–13
 firewall, 187
 forensic services, 186
 infrastructure, 113, 137, 150, 184–5, 197–8,
 256–7, 260, 266
 integration, 58, 134
 migration assurance, 186
 outsourcing, 73, 183–7
 security, 184, 186–8
 server penetration, 186–7
 services, 183–7
 skills, 78
 SLA, 184
 strategy, 12–13, 20
 IDEF, 197, 275
 IFC, 203–5, 275
 IFMA, 4, 247
 incentives, 9, 77, 80, 108, 116–17, 176–8, 180,
 263–4, 280, 292
 indemnities, 183, 191, 193,
 information
 auditing, 199
 categories, 198
 management, 76, 153, 195–200, 205–6,
 222, 245, 276
 systems, 62, 111, 187, 194–206, 277
 information and communication technology
 – see ICT
 informed client function – see ICF
 in-house provision, 48, 50, 96–100, 188
 innovation, 61–4, 79, 179, 190, 204, 216, 220,
 242, 245–6, 251–68, 276, 296
 insurance, 88, 93, 126, 183, 190–1, 193, 235,
 292–3
 intelligent building, 145–57, 271, 276, 280,
 296
International Facility Management Association
 – see IFMA
 international standards, 104, 197, 205
 internet, 148, 152–3, 155, 201, 259–60, 272
 interpreter services, 189
 intranet, 16, 63–4, 113, 148
 inventory control, 150, 152
 irregularities, 10 – see also fraud
 ISO – see international standards
- JCT, 88
 job
 descriptions, 76, 79–80
 satisfaction, 135–6, 143, 164
Joint Contracts Tribunal – see JCT
 just-in-time, 163, 276
- key performance indicators, 77, 101, 110–14,
 118, 199, 217, 246, 272, 276
 knowledge
 management, 78, 262–3
 worker, 135, 138, 255
 KPI – see key performance indicators
 Kyoto, 261
- LAN, 148
 learning
 blended, 33
 distance, 33
 open, 62–3, 125, 247

- lease, 32, 40
- lease-back, 73
- leasehold, 40
- legal considerations, 67–8, 72, 85–9, 91, 103, 120, 124, 183, 192, 200, 232–3, 236, 240, 245, 275, 284, 290
- life cycle, 31, 35, 40, 120, 149–50, 195, 203, 255, 257–8, 267–70
 - cost, 16, 91, 238–40, 248
 - product, 154, 185
- local area network – see LAN
- logistics, 153
- LonTalk*, 147

- maintenance, 1, 4, 24–7, 32, 38, 45, 69–70, 98, 105, 108–10, 127–8, 140, 149, 152, 163, 165, 202, 220, 228, 231, 235, 238, 240, 255, 257
 - clinical systems, 187
 - contracts, 88, 283
 - crews, 260
 - plan, 16–17
 - planned preventive, 114, 194–5, 200–1, 205–6, 211, 258, 278
 - skills, 45, 48
 - special equipment, 211
 - systems, 194
 - unplanned, 114, 115
 - vehicle, 15, 176
- managed budget, 50, 158, 168, 172
- management
 - contract, 52
 - information – see information management
- managing
 - agent, 50, 87, 158, 161–9, 171–2, 277
 - contractor, 5, 50, 158, 167–9, 172
- market
 - audit, 16, 19, 51
 - testing, 16, 43, 51–3, 59, 159, 162, 226
- mass-customisation, 255, 258
- mentoring, 22, 62–3, 247
- metrics, 56, 62
- Michelin*, 154
- Micro-Scanfm*, 220–2
- Microsoft*, 201–2
- mission
 - critical services, 191
 - critical systems, 184, 187
 - statement, 17, 269
- mixed economy, 5, 69
- mobilisation, 12, 73–4, 82–3, 93, 163–4, 277
- modular building, 255–7, 261, 264
- modularisation, 255, 257, 266
- Monte Carlo simulation, 62, 91
- mote, 155, 277 – see also smart dust
- motivation, 44, 78, 102, 124, 136, 204, 245, 275, 281
 - theory, 246
- Mu-chip*, 151–2, 277 – see also RFID
- multi-skilled, 47
- MySQL*, 202

- nanotechnology, 154, 277
- NEBOSH, 126
- neighbours, 22, 85
- networks
 - data, 184–5
 - sensor, 155
 - virtual private, 148
- office automation, 111, 148, 277
- off-the-shelf – see agency
- OJEC, 86
- open-book accounting, 25, 28, 167, 169, 180, 212, 291
- open plan offices, 33, 105, 141–2
- operating plan, 12
- OPTAG*, 152
- optimisation, 16
- organisation
 - client, xiv – see also ICF
 - change, 55
- output specification, 88, 163, 228, 238, 241 – see also specifications
- outsourcing, 5, 10, 42–53, 66–8, 70–4, 81–96, 130, 158–9, 161, 171, 182–7, 190, 192, 228, 237–8, 272, 278
 - risk, 21, 183, 191, 289–90
 - strategy, 12, 20
- overheads, 98

- PACE, 87
- partnering, 8, 23, 25, 28, 48, 73, 171, 174–81, 217–18, 222, 246, 278, 296
 - charter, 179
- passive systems, 147, 156
- patient transport services, 187
- payments, 15, 68, 78, 93, 116, 167, 208–9, 211, 214, 287
 - authorisation, 284
 - commission, 293
 - performance-related, 101, 117, 208, 292
 - redundancy, 89
- penalties, 101, 108, 116–17, 166, 207, 212, 280, 287, 289
- performance
 - appraisal, 66–7, 77–80
 - measurement, 68, 113, 116, 120, 130, 137, 142, 164–6, 189, 218–19
 - monitoring, 63, 96, 101, 111, 113, 118, 208, 211–12, 290, 292

- objectives, 77
- review, 83, 117
- standards, 15, 117, 292
- PEST, 16, 278
- PFI, 171, 228–9, 231, 237, 240–1, 248, 278 – see also public-private partnership
- planning and scheduling, 22, 58, 153, 200
- pollutants, 139
- pollution control, 37
- portfolio audit, 16–17
- PPE, 121, 127–8
- PPP – see public-private partnership
- pre-contract meeting, 82–3, 93
- Private Finance Initiative – see PFI
- process
 - model, 26, 56, 58, 60, 197, 206 – see also IDEF
 - modelling, 197
 - re-engineering – see business process
 - re-engineering
- procurement, 7–8, 11, 15–16, 48, 53, 64, 145, 150, 162, 178, 279
 - brief, 35
 - consortium, 176
 - fraud and irregularity, 283–8
 - information system, 26
 - legislation – see public procurement
 - outsourced services, 81–5, 204 – see also outsourcing
 - outsourcing
 - process, 100
 - public-private partnership, 231, 238, 240
 - specialists, 24
 - strategy, 12, 20–1, 23
- productivity, 55, 62–3, 96, 110, 129–30, 148, 175, 179, 185, 202
 - workplace, 132–44, 246, 254, 277, 282
- project
 - execution strategies, 35
 - management, 27–8, 54, 56, 62, 82, 164–5
- Property Services Agency*, 169
- public-private partnership, 36, 207, 228–41, 278–9, 296
 - generic set-up, 231–6
 - payment mechanisms, 236–7
 - procurement approach, 231, 238, 240
 - service provision, 237
 - types, 230
- public procurement
 - directives, 86
 - legislation, 86–7, 89
 - threshold, 86
- public sector, 8, 33, 51, 86, 88–90, 111, 162–7, 170, 174, 181, 213, 228–41, 279, 291
- purchasing, 8, 16, 164–5, 168, 245–6
 - approvals, 15
 - bulk, 7, 176
 - decision, 23
 - roles, 123, 286
 - split, 86, 97
- quality – see also performance
 - assurance, 15, 63, 102, 117, 202, 261, 281, 291, 294
 - system, 116–18
- questionnaires, 39, 46, 102, 128, 219–20
- radio frequency identification – see RFID
- real estate
 - acquisition, 19, 31–2, 42
 - disposal, 19, 32
 - management, 1, 4, 30–2, 41–2, 242, 245, 249 – see also corporate real estate management
- recovery
 - disaster, 41, 186–7, 273
 - incident, 31
- recruitment, 92, 96, 98, 190, 247, 249
 - agency, 50
 - graduates, 79
 - policies, 242, 244
- redundancy, 72
 - packages, 71
 - payments, 89
 - supply chain, 19, 159
- re-engineering – see business process
 - re-engineering
- REIT, 122
- research, 32–3, 62, 81, 136, 140, 146, 194, 223, 242–3, 245–6, 251–68
- resources – see human resources
- responsiveness to change, 149, 157
- retraining, 77, 96, 249 – see also training
- reward, 9–10, 25, 58, 66–7, 77, 79–80, 101–2, 116, 129–30, 136–7, 141, 156, 178, 180, 211, 240, 276
- RFID, 145, 149–56, 277, 279, 281
 - second generation, 151
- RIDDOR, 126
- risk, 2, 9–11, 18, 20, 36, 122, 131, 156, 158–9, 161, 163, 168–70, 183, 189, 191, 198, 212, 228–9, 234–8
 - allocation, 9–10, 21, 36, 168, 170–1, 178, 180, 238–9
 - analysis, 16, 46, 74, 186, 192–3
 - assessment, 11, 16–17, 21, 46, 61–2, 82, 91, 122, 125, 127–8, 192–3, 241, 279
 - aversion, 160
 - exposure, 41, 173, 187, 240, 256
 - management, 5, 21, 46, 62, 82, 125, 236, 279, 296
 - mitigation, 10, 21, 46, 82, 193
 - response, 11, 21, 46, 171

- risk (*cont'd*)
 - sharing, 7–8, 25, 46, 176
 - transfer, 82, 238–41
 - types, 2, 9, 21, 46, 82, 91, 125, 167, 184, 186, 239, 283–9
- safety – see health and safety
- safety management, 121, 147, 149
- satellite
 - centres, 135
 - communications, 148
- satisfaction rating, 78, 110, 136
- Scandinavia, 17, 38, 263
- security, 1–2, 18, 37, 45, 47, 61, 63, 70–1, 92, 109, 135, 145, 147–8, 152, 163, 182, 184–90, 198, 216, 220, 226, 247, 254, 271, 281, 293
 - systems, 146, 156, 272
- service concepts, 256
- serviced workplace – see workplace
- service level agreement – see SLA
- service providers, 5, 7, 21, 22, 44–5, 67, 76–7, 85, 87, 89, 93, 96, 98–100, 102–4, 116–17, 124, 128, 158–73, 183, 209, 280
 - failure, 10, 159–60, 208
 - partnering, 8, 174–5, 177, 278
 - performance, 16, 19, 47, 51–2, 68, 77, 93, 101, 106–10, 113–16, 117–19, 166, 180, 183–4, 207–8, 211–14, 217, 222
 - relationships, 9–10, 21–3, 29, 48, 53, 68, 76–7, 86, 93, 95, 108, 161, 167, 172, 174–81, 212, 222, 229, 272, 298
 - selection, 7, 16, 50, 91, 158–9, 172, 180
 - standing, 41, 98, 159, 162, 173, 229
 - type, 158, 169, 178, 181, 187–9, 191–3, 201
- services
 - attributes, 43–52, 103, 159, 186, 192, 272
 - audit, 15–16
 - bundling, 9–10, 52, 71, 159, 171, 237
 - contracts, 172
 - defining, 83–4
 - quality, 1, 44, 90–1, 93, 101, 104, 106, 117, 178, 184, 217, 225, 227, 237 – see also performance
 - performance
 - scope, 81, 107–8, 161, 213
 - shared facilities, 142
- sick building syndrome, 132, 140–1, 280, 296
- single point of responsibility, 40, 158, 160, 172
- Six Sigma*, 224, 280, 296
- skills
 - audit, 222
 - profile, 19
- SLA, 21, 87–90, 94, 99, 101–4, 107–10, 114–18, 183–4, 189, 191–2, 207, 211, 213–14, 280, 295
- smart
 - buildings, 147 – see also intelligent building
 - control, 13, 146, 149–52
 - devices – see RFID
 - dust, 155, 277
 - homes, 258, 280
 - label – see RFID
 - sensors, 13, 146, 149–52
 - systems, 145–57
 - tagging, 149–52, 157
 - tags – see RFID
- SMG, 32–4, 296
- social infrastructure, 54–5, 129, 271
- soft issues, 4, 43–5, 137, 190, 235, 244, 247, 249
- software
 - on-demand, 201
 - open source, 150
- space
 - analysis, 16
 - efficiency, 30, 33–4, 42
 - management, 18, 32–4, 42, 201–2, 274, 280, 296
 - owned, 32
 - plan, 18 – see also accommodation plan
 - planning, 164–5, 202
 - strategy, 13–15, 19–20, 28
 - utilisation, 11, 17, 34, 68, 109, 142, 222
- special purpose vehicle, 233–4
- specifications, 9, 38, 47, 82–3, 85–8, 91, 94, 101–18, 163–4, 189, 192, 214, 222, 228, 285, 293
- speed of response, 46–7
- SPV – see special purpose vehicle
- SQL, 202
- stakeholders, 5, 9, 19, 22, 34, 36–7, 51, 54, 56–9, 64–5, 72, 74, 81–5, 87, 92, 94, 96–7, 100–3, 107, 118–19, 122, 189, 219, 225, 231, 260, 264–6
- statement of need, 34–5
- statutory authorities, 22, 85
- stress, 119, 128–31, 135, 137, 140–1, 297
 - related illness, 119, 131
- structured data, 199
- subcontracting, 159, 169, 285, 293, 295
- Sun Life*, 73–6
- supplier relationships, 7–8, 109, 174–81
- supply chain, 9, 73, 123, 146, 150, 152, 159, 165, 168, 170, 260–1, 279
- surveys, 5, 74, 102, 269
 - condition, 69
 - customer, 114, 116, 140
 - post-occupancy, 38–9
- sustainability, 37, 119, 120–1, 123, 149, 254, 261–4, 267–8

- sustainable
 - communities, 251, 254, 261–4
 - design, 37
 - development, 145–6, 203, 263
 - estate provision, 30, 33, 41–2
- SWOT, 16, 281
- Sydney Opera House, 204–5
- synergies, 32

- teamworking, 9, 10, 135, 143
- technology-enhanced real estate, 147 – see also smart buildings
- tele-care, 251, 254, 264–7
- telecommuting, 135, 142
- teleconferencing, 148
- telemedicine, 165, 167, 188
- tendering
 - assessment, 83–4, 91, 290
 - briefing, 82–3, 90
 - closed, 89
 - documentation, 81–3, 87–91, 94, 97, 163, 287
 - list, 86, 285
 - open, 89
 - period, 82, 90–1
 - process, 72, 83, 86, 89–93, 95, 239
 - selective – see closed tendering
 - submission, 62, 90–1
 - threshold, 86, 90
 - two-envelope system, 93
- TFM – see total facilities management
- time zones, 138, 187
- top-down approach, 13, 58, 141, 197
- total facilities management, 50, 52, 68, 108, 158, 168–72, 281
- total quality management, 134, 281
- tracking
 - materials, 153
 - product life-cycle, 154
- trade union, 72
- training, 5, 10, 12, 16, 22, 48, 50, 62–3, 76–8, 92, 96, 98, 122–3, 126–7, 130, 137, 165, 183, 186, 221, 242–50
- transaction costs, 41, 62, 64
- transfer of undertakings – see TUPE

- transition
 - period, 21, 24
 - process, 60, 73–6, 92–3
- trust-based relationship – see partnering
- TUPE, 9, 27, 71–2, 74, 79, 85, 292

- unconventional working, 142
- unstructured data, 199

- value
 - added, 129, 136, 145, 170, 234, 269
 - best, 1–3, 5, 7, 8–9, 11, 14, 18, 20, 23, 43, 51–2, 66, 91, 96–8, 100, 110–11, 159–60, 171–2, 175, 181, 185, 213, 217, 220, 227–8, 237, 239–41, 270, 275, 296
 - engineering, 103
 - for money, 1, 5, 7, 116, 169, 176, 213, 222, 230, 239
 - management, 103, 296
 - vehicle fleet management, 189
- vendor lock-in, 192
- videoconferencing, 148
- virtual
 - office, 41, 135
 - private network, 148
 - reality, 202
- VoIP, 148

- water harvesting, 123
- work environment, 129, 132–4, 137–41, 144
- workers' rights, 124
- workflow, 60, 64, 138, 153, 197, 275
- working time, 122, 124, 130, 226
- workplace
 - design, 245, 257
 - dynamics, 3, 64
 - productivity, 132–44, 246, 254, 277, 282
 - strategy, 132, 136, 143–4
 - totally serviced, 31, 40–2, 281
- workstations, 40, 127, 140, 142–3, 148
- world wide web – see internet

- zero carbon buildings, 149, 262, 282
- zoning, 37, 142

