



## What is it?

Organisations have business objectives on performance and growth that must be met or exceeded whilst managing risk. Enterprise Risk Management (ERM) principles according to ISO31000 are used to manage the risks and opportunities that materially influence every business objective in the Facilities Management (FM) Services. Work streams for offices, accommodation, leisure, IT facilities and retail branches need to be assessed to ensure they are working at their optimum to meet the objectives of the organisation.

An ERM approach drives an organisation forward to:

- Meet and exceed business objectives
- Define the risk appetite and reduce risk
- Increase performance and revenue
- Reduce costs
- Reduce incident frequency and impact
- Achieve compliance

## Why is it important?

**Operational & Strategic Management:** Manage Performance, Risk and Compliance in your FM Services work stream.

**Complex Business Operations:** Business operations are increasingly complex, 'siloe'd', regulated and outsourced with high staff turnover.

**In House Expertise:** Client retained organisations are becoming much smaller and need to be smarter. Vendor Partners must now carry out high-level activities previously done by their clients.

**Outsourcing Expectations:** The client retains risk ownership with relatively small 'pain-gain' provisions in vendor contracts when outsourcing. Outsourcing creates a large mismatch between risk control and risk ownership.

**Business Criticality & Risk Appetite:** In order to provide resilience for business operations at optimum cost, understanding the client's Risk Appetite and Criticality of client operation is crucial. Business Criticality affects all aspects of Performance and Risk Management.

**Good Management Information:** Vendors and clients need good Management Information Systems (MIS) to improve Performance and Risk.



## What we do

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CRA staff have a track record in pioneering tools and processes in Performance, Compliance and Enterprise Risk with multinational corporations running portfolios of thousands of facilities around the world. Projects have included all work streams and business strategy requirements to ensure consistency and economy of effort whilst avoiding cross-silo issues. Irrespective of whether facilities are controlled by the client, vendors or landlords consideration is given in terms of normal operations, maintenance, emergency operations, resilience, security, safety, 'demising' to / from Project Contractors and Permit-to-Work.

Facilities Risk Management will look into:

- Business Criticality Process with Mechanical & Electrical (M&E) Systems Resilience Definitions and quantification of the criticality;
- Risk Analysis Processes and Tools including KRI dashboards;
- Resilience Gap Analysis Process and Proforma Template for M&E systems resilience, capacity and condition;
- Risk Acceptance Process;
- Business Continuity – Disaster Recovery: Policy, Strategy, Standard, Planning and Testing;
- Management Information System (MIS) e.g. KPIs, KRIs, H&S Reporting, Incident Desk and Reporting;
- CapEx Governance Manual (Projects and Real Estate Committees-Global and Regional) including all project stages, due diligence and interfaces with all FM service lines (moves, M&E Engineering, demising, security, IT, transition and handover to FM etc);
- Audit process, Open Issue Tracking, audit planning and interfaces with the Three Lines of Defence (Facilities, Operational Risk Management (ORM) and Audit);
- Landlord controlled facilities (Lease terms and FM provisions especially on maintenance, resilience, security, safety, mail and other normal and emergency operations).



## Our work

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CRA can help with these major challenges, based on our long experience as client retained staff with extensive service delivery know-how, processes, tools and controls. CRA can significantly improve performance and compliance while reducing the risk in Facilities Management. By pioneering tools in several critical industries, such as Nuclear Power, Defence and Banking CRA can bring the benefits of cross-fertilisation from several sectors to design, roll-out and maintain your Facilities Risk Management.

