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**FACILITIES
MANAGEMENT**



Model Army: The Changing Face of FM Delivery

FACILITIES management service delivery models are constantly developing. Thirty years ago, it was all in-house delivery with only very specialist services, such as lift maintenance, being outsourced to specialist companies. But as the market has matured, so have delivery models. Although there remain examples of organisations retaining in-house services critical to their organisation, such as security in a banking environment, FM is now largely outsourced with few organisations employing more than a management layer concerned with supervising service delivery partners.

The general trend, as reported in *Changing Times in Facilities Management*, the 2016 report from Sheffield Hallam University, is for greater levels of outsourcing in both private and public sectors, often with a pan-European or pan-global flavour. Research from Global Industry Analysts revealed that over 70% of end users plan

to adopt multinational contracts by 2020, compared to only 40% in 2010. Currently 69% of the UK market outsources more than half of their facilities services.

But client side organisations are under numerous pressures which are affecting the way they need their FM delivered, says Colin Kenton, Managing Director of FM Services at KBR, indicating that service delivery will change as a result. He points to changing economic and political times as a result of Brexit prompting concerns over future labour supply, more collaborative working designed to improve efficiency and reduce costs across estate footprints, the challenge of managing workplace data, the need to focus on the core business and not keep unnecessary FM head count in-house, and the requirement, in the public sector at least, to support small and medium-sized enterprises by bringing them into their supply chain, as all affecting the way FM

is being, and will be, delivered.

"All this change is causing organisations to reassess their FM to see if there are more innovative and effective ways of delivering facilities management to their businesses," he says. One organisation which has successfully done just that is the Metropolitan Police which introduced The Integrator model, a matured and adapted version of the traditional managing agent model, in 2013 and has seen substantial savings, an increase in SMEs delivering services and greater supply chain performance data as a result. Kenton, who helped to develop The Integrator model, believes more organisation will look outside the current service delivery options in the future and that models like The Integrator will grow in popularity.

Although TFM might be increasing – from 6% of the market in 2012 to 12% today according to the Sheffield Hallam research – it's not right for





everyone, says Graham Davenport, Director of Platinum Facilities and Maintenance Services, an SME expert in M&E maintenance. "The TFM model is suitable for pan-European or global contracts but smaller clients benefit from using a single service model where they receive specialist expertise from individual suppliers. Some businesses don't want the same service provider delivering their M&E, catering and cleaning."

Although single service accounts for 22% of the market currently, and has been declining over recent years, Davenport believes it will increase, as organisations tire of the one-size-fits-all approach and prefer a more bespoke approach – even if it means bundling single services together. Platinum, for example, will manage soft services on behalf of the client and sub-contract to a partner organisation. "The key is to be transparent about costs in that kind of model, and flexible with how services are delivered."

Flexibility is what clients need."

But even when global organisations procure FM, not all choose to go down the single supplier route. A prime example is EMC, now part of Dell Technologies, which uses multiple FM partners across EMEA, many of whom do have the ability to deliver across the region but are used in a country-by-country or country cluster basis. "By using multiple partners, we get access to much more innovation," explains Dell Technologies' Senior Facilities Professional Bruce Barclay, who is also author of the BIFM's Good Practice Guide to Managing FM Teams Across Borders. "If you deal with one player, however good they are, you only get the innovation as good as the thought leaders in that one company. Whereas by partnering with several large service providers, you get access to the innovative ideas from several players and can then take an idea from one service partner in one country or region and implement it in another." There is a reciprocal benefit for the service partners too, Barclay says, as they are exposed to more innovation which they can then deliver to other clients.

But larger players do not necessarily mean less specialist, says Andrew Sugars, a Director at FM service provider Servest which offers numerous facilities services across the UK, Europe and Africa. While the business has grown organically, it has also undertaken several key acquisitions over the past few years in core areas such as security, catering, M&E, landscaping and pest control to complement its cleaning roots. "We provide the best of both worlds to the client – the specialism offered by experts in each service line but the convenience of one point of contact, one invoice and little need to have an extensive in-house FM team."

But Sugars says that the greatest innovation is in how FM service

providers are structuring their businesses. The days when a client in any sector, whether it be retail, professional services, logistics or distribution, would be talking to the same teams are going. "Now, we have a specialist division for our manufacturing clients to our media clients run by experts in that area. Running FM at a distribution centre is so fundamentally different from FM in a law firm, that we feel that we need separate divisions to do this. Our retail clients expect us to be experts in delivering FM in retail environments. The sector has gone through a period of unprecedented upheaval in the last ten years and retailers want their FM partner to know their challenges intimately and be more agile and customer centric with their offering for 'store 4.0'."

In some ways, this is nothing new – caterers for example, have been creating dedicated divisions or companies for their education, healthcare, leisure and corporate clients for years. But to be done on a company-wide basis for all services is relatively new. FM is clearly moving from a service-line approach – where the major service providers organised their businesses into cleaning, security, catering and M&E divisions – into a sector-based approach where the divisions are dedicated to the sectors they service from leisure to manufacturing – in some areas at least in response to the challenges faced by their clients.

The wider the service delivery options for clients and the greater willingness of service partners to innovate to find the best solution for each client, the more successful FM is going to be. These changes point to a sector which is finally gearing itself up to become a strategic business partner to its clients rather than simply a service provider. All of which is good news for FM and UK Plc more widely.

By Cathy Hayward, a writer specialising in facilities management and the workplace.



The Value of BIM in Handover

DESIGN and construction teams are typically contracted to deliver a structured information handover package to support a client's asset operations and maintenance at a project's end. How often is this handover information checked for completeness, accuracy and appropriateness at the point of receipt? It's very likely the answer to this question is 'never'!

This goes some way to explaining why asset owners and facilities managers can often struggle to ensure an asset delivers against its expectations (cost or scope) in the early years. So, there's a case to be made that facilities managers can be more upfront to clarify all preferences and expectations of the information they need on day one. BIM and a collaborative approach to building design, construction and handover can play a crucial role in taking us even further along the path towards better executed built assets and less headaches for all.

When they are handed the keys at the end of a construction project, what a facilities manager (FM) will be typically given is a box, be it virtual or physical, filled with information and data. That box should contain explanations on building

maintenance, equipment warranties, security operating instructions and asset lists among other things. This information may be in all kinds of formats, including paper and digital media like CDs and USB keys.

To complicate matters further, vital building-related information risks being lost during the handover of that box. When the facilities manager notices that there is information missing, they will need to spend unwanted time tracking down historical project information. This is a waste of efforts, not least because of the labour involved. The information that is resurrected after the ordeal often might be inaccurate or incomplete. In the worst-case scenario, that data can't be recovered and the FM then must undertake a fresh survey of the building or part to capture its as-built condition. The result of this is a cost paid twice over by the building owner for a survey (and for the maintenance contractor) which should only have to happen once.

On the other hand, assume that every piece of data handed-over was proper, complete and future friendly. Not only that, but it was relevant with all immaterial information either filtered out

already or organised so that it could be easily sorted and made usable for the next twenty years. Then, the information could contribute to the improved ongoing operation of the building, not just now, but for years after the handover.

What's all of this got to do with building information modelling (BIM)? BIM lets information flow seamlessly from the start of a construction project all the way through to facilities management. It articulates to the client everything from floor plans and layouts to materials used, asset shelf-life and required maintenance schedules – essentially, it depicts what products are in the building, where they are, how they work, and how they all fit together. It relates objects in a model and links them to each other for the greater understanding of all parties involved in the design, construction, operations and ongoing upkeep of the structure.

What this means in the long term is enhanced predictability and the opportunity to take early steps towards proactive FM action; they can realise the full value of their asset over its useful life through cost-, sustainability- and time-effective operation and



Handover and Maintenance

maintenance. With BIM, facility managers can visualise facilities being created, helping them to understand project intent. BIM lets them see into the future – it lets them see the effect individual design features will have in the immediate future, that very evening and in the days following.

BIM can also act as a bridge between different stages of the handover process. Where teams implement Common Data Environments, such as Aconex, workflows can be automated on a shared, neutral platform, whilst providing a comprehensive information resource accessible by interested parties and shared during or after the project. In this way, the risk of losing asset information created earlier on in the project is lessened. Accurate information should have been recorded, verified, and submitted in a timely fashion throughout the process, not just collected at the end. It is common for FMs to be concerned that they haven't been involved in contributing to the design of the building and that this makes their job harder. What BIM will mean for them is working not harder, but smarter. New working practices encourage, through embracing BIM, a need to involve asset owners and facilities managers

to understand the information they require on handover. It will mean bringing people together. Facilities managers do not have to know everything about CAD technology or 3D modelling – but they can still have an important say during design, can impact the result, and can ensure the information handed over by the contractor fits their specific needs.

How do we achieve this collaborative way of working? By encouraging open conversation between all disciplines. The direction of travel in the industry will eventually lead to a point where facilities management experts can help and educate others within the design and construction stages on the long-term benefits of using BIM to aid the asset lifecycle. A specific role comes to the open BIM formats like IFC (Industry Foundation Classes). It's an international data standard for BIM which allows communication between parties during the project, irrespective of the software platforms they use, and makes sure that the data can still be read in ten years and more. It creates rules and foundations for collaboration to ensure that everybody is speaking the same language. Without sophisticated digital handover tools, contractors are

scrambling to retrospectively gather project information at practical completion to deliver to the owner, or risk penalties or late payments. Even then much of this information is inaccurate and/or incomplete. BIM gives owners a multidimensional model of the as-built asset, but more importantly, the opportunity to develop a structured digital information source of the asset so that the design can be modified and approved while testing its constructability. In the future, the facilities manager has the opportunity to influence the quality of the information they receive, including a complete digital representation, and a geospatial view, with all relevant project and handover information detail included.

Education affords many things. In our line of work, it opens doors and windows so that clients are fully conscious of the data they will need to make their lives easier. With more meaningful insights added every day, digital twins will emerge as the digital replica of physical buildings. Harnessing that sort of cutting-edge technology can elevate facilities management to a new space.

By Steve Cooper, General Manager
UK & Ireland at Aconex

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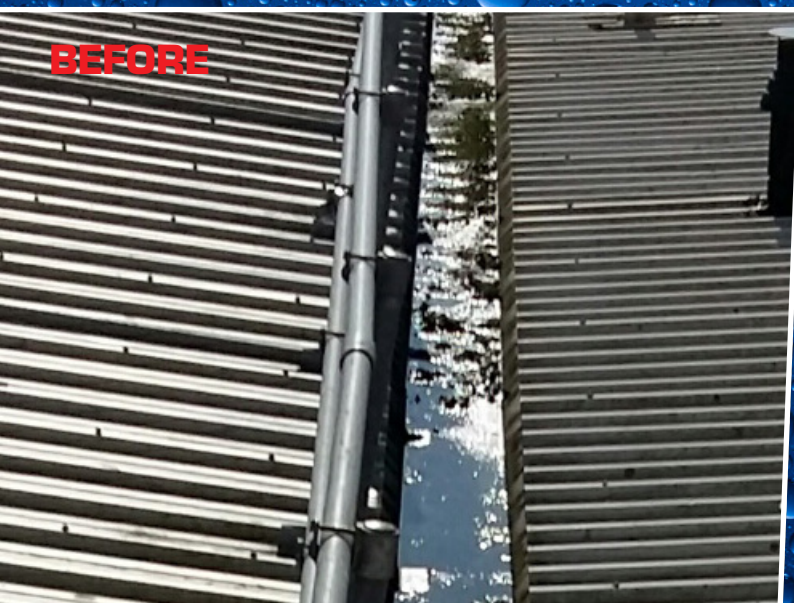
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FM for the 21st Century

Julie Kortens on the future of FM

Julie Kortens, Chairman of the British Institute of Facilities Management, talks about her aspirations for the Institute and the future of FM.

For the uninitiated, what would you identify as being the core aims and objectives of the BIFM?

At our heart is working with Facilities Management (FM) professionals to equip them with all they need to deliver exceptional FM for their organisation. But hand-in-hand with that is to raise the profile of FM as a profession and educate business leaders and other professions about the value and impact that FM can make to operational performance, for the benefit of business, the economy and society.

What is your own professional history? How did you become Chairman of the BIFM?

Having spent several years working

in HR, I took up my first role in facilities management in 1998 and have never looked back. It is an amazing profession, accessible to people from all cultures, all levels of experience and all academic backgrounds and I have been proud to play an active role in the development of the profession. I have volunteered in many capacities for BIFM, chaired the Women in FM special interest group, acted as a Non-Executive Director and have had the privilege of being Chairman since 2014.

How is the BIFM able to support member companies?

We work with employers to develop their facilities management people. The FM professional

standards framework maps out the competences required for FM professionals at every stage of their career and through membership, qualifications and training employers can build up true staff development programmes to help develop the skills and expertise of their employees. We have many group members and are working closely to develop true strategic partnerships, helping them tailor and adapt our framework to provide the professional rigour of our standards but also adapt to their corporate goals and priorities.

We also work with businesses operating in the FM space to raise the profile of key issues, conduct research and, as corporate members, they can work with

An aerial night view of a city, likely London, with the London Eye visible in the distance. A large, curved glass structure, possibly part of a skyscraper, is in the foreground on the right side. The city lights are visible across the horizon.

1st Century: of facilities management

as Management (BIFM), speaks to UK Construction Online
of facilities management in the construction industry.

our communities and share specialist knowledge through our special interest groups.

From architecture and interior design to maintenance and waste management, the BIFM's corporate membership spans a wide range of sectors. Are the fundamentals of facilities management the same irrespective of the industry? Is it at all difficult representing so many different sectors?

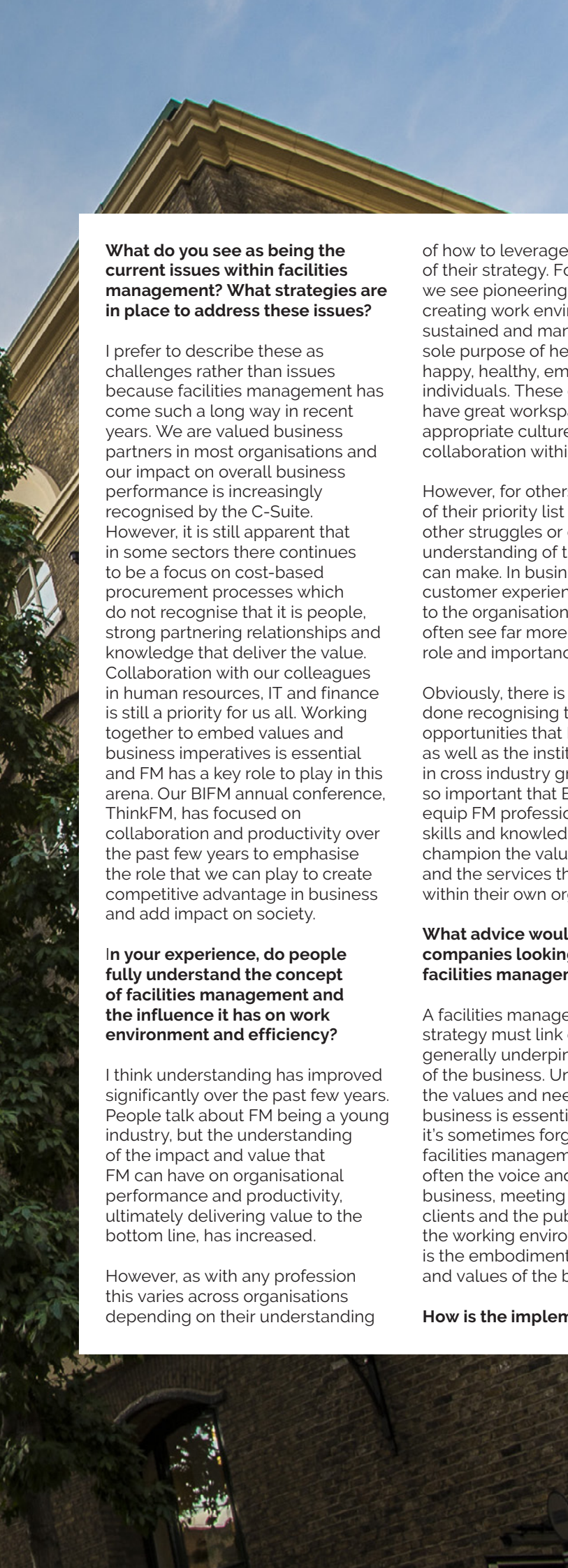
We have in our membership both the client and supply side of the profession. For instance, the FM professionals operating in businesses across the economy where the core purpose of the organisation might be anything from educating pupils, to discovering a

cure for cancer or producing best in class products. On the supply side we also work with FM service providers and a range of specialist organisations that supply into the FM market, with organisations from interior design, maintenance and waste management. From my experience I can see that the core of successful FM is management expertise (financial, people and project) and as such many of these skills are transferable across sectors and specialisms. Similarly because of the range of responsibilities FM's invariably have, there is an inherent need for excellent communication and interpersonal skills to be able to manage the expectations and needs of a range of different stakeholders.

In different sectors there are always different skills and challenges and, as with any profession, you take your core professional skills and adapt them to the environment you are operating in. FM is no different. For example a soft service, customer facing FM role will have different skills requirement than someone who has a building engineering based role.

With the support of an amazing volunteer network we are also able to support a range of specialisms and sector specific professionals. We have special interest groups focusing on core FM specialisms such as Health and Safety, Workplace or Risk and Business Continuity and also sector based communities for example in Retail and Education.





What do you see as being the current issues within facilities management? What strategies are in place to address these issues?

I prefer to describe these as challenges rather than issues because facilities management has come such a long way in recent years. We are valued business partners in most organisations and our impact on overall business performance is increasingly recognised by the C-Suite. However, it is still apparent that in some sectors there continues to be a focus on cost-based procurement processes which do not recognise that it is people, strong partnering relationships and knowledge that deliver the value. Collaboration with our colleagues in human resources, IT and finance is still a priority for us all. Working together to embed values and business imperatives is essential and FM has a key role to play in this arena. Our BIFM annual conference, ThinkFM, has focused on collaboration and productivity over the past few years to emphasise the role that we can play to create competitive advantage in business and add impact on society.

In your experience, do people fully understand the concept of facilities management and the influence it has on work environment and efficiency?

I think understanding has improved significantly over the past few years. People talk about FM being a young industry, but the understanding of the impact and value that FM can have on organisational performance and productivity, ultimately delivering value to the bottom line, has increased.

However, as with any profession this varies across organisations depending on their understanding

of how to leverage FM as part of their strategy. For example we see pioneering companies creating work environments built, sustained and managed with the sole purpose of helping create happy, healthy, empowered individuals. These environments have great workspaces fostering appropriate cultures and collaboration within their business.

However, for others this is not on top of their priority list – perhaps due to other struggles or due to a lack of understanding of the difference FM can make. In businesses where the customer experience is fundamental to the organisations' success you often see far more buy-in to the role and importance of FM.

Obviously, there is still work to be done recognising the full remit and opportunities that FM provides. But, as well as the institute engaging in cross industry groups, I think it's so important that BIFM also helps equip FM professionals with the skills and knowledge to be able to champion the value of their teams and the services they provide within their own organisations.

What advice would you have for companies looking to implement a facilities management strategy?

A facilities management strategy must link directly to and generally underpin the strategy of the business. Understanding the values and needs of the business is essential. I think that it's sometimes forgotten that the facilities management team is often the voice and face of the business, meeting and greeting clients and the public and providing the working environment which is the embodiment of the culture and values of the business.

How is the implementation of

Building Information Modelling (BIM) impacting facilities management? What advantages does BIM afford facilities managers industry-wide?

Although the BIM agenda has been driven by the public sector in recent years, in my experience there is also an awareness and understanding across the private sector. I believe that many feel that the working practices promoted by BIM already exist, particularly on new build projects. That said it will be interesting to see how this pans out. The good news is that it will continue to raise the profile and understanding of FM as a profession with other construction professionals across the built environment.

Many believe that long-term increased usage of BIM will provide better opportunities for FMs to maintain and engage with asset data which will potentially help expand a building's lifecycle and increase operational efficiencies. This should also provide metrics that can help record and demonstrate the value that FM offers.

How do you see the BIFM continuing to develop in the months and years to come?

In the immediate future we will be continuing our work with FM employers to develop strategic partnerships through the institute's learning and development opportunities, and look at ways in which we can progress and advance the skills-base across the sector using our professional standards. We're also delighted to have been contacted by an increasing number of international FM professionals and employers, all seeking to take up training and development for their teams, raising standards across the globe and taking full advantage of the BIFM offering.



Unlocking Doors and Creating Opportunities The Benefits of the Apprenticeship Levy

ON the 4th April of this year, the Apprenticeship Levy was introduced across the UK. For some, the Levy had been a long time coming; for others, it came as a surprise and a shock to the business system. Whichever way you see it, it's undeniable that the Apprenticeship Levy is set to be a game changer. Implemented as an attempt to help the Government double the level of funding available for apprenticeships to £3Bn by 2020, the Levy will no doubt increase the number of apprenticeship applicants as well as encouraging more businesses to source talent.

While the effects of Brexit have not been fully felt yet, there is an anticipative air, a level of uncertainty about how the UK will combat the major skills shortages following our leave from the European Union. Industries which are already facing a notable skills gap such as manufacturing, construction, engineering, IT and facilities management could therefore reap the benefits of this imposed levy. Instead of viewing it as yet another government tax, businesses should see it as a welcome opportunity and consider the ways in which they can utilise it to their advantage.

Public opinion on apprenticeships is changing and has been over the past decade, with young people and businesses recognizing the practical advantages apprenticeships can bring. This can especially benefit the facilities management industry, as an industry which requires a more "hands-on" approach. Public opinion on apprenticeships is changing and has been over the past decade, with young people and businesses recognising the practical advantages apprenticeships can bring. "We are in a transitional stage where the gap in perceptions of university degrees and apprenticeship qualifications are



ing Inroads: ceship Levy

closing. Over time, and sped up by the help of this levy, apprenticeships will become the way most employers think of training their staff," says Glen Cardinal, Managing Director of London-based Platinum Facilities and Maintenance Services. The Levy is only designed to affect employers with an annual pay bill of more than £3M, who will be required to spend 0.5% of the total on the Levy. However, savvy SMEs can use the Levy as a model template, and in effect mimic its very design and motivations. Cardinal believes that as an SME in the M&E sector, training two apprentices per year has helped

in the company's overall growth and freshened up their approach to learning and career development. As a whole this will be of benefit to both current and future employees. Although the Levy may be seen as a catalyst in learning and development departments for some, for others, the Levy is simply a new label for something they have been doing for years. Rob Legge, Group CEO of global leading facilities management provider Servest comments: "We were waving the 'apprenticeship' flag long before the idea of a levy to fund future placements was even on the horizon. Apprenticeships are a valuable part of the UK economy and the Levy should improve the prospects for young people entering employment." Servest are in a position to measure the successes of their learning and development initiatives: the business has seen an increase in internal promotions and movement from 10% to 31%. Demonstrably then, nurturing internal talent can improve both turnover rates and business performance.

But apprenticeships, like any relationship in business, are a two way street - the benefits gained for an organisation are certainly felt more strongly if the apprentice is valued and if their skills are utilised in the best possible way. Adrian Powell, Director of build and move specialists Active, believes an apprentice has "real potential to grow within your business, and they are arguably the most beneficial way to futureproof your workforce." He advises businesses to "bear this in mind during training and try to keep apprentices involved in business decisions to make them feel a real part of the team - as one day they may well have taken up a more senior role".

To prove his point, he draws on the success of Active's own apprenticeship program which has seen Jennie Armley go from an apprentice back in 2015 to her current position as a member of their marketing team. Powell even hints at the power of apprenticeship programs to attract diverse talent, stating: "Our latest addition to the team is doing fantastically well and it's great to see such a positive female role in an otherwise male-dominated sector." For organisations trying to advance their diversity

programs and become more inclusive, apprenticeships can be a great way to do so. Unlike unpaid internships which very much cater to those who can afford to work for free, apprenticeships are open to all and are attractive to those who need to gain experience and skills in a working environment whilst earning a salary which can also support them. They also provide a route onto the career ladder which many people may not have considered. Programs like Servest's 'Future Leaders', which allow apprentices to gain experience in a wide range of sectors, mean that a young woman keen to gain experience in HR may actually end up falling in love with the work she undertook as an apprentice in the building services or security division.

But while the Levy aims to increase the number of apprenticeships, it's not just about the quantity, especially for those smaller firms in facilities management. Quality and commitment from just one apprentice can be way more beneficial than employing several apprentices who you have to train individually. "In the space of 18 months, our first and only apprentice to date has been involved in everything from office admin, stock control and management, to dealing with inbound customer enquiries," says Rob Scantlebury Head of Operations at Access Cameras. "As a small business, this has had a direct impact on our ability to grow, allowing more experienced staff to focus their time on revenue generating tasks."

It's fair to say that facilities management isn't naturally the first choice for young people entering the world of work, mainly due to lack of awareness. If FM organisations create inroads for young people to explore the possibilities of the industry, then this will help with talent attraction and retention. The strongest divisions in companies have the strongest succession plans; and managerial success is often quantified by the quality of the people coming up from underneath the managers in question. Apprenticeships place the onus on the quality of the leadership in question.

By Alice Finney, a writer specialising in workplace and the built environment.



Focus the Mind:

Pressures of the modern property business

STRESS IN THE WORKPLACE

Stress accounts for 40% of all work-related illness. With national employment at an all-time high, it goes without saying that if you want the best people to stay with you, you have to look after their wellbeing. The effects of stress at work, cannot and should not be underestimated. 'There's no health without mental health' was the recent, central and powerful message from the UK's Department of Health. The Health and Safety Executive (HSE), reported that 428,000 people in the UK suffered from work-related stress "at a level they believed was making them ill".

We all have mental health, just as we all have physical health. Both change throughout our lives and, like our bodies, our minds can become unwell. The UK Chief Medical Officer raised concerns in a report in 2014 stating that 70 million working days are lost each year in the UK due to mental illness, of which stress was a significant portion. So, with stress levels in the workforce on the increase, at a time when the unemployment figures in the UK are amongst their lowest, can you afford to ignore wellbeing and still attract the right staff? The leverage of a significant salary may not be the driver it once was when retaining or attracting the best employees; many will be looking at the 'whole picture'. All employers have to move with the market, offering more and more money to procure the best talent - that's just business. However, today's successful employers have identified that offering their employee's job satisfaction and equipping them with what they need to complete their job is just as important as how much is in their bank account at the end of the month.

In the property management sector

particularly, staff are being asked to take on more. The requirements of a modern day client have escalated significantly - more responsibility and pressure to do things quicker, more efficiently and at reduced cost. Faced with these demands, unless you change how your department works or bolster your teams, the constant firefighting soon becomes waring. Quickly, staff become less happy, stop talking to one another because they are "too busy", which in turn leads to communication failure, isolation, sickness rates rising and staff retention problems.

Consider the Gallup 12 employment survey. It's about how you feel valued in your place of work, how you interact with your workplace and engage with others in it. How, by being able to do your job well, you grow in confidence and are afforded opportunities to learn and become the very best version of you possible. People thrive on challenges. Often, when they feel confident they achieve things that they thought they weren't capable of doing. The more successful organisations encourage this at all levels of the business. They ensure staff have time to grow and are not dragged down with mundane tasks, which often take the most time and seemingly never end.

Many articles relating to employee wellbeing have been written over the past few years. Largely they concentrate on wellbeing initiatives afforded to the employee - for example: Perkbox, free fruit, coffee machines, gym membership etc. These are bonuses, and yes - of course - they are important. However this is just papering over the cracks. Fundamentally if you are constantly unable to do your job, a skinny latte or a pepperoni slice won't give you the job satisfaction and sense of accomplishment that

successfully completing tasks does.

SO WHAT CAN MAKE THE DIFFERENCE

Simply put, allowing people to excel in their jobs. Being innovative as to how you can free up their time to be good at the things they are employed to do. When it comes to property, this means reducing client risk, providing tenants with an excellent building experience and ensuring the building itself is maintained and managed in a way that protects the owner's good name and makes it as desirable to potential buyers and tenants as possible.

There are options and solutions that don't involve spending thousands of pounds on coffee machines or corporate gym memberships. In the property sector, the aim should be to give property managers the tools to do their job successfully by reducing the time consuming and mundane tasks for them. It should be about assisting them and providing additional resource and support, whilst freeing up their time to make them, and your business, more productive.

Absolutely employers need to take employee wellbeing seriously and it should be a major contributor to how any business sets its stall out. Wellbeing initiatives aren't just a great idea, they are a necessity and really can improve staff morale, loyalty and absolutely give the employee a sense of belonging and value. But let's not forget that getting the job done is the driver for any employee and the best place to start is to provide them with the tools to do it. And only then can they enjoy the coffee machines, pizza and gym membership.

By Chris Eldridge, Sales Director at Propertyserve UK



The Benefits of BIM: A Facilities Management Perspective

BIM, or Building Information Modelling, is perhaps best viewed as the manifestation of digital disruption and the impact of big data and integrated information systems within the construction industry. It enables collaboration between suppliers of materials, as well as the 'digital construction' of a building prior to the physical equivalent, to reduce the cost of the physical build, and to ensure that all parts fit together seamlessly.

It can also be used to create digital walkthroughs of the building for the purposes of visualization, and to create a database of all components within the building, capturing key attributes such as the supplier, the specification, the price,

maintenance information etc. Such a resource is a potential gold mine of data for an FM supplier. Such providers can understand fully what the specifications of the building are, to a granular level, which in turn means that they are able to price their initial offering in a more educated way than was previously possible.

Furthermore, BIM allows FMs companies to make data driven decisions through the whole lifecycle of the building, around topics such as asset maintenance, the use of energy within the facility, the performance of installed equipment, the monitoring of warranties, the use of space etc. This in turn will impact

their ability to drive smarter FM practices, for example the use of asset maintenance regimes based on reliability-centred maintenance and the criticality of failure, rather than simple time-based cycles.

Thus, in a market that is consistently tight in terms of margin, and at a time when the green agenda and the need for smarter buildings is front and centre, BIM offers FM suppliers a data driven route to price their offerings competitively and also to address ecological concerns in a measured way.

By Alec Berry, Vice President of Consulting and Technical Services EMEA at ClickSoftware.

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