



The Soft FM Approach at Lancashire County Council

Dawn Smith Principal Officer Soft FM
14 December 2023

Facilities Management

Our Purpose

Enabling the council to deliver the best services to its customers;
improving the quality of life of people and the
productivity of the core business



Facilities Management

Our Vision

One team providing organisational functions which integrates people, place, process and technology within the built environment, that enables and supports business performance.



Service Support/
Budget Mgmt. –
Service budget &
Property Portfolio
inc. R&M-

Cleaning
Management –
Portfolio sites
including external
clients 24/7
emergency duty.

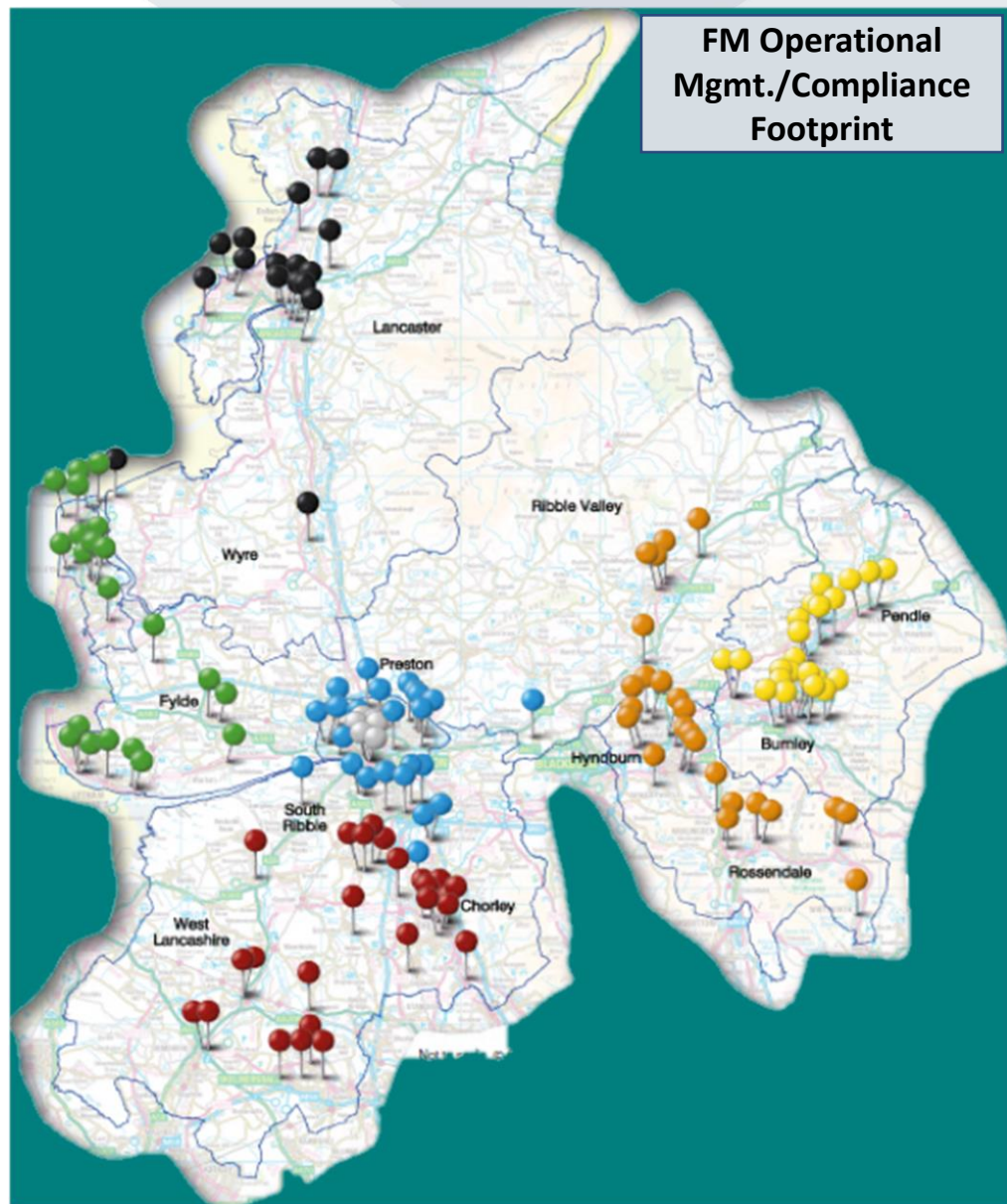
Premises Operations
& Compliance
Management –
Portfolio of sites
direct delivery +
consultancy

**Facilities
Management
Service**

Accommodation/Work
place Management ,
property review
decisions and new
ways of working.

Building
Maintenance –
Portfolio of direct
delivery input. 24/7
emergency duty.
intelligent client

Conferencing &
Catering
Management – 12
sites
Inc. evening &
weekends as
required.



Excludes Schools & Care Catering

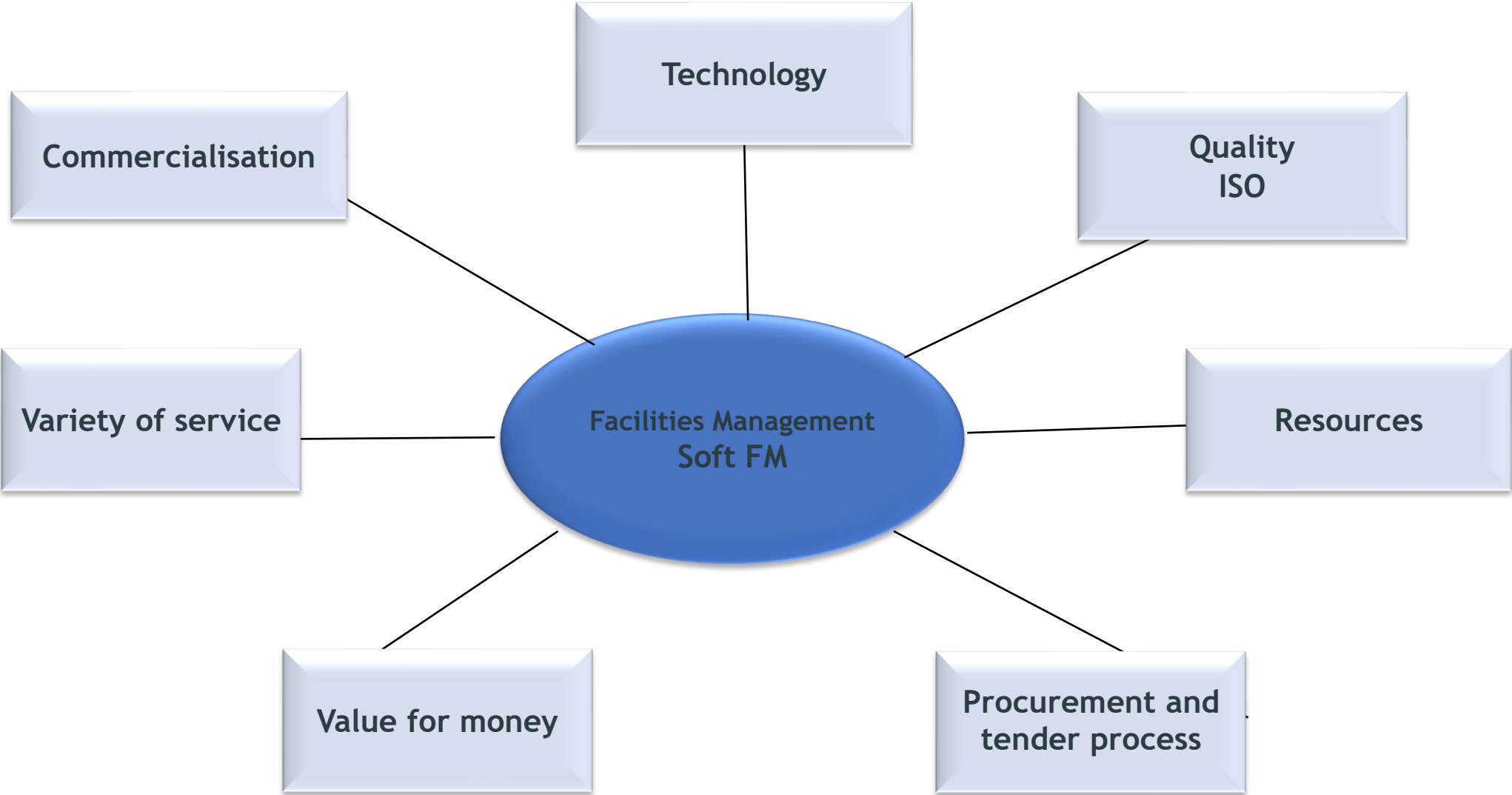
Our service delivery model

Scope of Soft FM

- Accommodation / Workplace – delivery of working flexibly principles across the office portfolio , involving - internal accommodation space planning and directorate allocations, staff moves, building refurbishments and closure, supporting the property review strategy.
- Conference and Catering – provision of state-of-the-art conference facilities at The Exchange County Hall, Burnley and Lancaster. Catering outlets in Preston, Burnley, Lancaster and Beacon Fell.
- FM Cleaning Service – dedicated cleaning service to buildings across Lancashire, including to external high-profile clients. The service includes Specialist Cleaning team operating 24/7 and 365 days to deal with specific high risk and emergency cleaning needs.
- FM Service Support - responsible for the service budget management procurement, invoices, commercial bids, performance management / KPIs.



Transformative Approach to Soft FM Service Delivery



FM Standards – for Cleaning Service

Current standards comply with legislation and good practice across all sites cleaned

- Health and Safety at Work Act 1974
- ISO 9001:2015 Accredited
- BICS standards used for guide to cleaning hours
- Output specification is used across all sites i.e.:
 - Will be sufficiently clean, subject to needs and volume of traffic,
 - Varying frequency of cleaning per task to meet demand levels – e.g. care homes to higher standard
 - Washroom: daily; Carpet: spot clean daily, full clean weekly. High Profile/high traffic areas: daily / multiple times depending on needs to maintain these areas.
- 50 Safe Working Methods (SWMs)
- COSHH
- Site Logbook at all sites cleaned
- CQC Inspection
- IPC Audit
- Safeguarding and Mental Capacity Act training for all staff working on Older People care environments
- Standards are comparable to 2022 government standard.



Soft FM Priorities

Accommodation team

- Deliver property review decisions with disposal of premises to maximise effective space planning and utilisation of premises to support and enable a flexible workspace and create further scope to rationalise sites and utilisation levels.
- New ways of working model to be expanded across the county to maximise workforce choice and utilisation of property portfolio.
- Automation of space utilisation reports and monitoring reporting dashboard across FM managed locations in the county to inform decision making related to property portfolio using key data analytics and Power BI .

Conference and Catering

- Grow client base and income opportunities and continue with effective optimisation of internal demand through improved controls.
- Maximise use of new Digital technology to support analysis of Catering business and monitor performance and growth in demand, driving down costs and increasing productivity.
- Analyse customer insight through new Customer Satisfaction process.

Cleaning Service

- Implementation of Digital solution for both Quality Monitoring and Customer Satisfaction.
- Seek and implement further innovative solutions for example robotic cleaning equipment.
- Digitisation of Cleaning Service with workforce demand planning.



Challenges for Soft FM

- Recruitment to front line and technical service delivery, volume of staff turnover.
- Digitisation in the service and engagement to improve workforce planning and scheduling across high volume headcount service.
- Increased costs of food supply chain and consistent availability of required food lines and impact for Conference and Catering .
- Self-driven digital solutions created requiring diversion of resource from BAU to ensure key priorities are met for example Customer Satisfaction using QR codes integrated with Power BI Dashboard.
- Build back capacity through advancing digital solutions for example cobotics and AI.
- High volume of hard-to-reach staff meaning direct communication is difficult and time consuming.



Opportunities for Soft FM

- Potential for new business due to a well-established team with sound technical expertise, quality led and accreditation to ISO 9001:2015.
- To optimise resource and diversify and have existing key capabilities in place to compete and win new business and generate new income opportunity.
- Potential to provide FM consultancy services to partner authorities e.g. workplace planning
- New technical and innovative solutions that enable greater diversification and drive out efficiencies in conference and catering.
- Implement AI automation in Cleaning Service.
- APSE collaboration and benchmark services across local government.
- Wider network re nwow and to fully optimise the workplace experience for staff and also ensuring this continues to meet customer needs.
- Expand the data analytics model across the wider portfolio to inform planning and decision making.



Future Proofing

- Workforce planning
- Benchmark
- Review of standards
- Strategy Development
- One Team approach



Thank you

Any Questions

