

APSE Catering, Cleaning and Facilities
Management Seminar 2014:
Feel The Love!

FM now and into the future

*Paul Wyton
Sheffield Hallam University*

| What is FM?

Well it's Facilities.....

And it's Management.....

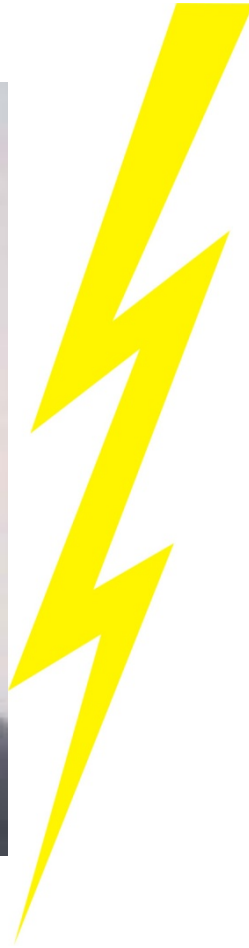
It's the management of facilities

What is FM?



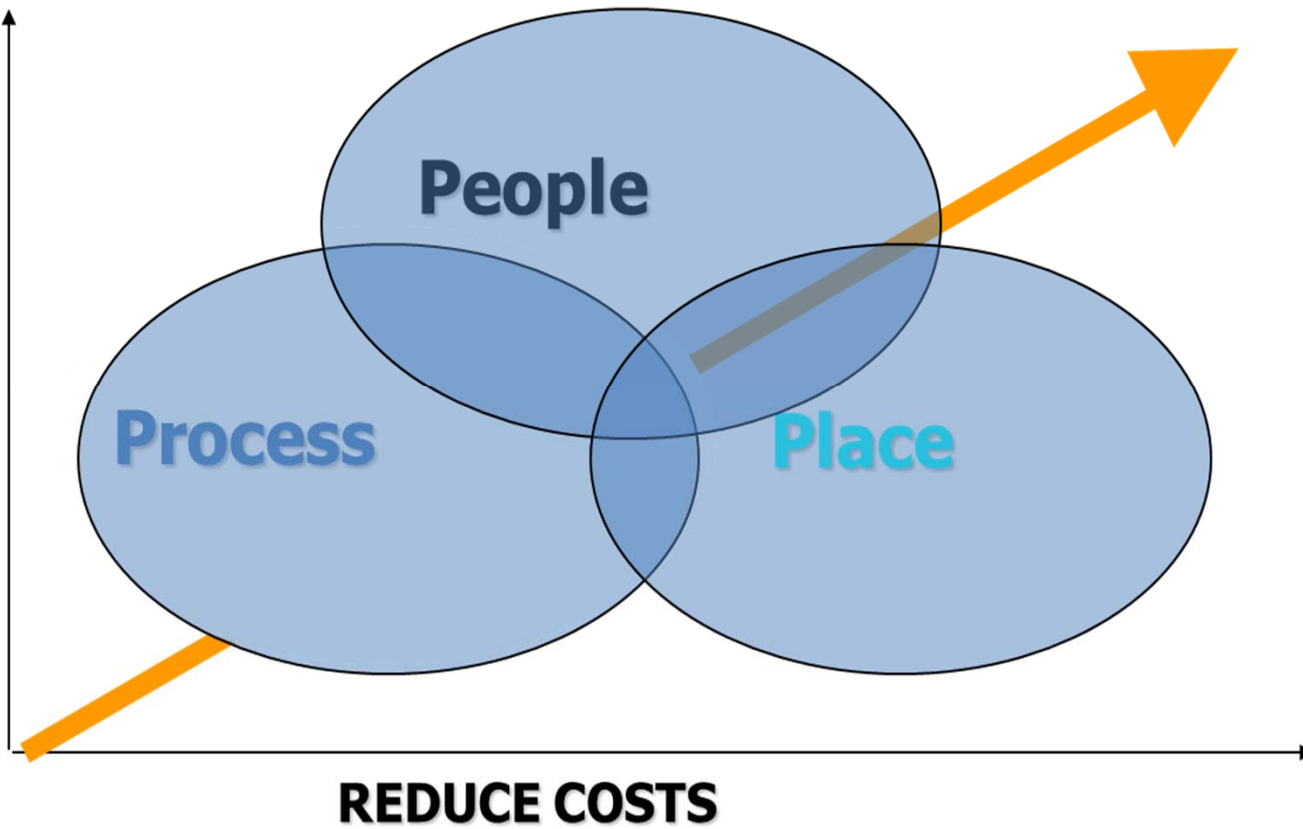
<http://www.youtube.com/watch?v=yR8jauMVcG4>

| A divided industry/profession?



What is facilities management?

ADD VALUE



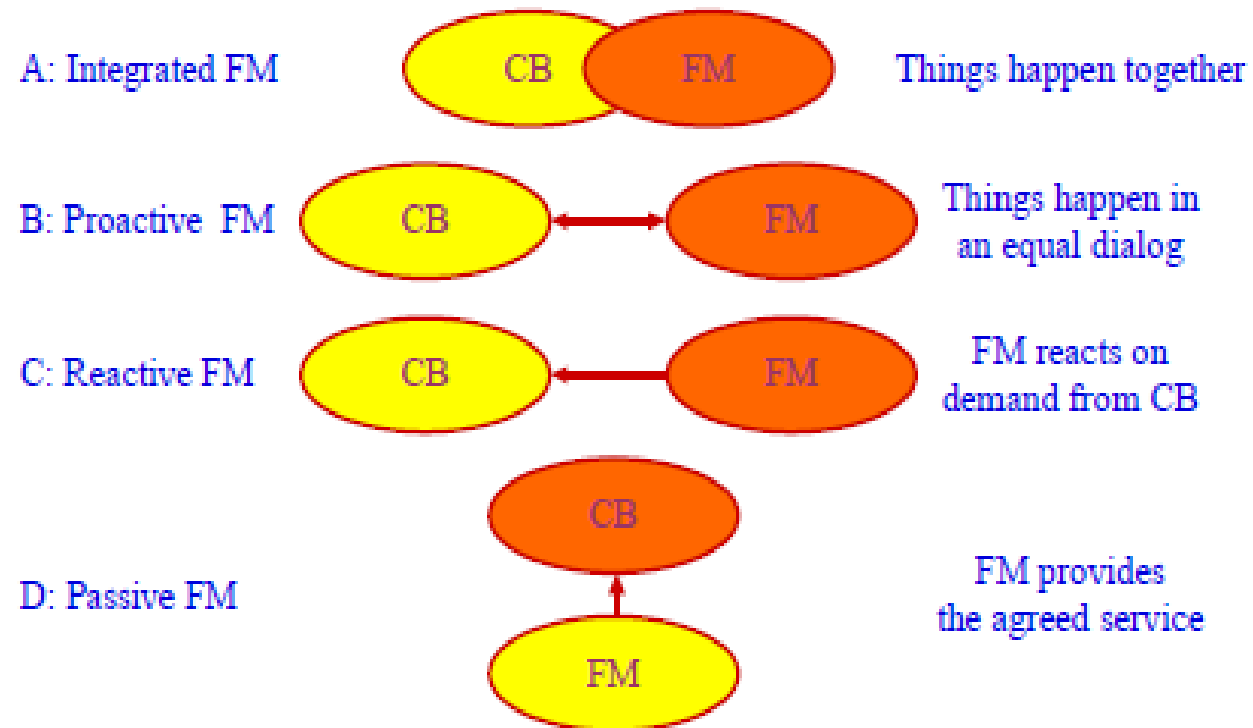
Purpose?

'is too concerned with supplying facilities rather than considering the purpose for which a given facility is managed.'

(Price 2007: 204)

FM is about enabling an organisation

Relationship / Governance models



| The Challenge

- A few words
 - Uncertainty
 - Ambiguity
 - Discontinuity
 - Conflict
 - Contradiction

Constant demand and constant change

Wicked problems (Churchman 1967)

What does this mean for FM?

*Organisations are changing
and changing their demands of FM*

New organisational structures and relationships
Increased contracting
New ways of working
Less space
Technical innovation
Sustainability

But overarching lower cost

FM value-add

Tomorrow's value-add for the CRE&FM Client lies in the more intelligent integration of these services (and teams) to deliver synergy.

this will require collaboration between service providers and Clients

CRE&FM Client faces an innovate-or-die moment

Corporate real estate at the crossroads (Zurich 2013)
John Hinks

Innovation

Demand for

If only we could.....
Surely there must be a better way.....
How can we stop this happening?....

'innovate or get out of the way' (Deloitte 2014)

Time for Change (2013) - Research report by CFMD for Interserve
Conclusions

90% of respondents requesting new ideas to be offered by their suppliers during the preparation and management of outsourced contracts.

What innovations?

Disruptive change

Information systems (CAFM, BIM)

Remote management

Intelligent buildings

Energy and waste management

Cleaning materials

Food systems

Enabling

Different management and reporting systems

Different contractual arrangements (Partnering, risk reward share, co-creation, commissioning)

Different processes (Condition based maintenance, cleaning protocols)

What does innovation mean?

More for less?

Better

But often lower cost through less people

The FM industry changing

*Increased contracting -
particularly public sector*

Changing supply side

Consolidation

Integrated contracts (TFM)

Large suppliers moving out of 'small contacts'

Enlarged range of services

Emergence of smaller niche suppliers

Tightening margins /Commoditisation

Role of procurement

Local authority context

Massive change!!

'How they work' to 'What they do'

Managing demand
Changing service levels
Restructuring
Closing

PWC (2012)

Local authority context

Looking beyond the organisational boundaries

Place leaders

Right outcome/ service, right providers, right processes, right place

Emerging structures

Co-operative, commissioning, partnering

Agility (PWC, Zurich, etc)

FM in local authorities?

Passive supplier of service or proactive enabler of change ?

Risk of fragmentation / marginalisation

Recognition of strategic significance?

Confident communication of strategic significance

Enable change

New ways of working

Different ways of working

Big agendas

Energy /Sustainability

Compliance / risk management

FM as the
intelligent
(or informed)
client



| **Skills**

Technical **and** Managerial

Technical competence
People management
Process improvement
Estate rationalisation
Energy / waste management
Understand cost

| **But also**

Understanding 'customers'
Contract management
Commercial awareness
Coping with uncertainty
Managing change
Coping with change
Managing relationships
Pro active response to the environment

Professionalization and qualification



“Someone calling themselves a customer says they want something called service.”

| A divided industry/profession?

