



FM: NOW AND IN THE FUTURE

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www.apse.org.uk



Changing how people and buildings work



BIFM Definition

- “Facilities management is the integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities”.



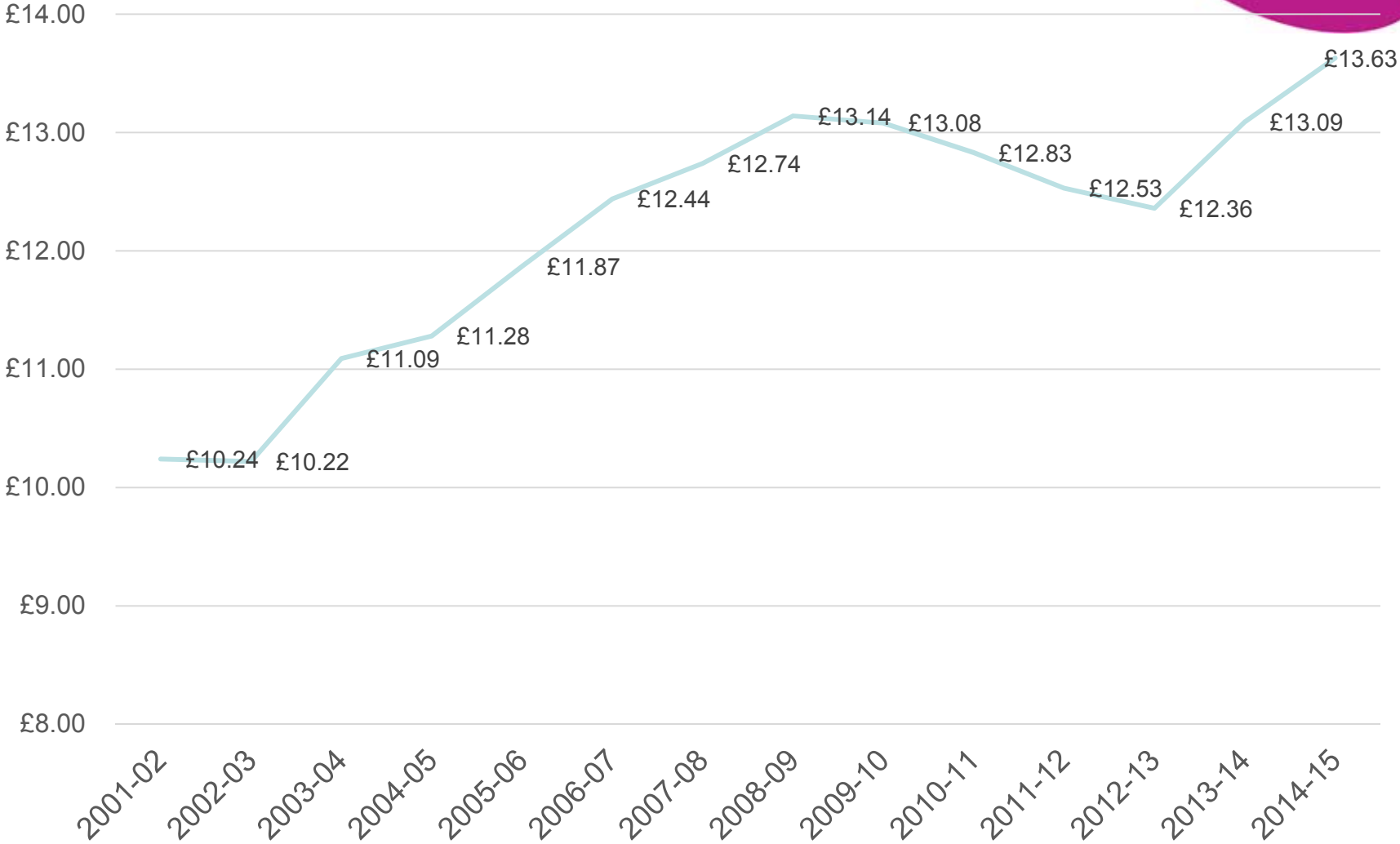
'is too concerned with supplying facilities rather than considering the purpose for which a given facility is managed.'

(Price 2007: 204)

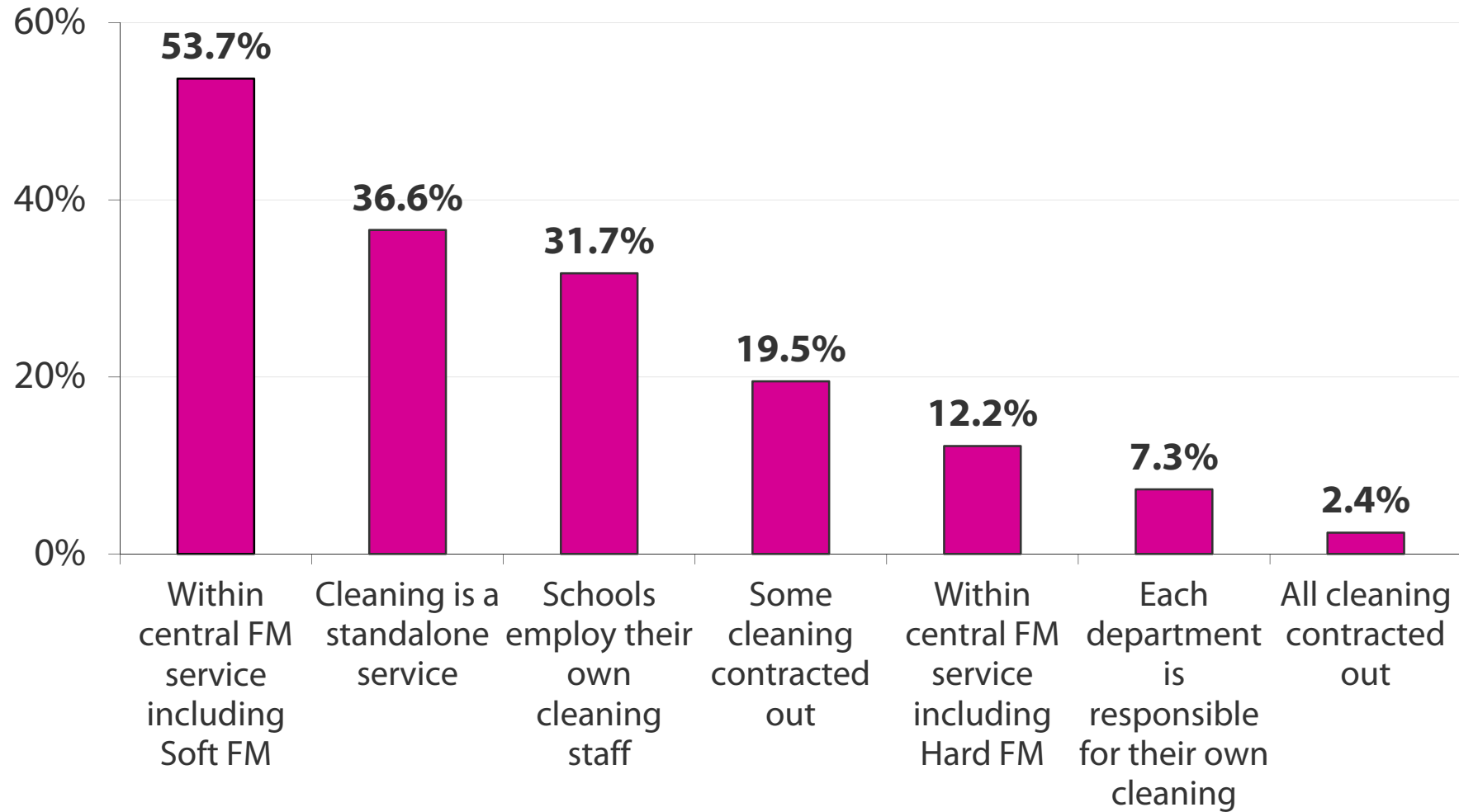
FM is about enabling an organisation



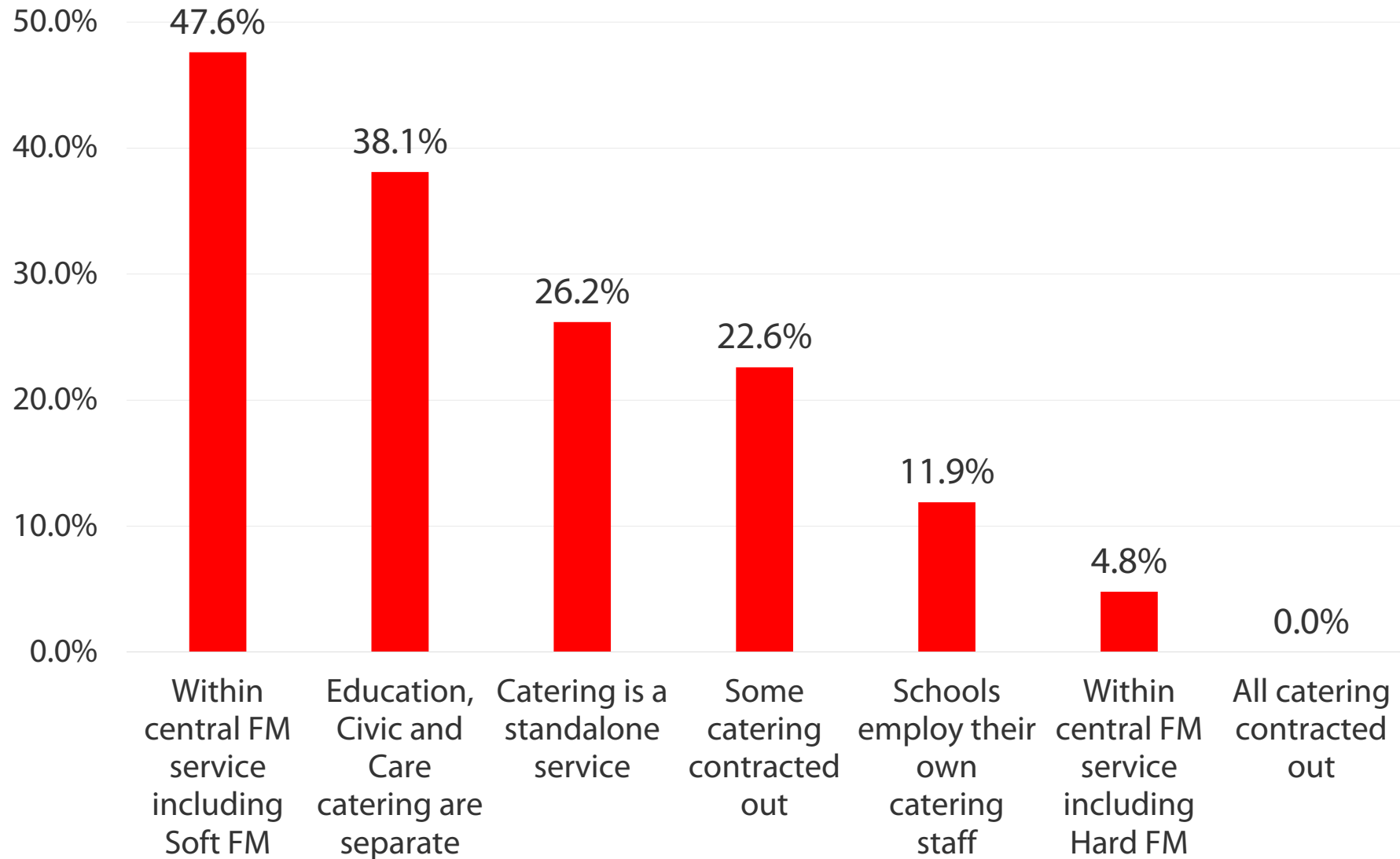
PI-01 - Yearly cost per square metre cleaned (excluding CEC)



Organisation of cleaning services within the Council



Organisation of catering services within the Council / Catering organisation



RIVERSIDE HOUSE



WorkSmart

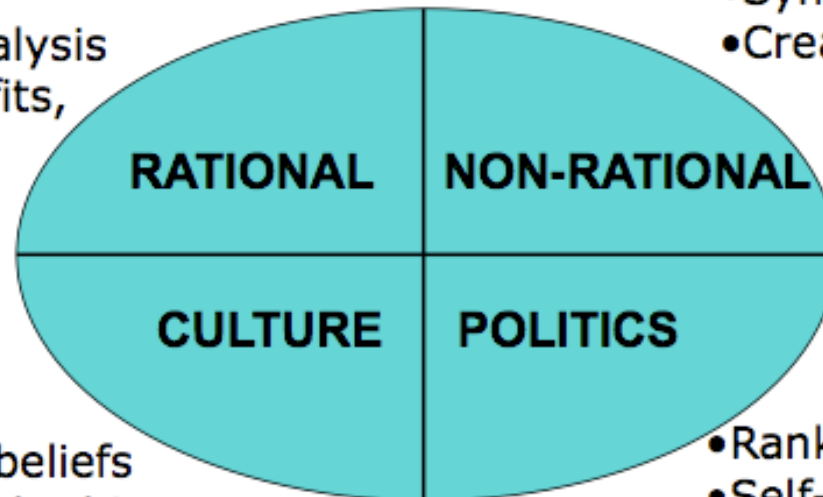
- **Space Allocation:-**
 - **Fixed worker**
 - 1 desk per fixed worker
 - An assigned Locker 0.45 Im
 - Assigned Team Storage 1.5Im.
 - **Flexible worker**
 - 5.8 Desks per 10 Flexible Workers
 - An assigned Locker 0.45 Im
 - Assigned Team Storage 1.5Im.
 - **Mobile Worker**
 - 1 Desks per 4 Flexible Workers
 - An assigned Locker 0.45 Im
 - Assigned Storage 0.8 Im.
 - **Permanent Home Worker**
 - No allocation in the office



Decision making



- Business Case
- Analytics and modelling
- Scenario analysis
- Costs, benefits, risks



- Instinct and intuition
- Emotion
- Symbols/metaphor
- Creativity

- Values and beliefs
- Ideology and ethics
- Organisation identity
- Culture/Shared myths

- Rank, power, status
- Self-interest
- Competition, turf wars
- Incentives, rewards, sanctions

(Copyright Fuchs and Wolf, 2009)

The fundamental FM challenge

“The strategic role of
facilities management in
business performance”





Report November 2012

RICS Research

Raising the Bar: Enhancing
the Strategic Role of Facilities
Management



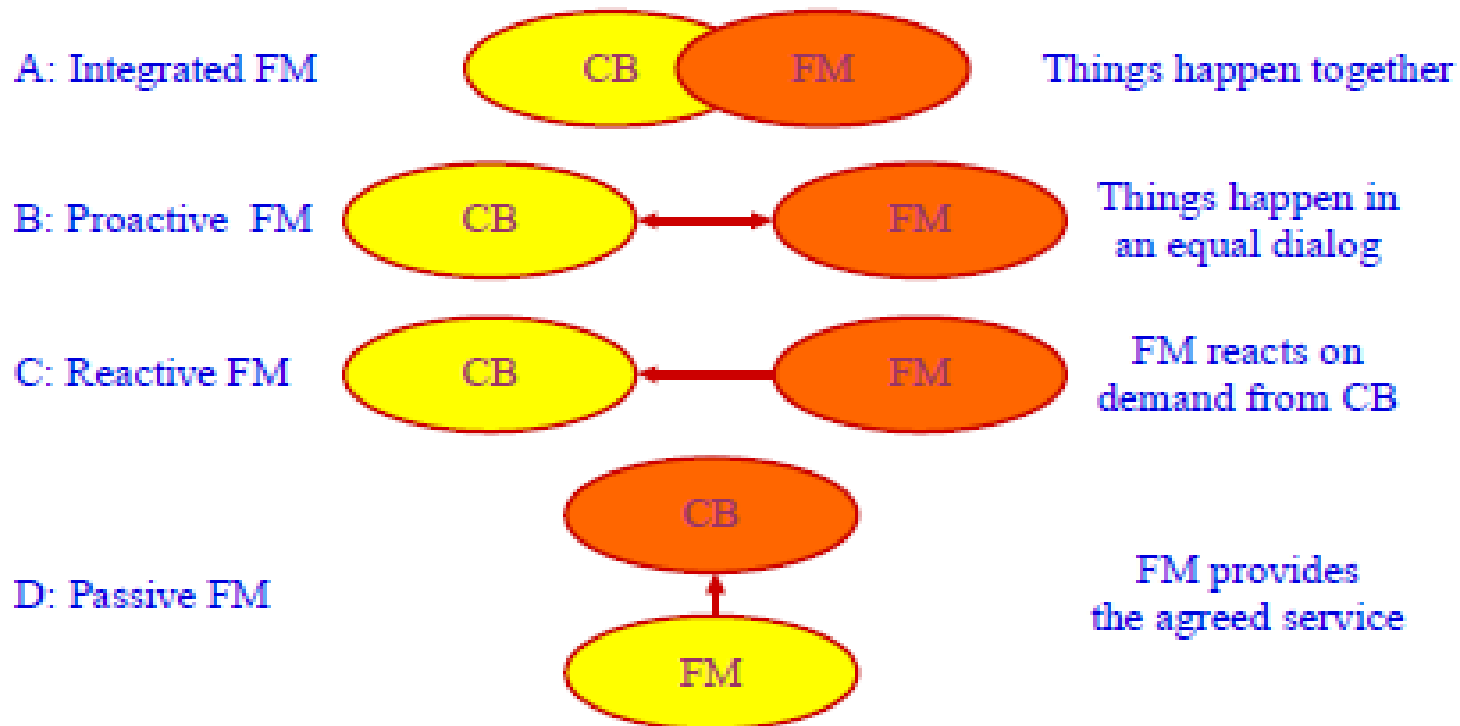
rics.org/research

Six broad themes emerged from this study:

1. Facilities is increasingly being recognised as a strategic resource;
2. However, FM has had mixed success achieving strategic alignment with other elements of the business;
3. Large, global organisations face dramatically different challenges than smaller, more local businesses and they manage their facilities very differently;
4. Financial metrics and cost control continue to dominate facilities management;
5. Heads of facilities are still buried in day-to-day operational concerns; and
6. FM career paths are undergoing significant change, and the FM profession faces a potentially serious future talent shortage.

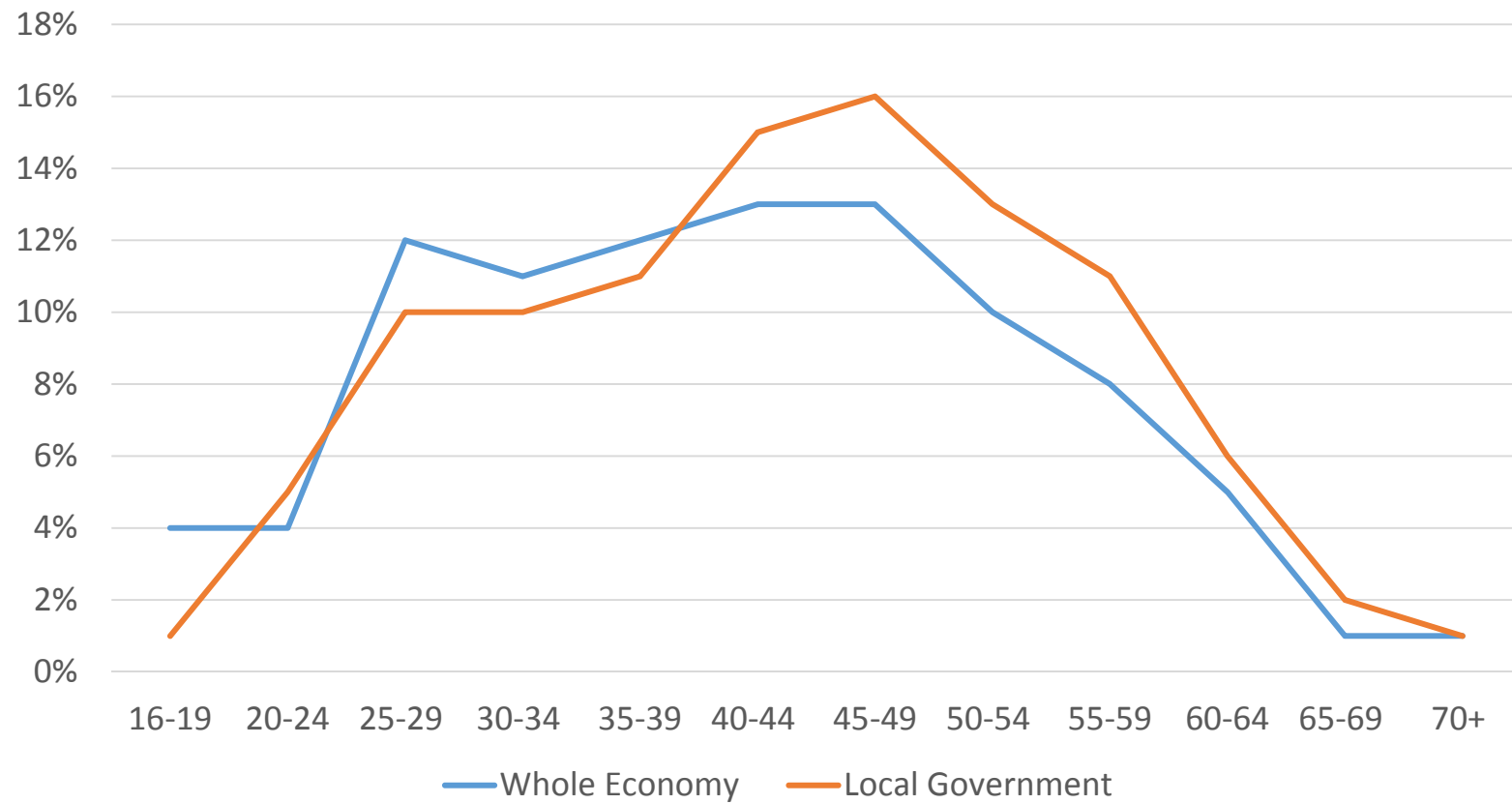
RICS (2012)

Relationship / Governance models





Age Profile





Introduction to generations

Traditionalists: 1909 -1945

Baby Boomers: 1946 - 1963

Generation X: 1964 - 1978

Generation Y: 1979 - 1991

Generation Z: 1992 - (other sites state 2000 or 2002)
NB: Dates vary in literature for Gen Y and Z

Browning, G and Worman, D (2008)

Should Organisations take into account generational diversity when designing the workplace?



- More informal meeting space (across all generations)
- Flexible workspace - can be moved around
- Generational differences in IT provision
- A social media strategy
- Baby Boomers, Young Gen X and Gen Y wanted flexible space for collaboration whereas Senior Gen X wanted structured workplace
- Gen Y like the restaurant space for socialising - increased usage

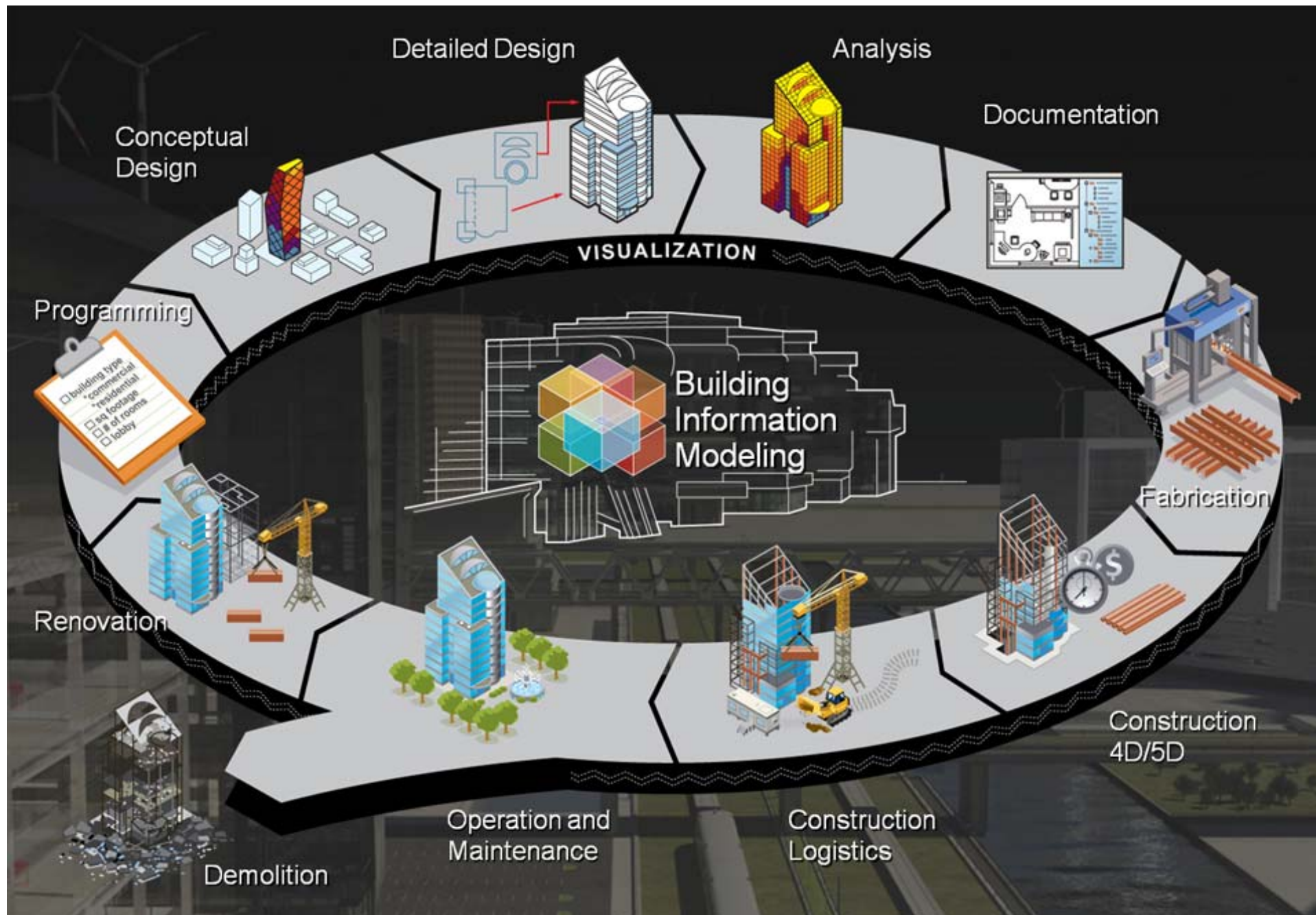


Future



- Computer Aided FM
- Building Information Modelling
- Google buys nest & robot manufacturer
- Intelligent buildings
- Skills







Skill Requirements



Technical **and** Managerial

Technical competence

People management

Process improvement

Estate rationalisation

Energy / waste management

Understand cost

The ticking bomb

The industry is sitting on something of a demographic time-bomb and runs a serious risk of losing valuable experience over the next decade, without necessarily bringing in the young talent to replace it



LOCAL SERVICES

LOCAL SOLUTIONS



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