

Facilities Management Transformation

Using FM to support business change





Transform your FM, transform your business

Using FM to support business change

The running costs of a building over time dwarf the original capital investment. Effective Facilities Management services, whether in the public or private sectors, are essential at times of:

- *Corporate and organisational change - where greater flexibility and responsiveness from the FM provider are required*
- *Rising costs - when savings from FM services and operational staff efficiencies are needed*
- *Effective space utilisation and operational savings are required*
- *Legislative change and delivery of enhanced corporate responsibility*
- *Outsourced FM sector changes - offering improved opportunity and risk transfer*
- *High customer and user expectations and a need to control the risk of failure*
- *Sustainability initiatives – requiring FM best practices to be embedded into core business processes*

There has never been a more important time for the FM and wider business strategies to be synchronised!

The key is to align the FM solution to the

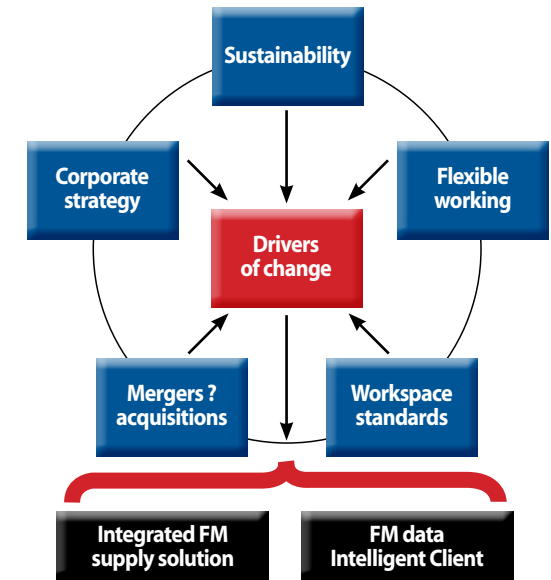
- *Business strategy*
- *Estates strategy*
- *HR strategy*
- *Technology solutions*

The FM solution must be supported by an 'Intelligent Client Unit' and by accurate, timely management information.

Drivers of change

Often a particular event will trigger a review of the FM delivery strategy. For example:

- *Merger or acquisition requiring visible cultural change*
- *Organisational or structural change*
- *Wanting to adopt different ways of working (mobile, desk-sharing)*
- *Business relocation or portfolio change*
- *FM service contract drawing to a close*
- *FM service provider change through consolidation or takeover*
- *Dissatisfaction with service performance*



Whatever the change, cost effective and compliant FM services aligned to business needs are a prerequisite of success. They provide a healthy, safe and sustainable working environment, demonstrating in a highly visible way, an organisation's approach to quality and cost.

If the FM solution is not completely 'in sync' with the overarching business strategy, business operations can be significantly constrained.

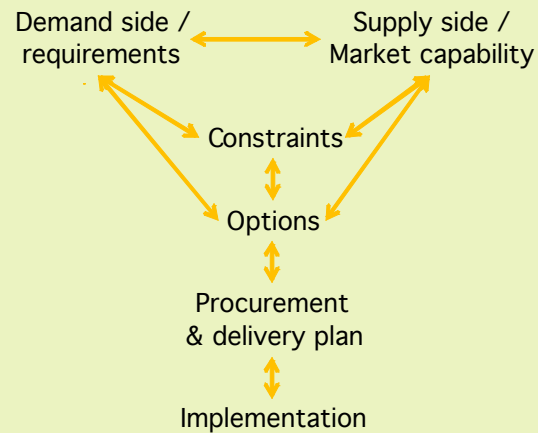
Transform your FM with a structured approach



Concerto leads FM transformations

Our teams of experts work with clients to deliver cost-effective FM services. We have direct experience of delivering change and service improvement to in-sourced and out-sourced teams and working at senior levels within service providers or client organisations. We ensure our knowledge and understanding of the FM service market and best practice is continually updated and applied to each situation.

Our structured process for FM transformation



We deliver radical change to the way that user needs are met and properties serviced. We have an excellent track record of improving FM costs and service levels – whether through restructuring the supply model or working with existing teams to change the way they deliver the FM services. We enjoy grasping the opportunities raised by a business change to drive improvements in FM services.

Demand side requirements

Our first priority is to understand the business priorities – this is a fundamental driver of the FM strategy. We need to appreciate the

- *FM costs and relationship to overall financial performance*
- *Operational needs, eg flexibility / mobility*
- *Customer needs and perceptions*
- *Required service performance levels*
- *Actual service levels*
- *Resilience / continuity solutions*
- *Contract opportunities*
- *Statutory and lease compliance issues*

Supply side / market solutions

We assess the client or user requirements against current offerings in the market, using a variety of techniques including

- *Benchmarking of performance against existing external market measures*
- *Where appropriate internal business comparisons*
- *1-1 discussions with market providers*
- *Bespoke reference site visits, to explore comparative solutions*
- *Market testing and engagement*

Constraints and options

We develop options for delivering future FM services, and test these against any constraints (eg performance agreements, skills, legal, or technical) that we identify. The options cover

- *Different client-supplier models*
- *Supply chain models*
- *Data management models*
- *The role of the 'Intelligent Client Unit'*
- *Procurement approaches (eg whether to use Competitive Dialogue)*
- *The effects of service levels, eg against fitness for purpose or affordability*

Transform your FM and release value



The selection of the procurement route is crucial. For example, which is better – Competitive Dialogue or a Negotiated Procedure?

Procurement and delivery plan

To determine what needs to happen next, we work with the client management team (whether in-house or outsourced); and supporting teams such as HR, Procurement or Finance to develop a practical delivery plan.

Implementation

We help our clients successfully implement changes to working practices, control systems, and contracts as well as helping user expectations of services - whether the services are delivered by in-house or outsourced teams.

Knowledge transfer is vital, and we use our experience to work with our clients to develop effective intelligent client functions.

Typically, we fulfil the Project Director role for the implementation phase. We provide the leadership role – not only setting the pace and bringing

decisions forward in order to shrink risk, but in ensuring there is plenty of coaching and development for the in-house teams and supplier teams as required.

Our clients

BBC – Evolving the FM strategy including re-tendering of the main FM services contract and implementation of change

Metropolitan Police – FM strategy, FM re-tendering including competitive dialogue

Foreign and Commonwealth Office – Global FM services strategy and procurement

BDO Stoy Hayward – Intelligent Client and supply chain solution

Speedy Hire plc – Strategic review and realignment of the FM services

Centrica – FM service level definition and supply chain structures

Elements of our practical delivery plan



Client quote

“Exceptional professionalism and leadership, and delivered to the highest standard I have ever seen on this type of project”

Metropolitan Police

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