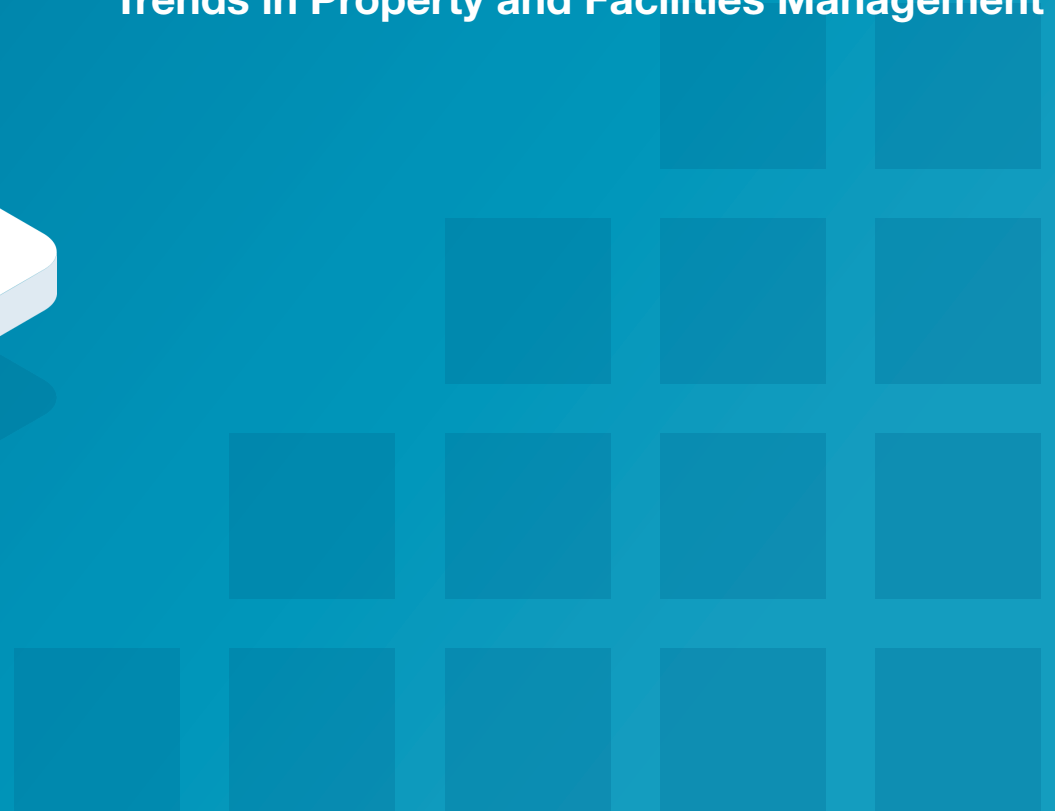


Realigning to the #NextNormal

Trends in Property and Facilities Management



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Realigning to the #NextNormal

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After months since the world first began to learn more about Covid-19 and the subsequent lock-down in the UK, we are now slowly, but steadily, coming to grips with what is being referred to as the “Next Normal”.

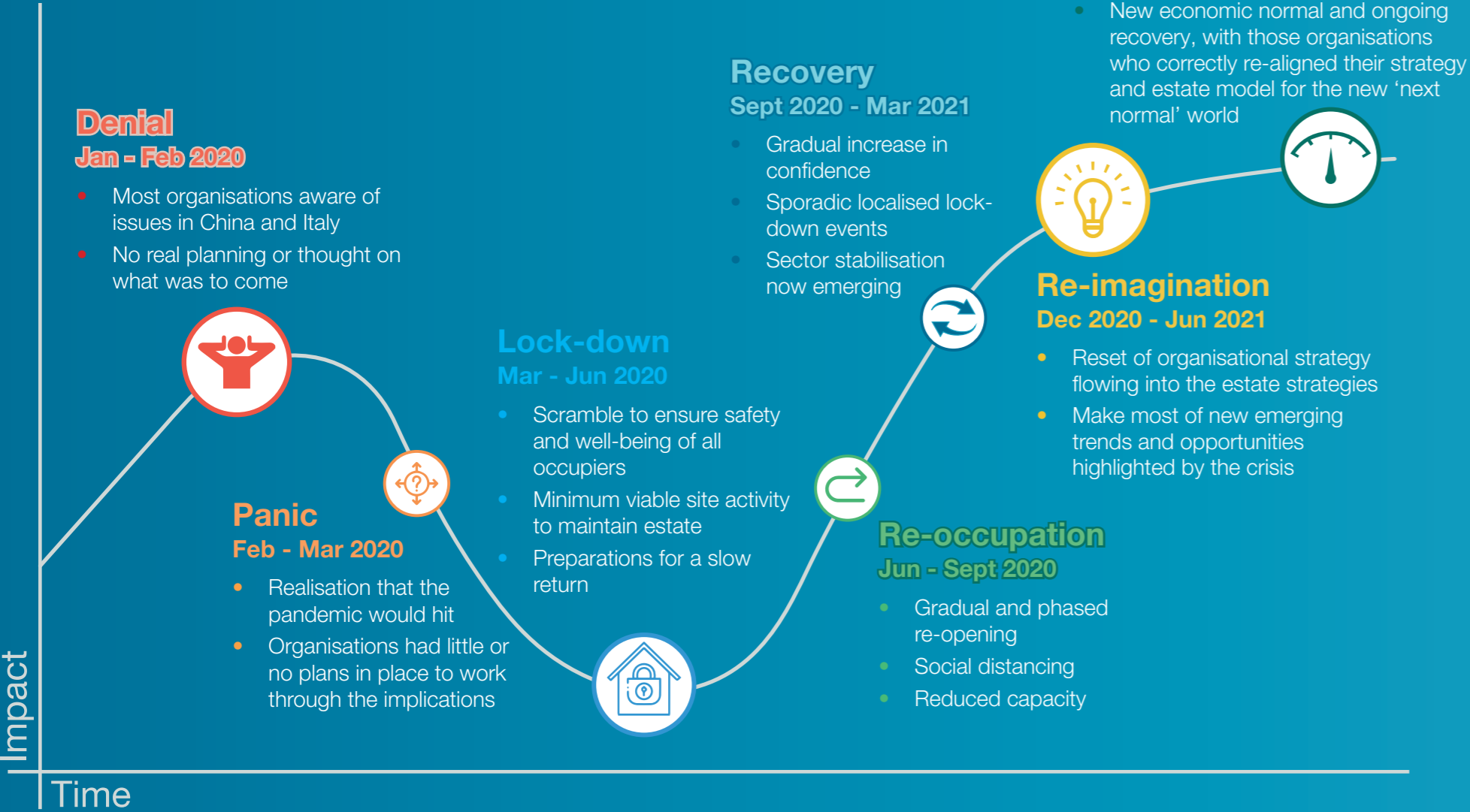
Society, the economy, our relationship with technology, the way we choose to work, and our use of and need for our property estates will see continuous transformation in the post Covid world.

What will this mean for property and facilities management professionals and how can those with an eye to creating future advantage start to utilise these emerging trends to improve their long run success?

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The pandemic phases



Navigating 'next normal' opportunities in estate management



Most organisations continue to grapple with the headwinds of Covid-19 with many just entering the fourth phase of the crisis; emerging from lock-down and moving into re-occupation. Our more enlightened customers are starting to consider what the world will look like in a post pandemic world. They are re-imagining their strategies and considering their estate models. To help in that process we have looked at the emerging mega-trends, building on our estate maturity IDEA model, mapping out some steps that you may wish to consider to emerge confidently and stronger from the crisis.

*There has never been a more exciting
or challenging time to head an estate
management function.*

The rise of facilities management professionals



Everyone has been struck by the incredible burden placed upon a small proportion of society to get us through the pandemic. From health and care workers to food retailers, distributors and utilities staff, we have seen a change in recognition of the role that they play in society. One such category within that group of heroes have been the facilities management professionals who have kept buildings operating, plants running, sites clean and safe, and substantially more.

Looking ahead, greater societal value will be placed upon facilities management services, leading to increased recognition of the critical nature of what is done. Now is the time to highlight and appropriately recognise the strategic nature of estate and facilities management and, more importantly, get the facilities agenda onto the top table where it belongs.

Now is the time for the FM professional to raise their profile and personal branding in the C-Suite. Strategic customers are currently focussing upon resetting their organisational strategies and estate requirements to support their re-alignment to the 'Next Normal'. This presents a tremendous opportunity for property and FM senior leaders to place themselves in the centre of shaping the re-alignment response for their organisation, reinforcing the critical role their profession will continue to play. Whether providing health and safety guidance on occupancy levels, designing and re-imaging the use of a building, or resizing an estate, there has never been a more exciting or challenging time to head an estate management function.

Estate risk management

Perceptions of estate risk will now continually be in an elevated state.



Very closely linked to estate and facilities management are the real and present challenges that top executives are wrestling with around risk management. Whilst most will or should know about the need for appropriate risk assessments and method statements, it is unlikely that the level of focus and conscious need to protect estate users has ever been so high.

Our work at Bellrock has always centered around managing and reducing estate risk. We foresee that even if a vaccine is found, colleagues' perceptions of estate risk will now continually be in an elevated state. In reaction to this, we expect a number of trends to persist.

- ▶ The rise of the health and safety agenda and visible cues that it is in place
- ▶ Reception temperature reading devices will be commonplace
- ▶ Capacity plans and controls will be IOT based and become much more prevalent
- ▶ Regular risk assessments of workplace environments will be expected
- ▶ Changes to on site catering and cleaning regimes will be obvious.

We predict that occupiers will expect to see increased evidence-based focus that the estate is functioning properly and safely.

Post Grenfell, we have already seen a move in this direction, however, we expect legislative changes in due course to tighten the need for risk assessments, evidence of compliance with statute that already exists, and a greater demand from site occupiers that everything is being properly run.

Covid-19 has presented many challenges, from rapidly designing and implementing new working practices, through managing working lives during lockdown, and finally to implementing the new working environment.

Technology and IoT



Technology has been an important enabler during these times, so how do we continue to leverage and build upon what we have done to date? We see three technological trends worthy of consideration, which are broken down as follows:

1. The Internet of Things (IOT) – IOT offers a wide gambit of applications, which in turn can be utilised in stand-alone mode or be integrated into other data sets to produce effective 'data insights'. Example applications are:

- ▶ Remote monitoring of occupation – By applying sensors, which capture movement, device MAC addresses and human attribute signatures, we are able to understand how a space is being occupied, if distances is being adopted and how human traffic flow around internal area is occurring
- ▶ Predictive failure – We can interleave plant/machinery data with IOT environmental data and energy data to build data insights for risk of asset failure. With this information we can investigate potential issues outside normal occupied times, reducing asset failure and increase risk of virus spread, through attendance during peak times.
- ▶ Human interaction management – With the application of heat sensors and contactless entry, technology can identify potential carriers of the virus and remove the need for surface touching.

Connectivity and the use of video-based systems such as Zoom and Microsoft Teams have revolutionised new ways of working.



2. Tools to support remote working and virtual interaction – We are all becoming used to applications such as MS Teams, Zoom SharePoint Google Hangouts (to name just a few), and these tools will become more ubiquitous. Questions we need to be able to answer are:

- ▶ Does my current IT infrastructure support the continued use of these tools from an access point and bandwidth viewpoint?
- ▶ Are the resources using these tools doing so securely?
- ▶ How do I managed support in using these tools?
- ▶ Can I integrate these tools to drive efficiency and productivity?



3. Health and Wellbeing of all workers (remote & office based) – The environment in which we work is important in terms of productivity as well and health and physical wellbeing. So, how will technology help:

- ▶ The emergence of wellbeing apps, such as the TotalMobile wellbeing app we use at Bellrock, will help us to gauge and support remote workers effectively
- ▶ Expanding on point 1, the application of IEQ IOT sensors to monitor and control Co2, lighting, humidity, noise etc of working environments
- ▶ A wider adoption of eLearning technologies for blended and remote learning experiences, ensuring we stay informed and compliant
- ▶ The increased use of organisational intranet/CMS systems. This enables remote and onsite workers to connect and access company news, policies etc, as well as support information sharing. We use an environment called Bellrock Buzz, which helps to virtually bring people and teams together.

The use and design of significant parts of our estate infrastructure will need to be re-thought.

The property as a meaningful destination



With the increased potential for staff to access technology and work from home, and the greater societal demand for better safety around larger gatherings, the use and design of significant parts of our estate infrastructure will need to be rethought.

We already see that successful retail parks and commercial offices have started to be re-engineered around the user experience. Smart building design has centered around giving the site a purpose beyond the day to day, by enhancing what can be accessed from the virtual world, and by playing careful consideration of employee and user well-being.

In a practical sense, many commercial sites will see pressure applied from occupiers to reduce their cost and footprint. How do property landlords respond?

In part they may accept a lower rental rather than no income at all, but for those with enough capital to remodel a site, the smarter answer will be around re-design and modernisation.

Following the 2008 financial crash, short term rentals fell sharply, but in the medium term, those who invested wisely saw a return to much better yields.

Lower fuel usage and reduced carbon may be more possible than we thought.

Global warming and energy management: The long term priority



Whilst not linked directly to Covid, the enforced lock-down period has made people become acutely aware that through lower fuel usage, a reduced carbon model may be more possible than they thought.

This pressure, through legislative and societal forces, will continue to grow. From an estate perspective, there was already a drive to lower energy usage, from cultural programmes to capital projects like LED replacement.

We will see further initiatives here continue, such as:

- ▶ The need to provide electricity charging points in car parks will increase as vehicles develop and employees look for alternatives to public transport
- ▶ Bike storage areas may look to consider charge points as electric bikes become more common
- ▶ Programmes to reduce water usage and waste will improve the overall levels of efficiency
- ▶ Major capital replacement programmes to replace old and inefficient heating and ventilation systems will increase

From health and safety, to society values, to the economic model of the future, most aspects of life will be changed forever.

Putting this all together



The 2020 Covid-19 outbreak will be seen in the future as a watershed moment in most aspects of all our lives. From health and safety, to society values, to the economic model of the future, most aspects of life will be changed forever.

Estate strategies need to evolve to reflect these changes. For professional property and facilities management managers, this is a huge opportunity to become front and centre of an organisations strategic reset.

Whilst it is too early to be definitive about the complete picture, it is already clear that those who react fastest, and begin to flex their estate strategy, will give their organisations the greatest chance to be amongst the winners on the other side of the pandemic.

At Bellrock our experts are here to help you think and plan your way around the changing needs of your estate. From resizing to remodelling, to cost improvement and energy reduction projects, our sector and service capabilities can help you build a clear implementation programme for our organisation in a post Covid-19 world.

We have built a market leading model to help you assess your maturity and clear guidance steps to unlock real improvements in how your estate works towards your organisation's strategic aims.

Using the IDEA model to plot your way to the 'next normal'



In order to exploit the opportunities presented by the emerging trends, the central requirement is to build and maintain excellent digital estate data and link that data to your estate activities and outcomes.

Plotting asset use, capacity, asset lifecycle and managing intelligent IOT devices remotely maximises the use of technology in improving your estates effectiveness. The journey to build this picture and the stages of improvement you may expect are mapped out within our Integrated Digital Estate Assets (IDEA) model.

The IDEA model is a five stage maturity curve, designed to help you understand your site's current readiness to exploit the trends of future estate asset potential, and to plot the steps necessary to increase your maturity. Our team of experts can map your current maturity with you and bring to life the practical steps you need to make to get ready for the 'next normal' estate world.

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