

INDUSTRY INSIGHTS

in Facilities

Management





INDUSTRY INSIGHTS in **FACILITIES MANAGEMENT**

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MARKET DEFINITION

Facility management (FM) encompasses multiple disciplines to ensure functionality, comfort, safety and efficiency of the built environment by integrating people, place, process and technology (IFMA Organisation).

FM can be sorted further into two groups; Soft FM and Hard FM.

Soft Facilities Management / Soft Services

Soft services can be categorised as services and facilities that make the workplace a better place to be in, making it a more secure, pleasant working environment or more efficient.

Examples:

- Landscaping
- Window cleaning
- Cleaning
- Security
- Post management
- Waste management
- Catering
- Car parking

Hard Facilities Management / Hard Services

Unlike soft services, hard services cannot be removed from the premises and directly related to the building's fabric. These services ensure the health, safety and welfare of employees are adhered to, and most are required by law (Bellrock UK,2019).

Examples:

- Lighting
- Plumbing
- Heating
- Air Conditioning
- Building maintenance
- Fire safety systems

Activities including both Hard & Soft FM Services are called either Integrated Facilities Management, also known as IFM or Combined Facilities Support Activities. IFM is one of the best ways to consolidate all office services under a single management team and contract (**Ibis World, 2020**) (**Business Wire, 2018**).

1.1 Scope of the Market

The United Kingdom remains the largest outsourced market in both FM and IFM. It leads to most markets in Europe in terms of maturity and sophistication. Due to the market's maturity, the revenue growth is slowing, with limited new opportunities being generated (Mordor Intelligence, 2019).

According to the British Institute of Facilities Management, the FM industry is responsible for more than 8% of the GDP. In comparison, it employs more than 10% of the workforce present in the country (Mordor Intelligence, 2019).

Firms in the IFM/Combined Facilities Support Services industry provide a range of services, including repairs and maintenance to buildings and equipment, cleaning, security and reception services (**Ibis World, 2020**).

Industry Products and Services

- General and specialist cleaning
- Repairs and maintenance
- Security services
- Catering services
- Other support services

Industry Activities

- Carrying out general cleaning
- Providing waste disposal
- Maintaining buildings and offices
- Providing guards and security
- Providing reception services

1.2 Major Players

The companies holding the largest market share in Combined Facilities Support Activities in the UK are cited below:

MITIE Group Plc

Mitie Group Plc provides a variety of services to both owners and occupiers of commercial and industrial properties. The Group divides its business into two areas, building services and support services. Their building operations encompass air conditioning, industrial painting, and engineering services, while their support services include catering, cleaning, security, and waste services (Bloomberg, "Mitie Group PLC").

Interserve Group Ltd

Interserve Group Holdings Limited provides construction services. The company offers equipment, facilities management, and other related services. Interserve Group serves customers in the United Kingdom (Bloomberg, "Interserve Group Holdings Ltd").

ISS Facility Services Ltd

ISS Facility Services Ltd. provides facilities management services. The company offers catering, hospitality, cleaning, energy management, damage control, reception management, healthcare integration solutions, ground maintenance, space planning, security, and transport. ISS Facility Services conducts its business worldwide (Bloomberg, "ISS Facility Services Ltd/United Kingdom").

Engie Services Holding UK Ltd

ENGIE is a leading energy and services company focused on three key activities: production and supply of energy, services and regeneration. Their 17,000 employees combine these capabilities to make the zero-carbon transition possible for individuals, businesses and communities throughout the UK & Ireland (Engie Website).

Kier Group Plc

Kier has decades of experience in facilities management services and operates across the UK from Orkney to the Channel Islands and Northern Ireland. They self-deliver through our own teams, rather than relying on complicated supply chain arrangements as we find this is the best way to maintain quality **(Kier Website).**

EMCOR Group (UK) Plc

EMCOR Group UK PLC designs, builds and installs mechanical and electrical systems. The company offers construction, energy solutions, facilities management, end-to-end capabilities, and sustainable business solutions (Bloomberg, "EMCOR Group UK PLC").

CBRE Ltd

CBRE Ltd operates as a real estate service. The company offers strategic advice, execution for property sales, leasing, corporate services, property, facilities and project management, mortgage banking, appraisal, valuation, development services, investment management, and research (Bloomberg, "CBRE Ltd").

Carillion Plc

Carillion Plc provides support and construction services in Europe, Canada, the Middle East, North Africa, and the Caribbean. The company offers health, education and regeneration, road, rail, defence, and commercial property (Bloomberg, "Carillion PLC").

2 MARKET INSIGHTS

2.1 Current Market Scenario

Combined Facilities Support Activities in the UK industry statistics (Ibis World, 2020):



Facility Management in the United Kingdom is increasingly focused on delivering specialised services. These include energy, IT and Environmental Management, and other opportunities traditionally not covered by FM providers (Mordor Intelligence, 2019).

During the pandemic, the FM profession has an essential role to play. A collective effort across the industry is stepping up to the challenge, providing mission-critical support (BDO UK, 2020).

The already high IFM penetration, in addition to the even higher FM outsourcing, is creating limited opportunities for the existing players. This is expected to facilitate the growth of innovations to develop new areas of business (**Mordor Intelligence, 2019**).

2.2 Technological Innovations

From backpack vacuum cleaners to greener, cleaner chemicals, the world of professional cleaning and hygiene becomes more and more effective by the day. Facility Managers and their teams' real challenge is keeping up with the latest innovations that arrive on the market to help them **(Interclean, 2020).**

Building Information Modelling-BIM

BIM stands for "Building Information Modelling". Simply put, BIM can be described as a digital modelling tool that allows builders and architects to have a complete view of the project and collect all the information about the building – blueprints, areas, used materials, etc. It's not something new, but it's a technology that is only now being put into practice in the world of Facility Management (Infraspeak, 2019).

Mobile Apps

With a dedicated mobile app at their fingertips, FM managers can help their teams work more efficiently and spend more time on creating a healthy work environment. Instead of filling out stacks of printed pages, an FM app can capture all the vital info in a few screen taps (Interclean, 2020).

Cloud-Based Technology

Cloud-based solutions offer a reliable means of hosting facilities management software. They can also help in reducing the operating costs of organisations, as they enhance security and collaboration among teams and subsidiaries present in multiple locations (Business Wire, 2020).

CAFM & Internet of Things

When people hear the word 'automation,' they tend to think of robots. And, in Facilities Management, people most often think of cleaning robots. These are incredibly useful (and great innovation in their own right), but to limit the idea of automation to these machines would be to miss out on some huge opportunities for efficiency (Interclean, 2020).

CAFM (Computer Aided Facilities Management)

Software, sensors and the Internet of Things enable the automation of the temperatures at which heating is switched on and off, the reduction of resources in rooms that are not being used, the decreasing of lighting costs and even defining the frequency indicated for maintenance and cleaning actions, according to the usual use of each asset (Infraspeak, 2019).

ΑI

In the past, to get a clear idea of facility usage, you'd probably have needed to followed people around or install cameras everywhere. Now though, with the use of artificial intelligence (Al) and machine learning, you can unlock the secrets of your building with little effort (Interclean, 2020).

Building on the connected devices that drive facility automation, companies can access data about their building that simply never existed before. More importantly, they can set Al to work on analysing the data to identify patterns – giving them and their teams the insights needed to work more efficiently, focus resources and discover new ways to save money or drive sustainability (Interclean, 2020).

2.3 Government Regulations and Initiatives

Building Safety

Changes to the regulatory regime governing high rise building and fire safety in England remain a "top priority" for the UK government regardless of the impact of the Covid-19 pandemic **(Pinsent Masons, 2020).**

Building Safety Manager (BSM)

The government response, first published in June 2019, and updated in April 2020, provides more clarity on the new role of the Building Safety Manager (BSM).

The BSM can be either a legal entity or a natural person. It will be appointed to deliver day-to-day statutory safety functions by the 'Accountable/Responsible Person' who will bear legal responsibility as the 'Duty holder' (IWFM UK, 2020).

Building Safety Regulator

In January 2020, the government announced the new role of Building Safety Regulator, which will sit within the Health and Safety Executive (HSE). The new Regulator will be responsible for the more stringent regulatory regime for higher risk buildings, which was announced in the response and will play a big role in regulating the BSM functions and outputs effectively (IWFM UK, 2020).

Fire Safety & Cladding

Fire Safety Bill

The Fire Safety Bill requires owners and managers of multi-occupancy residential buildings to reduce fire risk through unsafe cladding and entrance doors.

The bill follows the announcement earlier in March 2020 of a £1 billion building safety fund to remove and replace additional unsafe cladding from high-rise residential buildings in the private and social housing sectors (UK Government, 2019).

Non-ACM Cladding

ACM represents an unparalleled risk and should be remediated on all buildings, according to the government. The consolidated advice is also clear that other cladding materials should also be assessed for safety and remediated were found to be unsafe.

(UK Government, 2020).

The government announced in the Budget on 11 March 2020 that they will provide £1 billion from 2020 to 2021 to fund the removal and replacement of unsafe non-ACM cladding systems. This funding is in addition to the £600 million, which the government has already made available to ensure the highest risk ACM cladding remediation.

(UK Government, 2020).

UK Business Support Mechanisms

The UK government and devolved administrations have been developing and announcing a range of measures to support the economy, businesses and workers through the COVID-19 crisis (Pinsent Masons, 2020).

The list of the Business Support Mechanisms is cited below:

- COVID-19 Corporate Financing Facility (CCFF)
- Coronavirus Business Interruption Loan Scheme (CBILS)
- Coronavirus Large Business Interruption Loan Scheme (CLBILS)
- Coronavirus job retention scheme
- Term Funding Scheme with additional incentives for SMEs (TFSME)
- Small Business Grant Fund (SBGF)
- Coronavirus Business Support Grants (Scottish Scheme)
- Future Fund
- ESFA post-16 provider relief scheme
- Bounce Back Loans scheme
- Trade Credit Insurance
- Statutory Sick Pay
- General Taxation Time to Pay
- Insurance
- Companies House
- Mortgage Holidays
- Deferred VAT payments
- Self Employed Income Support Scheme
- Reform of Insolvency law



3 MARKET INSIGHTS

3.1 Drivers

Steady Rise in Demand from the Public Sector will Drive the Market

- The public sector contribution to the FM market in the United Kingdom is higher as compared to
 any other part of Europe. This is primarily driven by the government's constrained budgets that lead
 to the continuous outsourcing of essential facility management services. Further, bundled services
 contracts are expected to benefit from the public spending cuts, as public sector clients looking to
 reduce the number of suppliers and cut costs.
- As the trend for Total Facilities Management (TFM) continues to grow, public sector organisations increasingly outsourcing all 'non-core business activities to one service provider, enabling greater focus on core business.

3.2 Restraints/Industry Challenges

Brexit Uncertainty (Mordor Intelligence, 2019)

The FM industry is heavily reliant on workers from the EU. The soft sector is primarily dependent on this labour source, and restricted access post-Brexit can have significant implications. FM businesses, particularly those holding EU contracts, are expected to be affected by potential changes to migrant labour, the supply chain, and other regulations in the post-Brexit scenario.

More than 60,000 EU nationals work in the English NHS and about 90,000 in adult social care. This led to the Commons Select Committee for Health, stressing the importance of a pragmatic approach to recognising the professional qualifications of skilled migrant workers and keeping channels for the EU's staff open.

Companies Infiltration from Different Sectors Due to M&A Transactions

A lot of M&A transactions are expected to happen to build bundled capabilities. The companies are expected to extend their capabilities into complementary businesses. For instance, construction companies are expected to foray into building management services, extending their capabilities apart from the existing services (Mordor Intelligence, 2019).

COVID-19 & Operations Uncertainty

The early response of Facilities Management professionals to the virus had a clear focus: to keep buildings open, maintained, and safe to enable productive work.

However, purposeful day-to-day service delivery is offset by disquieting, indefinite uncertainty in many Facilities Managers' experience. Offices stand empty, but they must still be kept secure and compliant. Public sites may be shut down, but they must still be serviced. Assets run below capacity but still experience issues that need fixing, and challenges can easily arise from neglect or stretched staffing operations (RICS Organisation, 2020).

3.3 Opportunities and Investments

Brexit & Diminishing Profit as an Opportunity to be a Diversified Total Facilities Management Provider

Keeping channels for the EU staff open after Brexit, coupled with diminishing margins, is expected to lead to a number of trends in the UK Facility Management Sector. More FM firms will likely move towards being Total Diversified Facilities Management providers. This allows firms to build scale through diversification and mitigate risk from overexposure to a specific sector or line of service. As a TFM provider, firms will be equipped to offer managed services and outcome-based contracts, enabling them to move higher up on their clients' overall strategic agenda (Mordor Intelligence, 2019).

COVID-19 as an Opportunity for User Experience Improvement & Value Chain Optimisation

COVID-19 has already shown how integral FM professionals are to core functions like risk management, business continuity, and ensuring employee welfare. By adopting methods targeting the User Experience, such as a high level of cleaning procedures and Building Information Management, FM professionals can take an even greater role in determining the future of design, layout, and working space usage.

By moving higher up the value chain, FM professionals will place themselves at the heart of business decisions and gain representation at the C-suite to use their expertise to help deliver confidence, well-being, and good experiences for all asset users (RICS Organisation, 2020).

Necessary investment: Skills-Training-Education

Investment in Facilities Management services is inextricably linked to increased productivity. From the basics of clean buildings helping to reduce the transmission of diseases like flu and colds to ensuring essential services run continuously in our hospitals, schools and businesses, ensuring that workers are productive and can work efficiently.

With an increasingly competitive global economy and a flat-line in productivity since the global economic crisis in 2008, the role of Facilities Management must be better valued by those who procure its services, and the sector must invest in skills, training and education for its employees. Failure in these areas is likely to lead to declining services, productivity and a decrease in the competitive advantage the UK can muster in the world **(Government Business UK)**.

4 COMPETITIVE LANDSCAPE

The UK FM market is one of the most developed and mature in the world, with a highly competitive landscape (Bachurain, 2020).

The escalating employment costs, an unstable geopolitical situation due to Brexit, increased regulatory scrutiny over flexible labour models, and ever-more rigorous workplace health and safety regimes are expected to constrain the growth of the market further (Mordor Intelligence, 2019).

This market is expected to experience a number of mergers, acquisitions, and partnerships as companies continue to invest strategically invest in offsetting the present slowdowns that they are experiencing (Mordor Intelligence, 2019).



5 RECRUITMENT CHALLENGES & FACTS

Developing the FM Workforce

The challenge for staff in facilities management is in being aware of new legislative and technological changes to do the job well. Whether they are starting or responsible for managing several sites, they will be expected to understand a number of different subjects at the same time.

Traditionally Facilities Management has had an older age profile, and it is now sitting on a succession planning nightmare. The number of experienced people leaving over the next decade will present a significant challenge that, if goes unchecked, will mean a significant loss of skills and experience to a relatively new industry. Having the right qualifications in place and promoting the profession as a career of choice is essential to address the ageing workforce's issues (**Government Business UK**).

Training

There has been a need to develop new qualifications at entry levels and flexible, up-to-date and relevant training programmes for more experienced employees. This is even more pressing given the facilities manager's ever-shifting role in light of environmental targets and new technology.

Like many sectors in the UK, Facilities Management faces a demographic time bomb. Established leaders will be retiring over the next five to ten years; the wealth of knowledge, leadership skills, and deep perspective will be lost, all unless the workforce is provided with the appropriate education and skills. These skills must ensure the Facilities Management industry from an ageing leadership crisis and enable today's staff to deal with unprecedented developments within the workplace (Government Business UK).

Traditional Office Decline

Today's Facilities workers now have to contend with remote working, mobile technology and the traditional office base is declining (**Government Business UK**).

Seven Key Skills for a Facilities Manager

#1

LEADERSHIP

As the central responsibility of a Facilities Manager is to deliver effective management and support of functions that an organisation serves, strong leadership skills are essential. Facilities Managers must be able to motivate their colleagues and external suppliers, measuring the results efficiently.

#2

DECISION-MAKING

The ability to make quick decisions in a confident and decisive manner is a necessary skill master for a good facilities manager. Some of the decisions made by FM Managers will include delegating to others and ensuring that you give your team meaningful assignments.

ANALYTICAL & PROBLEM-SOLVING SKILLS

A Facilities Manager deals with lots of information that requires problem-solving, such as financial planning and budgeting, which are important parts of the job. FMs should have an analytical mind and be well equipped with critical thinking skills. Whether they're analysing data for a budgetary meeting with an executive or handling an unexpected problem with the building plant, the ability to effectively come up with the solution is vital in facilities management.

IT SKILLS

Today, the FM world is becoming increasingly reliant on technology, so the better the FM managers grasp, the more valuable they will inevitably be to their employer. There is a range of software and various PM software for facilities management, such as CAD, BIM and GIS solutions – so get to grips with them. While it's not necessary to be a tech expert, it's essential that entry-level facilities managers know how to use these systems because technology plays a key part in how facilities run.

COMMUNICATION & INTERPERSONAL **SKILLS**

Facilities Managers have to deal with lots of people every day, whether engaging with colleagues or liaising with executives and vendors. A Manager must empower colleagues and inspire people to achieve the business objectives. These skills are a basic requirement and do not take a huge amount of effort. Still, they can be developed and improved continually throughout Managers' careers if they pay attention to how they communicate and how people are responding.

CROSS-NETWORKING

A successful FM must be competent at networking across different divisions in the organisation. Facilities management is a field in which various divisions, like administration and IT, overlap. This is why interpersonal skills are so important because FM Managers will need to build a strong internal network of relationships across the whole organisation.

COMMERCIAL AWARENESS

It's important that a Facilities Manager has an understanding of business trends and the impact on the company's industry. Being aware of developments in the commercial world is incredibly useful in an FM role, and the skill is prized by recruiters across the board.

KEY FINDINGS SUMMARY

The United Kingdom remains the largest outsourced market in both FM and IFM (Mordor Intelligence, 2019).

Facility Managers and their teams' real challenge is keeping up with the latest innovations that arrive on the market to help them (Interclean, 2020).

The UK FM market is one of the most developed and mature in the world, with a highly competitive landscape (Bachurain, 2020).

Industry Drivers:

Steady rise in demand from the public sector (Mordor Intelligence, 2019).

Industry Pains:

- Ongoing uncertainty with Brexit
- Infiltration from different sectors due to M&A transactions
- COVID-19 & operations uncertainty

Industry Opportunities and Investments:

- Brexit & diminishing profit as an opportunity to be a diversified Total Facilities Management Provider
- COVID-19 as an opportunity for user experience improvement & value chain optimisation
- Investment in education

Recruitment Challenges:

The challenge for staff in Facilities Management is in being aware of new legislative and technological changes to do the job well.

Today's Facilities workers now have to contend with remote working, mobile technology and the traditional office base is declining (Government Business UK).

FORECASTS 2020-2025

Industry Growth Data

The UK Facilities Management Market is expected to grow at a CAGR of 2.88% during the period 2020-2025 (Mordor Intelligence, 2019).

FM services are commoditising, and organic growth is hard to find, so companies need to innovate to keep growing and remain profitable (Globe News Wire, 2019).

There are good opportunities for companies that target the highest growth services and sectors (Globe News Wire, 2019).

Rising costs will put pressure on the Facilities Management sector over the next five years.

The BCIS five-year (3rd quarter 2019 to 3rd quarter 2024) forecasts for the facilities management sector are:

- Maintenance costs to rise by 19%
- Cleaning costs to rise by 26%
- Energy costs to rise by 6% (based on annual averages 2018 to 2023)

(RICS Organisation, 2020)

Emerging Trend

Investing in User Experience

Building trust with asset users will be critical. This applies to embedding good hygiene-practices and to assuring users of an asset's high standards.

For FM professionals, this approach will mean examining bottlenecks like elevators and entrances & exits and temporal pinch-points like meal-breaks and the start/end of the work-day. This will require further integration of FM into the decision-making forums of businesses and will demand closer collaboration with commercial, communications, legal and HR colleagues to balance productivity requirements to adapt working-patterns to allow safe movement onsite.

Fundamentals like good cleaning procedures and air filtration will, of course, remain important, and FM professionals can help build user assurance of hygiene by speeding the uptake of Building Information Management in these areas. This would shift professionals from recording and communicating traditional metrics like cleaning frequency towards user-defined signifiers of good experience, allowing interventions that blend individual preferences with substantiated hygiene delivery methods (RICS Organisation, 2020).

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