

Annual Review 2019



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Outgoing chairman's message

When I became chairman of the British Institute of Facilities Management in January 2017, the country had already been wrestling with Brexit for what seemed like an eternity. Did we imagine the nation would still be battling with how the UK should leave the EU when my term ended over two years later?

Measured by that meter stick, the pace and scale of change we have made at the Institute in the thirty months or so since seems meteoric.

Back then, I had been gripped by the power of the idea that workplace can and should be forged as an asset that organisations could use to unlock value in their workforce. It wasn't simply an asset on a balance sheet, with facilities teams mere commodities; instead it could and should have a positive impact on the much needed productivity that a post-Brexit world will demand. Workplace and facilities professionals could be agents of that change.

I was inspired by those who had led the Institute before me and wanted to understand how best to leverage our profession's ability to make this step change. Guided by evidence and insight, I wanted to help shape an Institute that would provide leadership for a profession which has formidable potential.

Two and a half years on, passing the baton to my successor, we may remain baffled by Brexit, but IWFM is transformed.

It has been an honour to have served as chairman and I retain the passion and commitment to helping the Institute raise standards and empower workplace and facilities professionals to seize the workplace opportunity.



Stephen Roots
Chairman, January 2017 - June 2019

A handwritten signature in black ink, consisting of a stylized 'S' followed by 'Roots'.

Chairman's message

One of things that excited me most on becoming Chair midway through 2019 was the Institute's ambition to become a truly modern and inspiring professional body with a solid plan and a vision for Chartership.

As an active volunteer at our Institute of seven years standing, I've seen profound achievements, especially in the three years since IWFM's journey of transformation began, both in the way the Institute works and in the value we offer to members.

IWFM has been founded on strong leadership and a serious opportunity. The workplace opportunity. We have a clear path before us but, like any organisation operating in uncertain economic times, there will be turbulence.

We support a profession that needs our help. Our members can positively influence the lives of so many of their customers, but they operate in an ambiguous and challenging world frustrated by budget constraints and organisational apathy.

I want IWFM to flourish, and I have committed to use my time and expertise to foster diversity and cohesion to help ensure that IWFM stays focussed on members' needs.

As Chair, I have focused on becoming an effective conduit between the Board, which sets our strategic direction, and the Executive team, which delivers that strategy.

A number of formal committees, unseen to the membership at large, help the Institute to run and to fulfil its legal and other duties. They are absolutely crucial to the governance, reputation, and overall effectiveness of our Institute. Through an agenda of ongoing engagement, I have clarified and strengthened the link between the Board and those vital committees.



Better cohesion between these committees, the Board, and the Executive team will help the Institute to operate more smoothly overall. It will also ensure that those who volunteer to fulfil crucial Chair roles can gain a deeper insight into where IWFM is going, how it plans to get there, and how we can all play a part in its success. Ultimately, I hope this will help to inspire other talented members to volunteer.

As custodians of the workplace, facilities professionals have a fantastic opportunity to drive the effectiveness of our workplaces through embracing diversity and inclusion. In the war for talent, we will never be able to recruit and retain the best people without both building a culture of inclusion and ensuring we design buildings to better accommodate diverse needs.

I want to keep driving the Institute forward so that it can help to drive the profession forward.

In the spirit of this ambition, I have been delighted in taking the Chairmanship to name two charities: the National Autistic Society adopted for my tenure; and the Ethical Property Foundation selected as IWFM's charity partner for a five-year term.

Our destination for Chartership is a marathon, not a sprint, and we will need to continue to push boundaries and to be progressive into 2020 and beyond.

We have come a long way, as I hope this Annual Review illustrates. But there is further to go and I am excited to be part of the journey.

Martin G Bell
Chairman

A handwritten signature in black ink, appearing to read 'MGBell', with a long, sweeping horizontal line extending to the right.

CEO's summary

At the first IWFM Conference in April 2019, keynote speaker Marcus Child said it was important to make a picture of a desired ambition or goal and to keep it ever present as something to return to time and again on the journey to realising it - however challenging that voyage may be.

After our members had given us a mandate for change in 2018, we drew IWFM's picture when we set a new direction with a new name, a new brand and a set of ambitious priorities for 2019. We drew a vision, a mission and summarised our key goals in a ten-point plan.

We said then that the plan was not an exhaustive list of everything contained in our Operational Plan; and we said that some projects would take longer than others, but the key thing is that we have a picture: a modern professional body, representing a distinct profession and a pathway.

Pulling the focus back, there was only one word on people's minds at the macro level this year: Brexit; and only one feeling that permeated through everything: uncertainty. Yet despite that backdrop to our corporate lives, the understandable caution in commercial decision-making, our own research revealed a kind of optimism.

It has been a challenging year, but it has also been an encouraging and exhilarating one. When I read through these pages, I'm proud of what we are building in IWFM, and of everything that our volunteers, members and partners have helped us to achieve this year.

We have continued to advance our technological capabilities, completing the re-brand and embedding the systems upgrades we have installed. I can see those investments translating directly and visibly into business efficiency and better customer service, not least in paperless transactions.

We have raised our insights game substantially, underpinned by solid research and policy agendas. Working with established partners has boosted our capability to produce great content - our new



'Creating better workplaces' web hub developed with partner Ricoh, is a one-stop source of workplace essentials and an example of more to come.

Partnering has also helped increase our authority by raising our voice outside the profession on matters including skills and apprenticeships, better practice on safety and procurement and making a difference through social value.

We have continued to support professional development, helped make FM a 'Career of Choice', launched a new-look conference and celebrated success while promoting diversity and inclusion at our wonderful first IWFM awards; all as work continues to develop the core elements of our proposition around our professional standards.

Finally, after a modest refurbishment underpinned by principles of 'spend minimally and act sustainably', we have created a flexible workplace of which IWFM employees can be proud and for us to practice what we preach.

There is so much more than I can say here, so I do hope you will read this year's review and see how our actions underpin our commitment to lead change for the profession to raise its voice and show the value that workplace and facilities management can make to organisations' performance.

Linda Hausmanis
Chief Executive

Our vision, mission, values and strategic aims

Our vision

As the pioneering workplace and facilities management body, our vision is to drive change for the future. To be the trusted voice of a distinct profession recognised, beyond the built environment, for its ability to enable people to transform organisations and their performance.

Our mission

We empower and enable workplace and facilities professionals to upskill and reach their full potential and have a rewarding, impactful career. Together we create the conditions for the profession to thrive through leading edge thinking, sharing best practice and upskilling our people.

Our values

Active and energetic

We're full of energy and passion; ready to influence and inspire.

Confident and bold

We use self-assured language that is straightforward, accessible and inclusive.

Knowledgeable and in sync

We speak with calm authority; we are totally in tune with what's going on today.

Human and inspiring

We use expressive language; our words create a positive, productive world enriched with opportunity and potential.



Our strategic aims

- 1** To be the recognised trusted voice of a distinct profession.
- 2** First choice destination for workplace and facilities management research, information, and debate.
- 3** To foster a vibrant, accessible, engaged community for peer to peer learning, sharing best practice and networking.
- 4** To be the first choice development partner for individuals and organisations.

Our ten-point plan for a modern professional body: we're making progress

- 1 Our website iwfm.org.uk has a cleaner format; we've worked hard to create better customer journeys, ensuring that users can find the information, guidance and support they need as easily and as friction free as possible. An upgrade in December integrated a new event management system.
- 2 We have revised core elements of our proposition, with the IWFM Professional Standards taking centre stage. We've redesigned the Standards Handbook to be more accessible and included some new components, such as organisational behaviour and performance, as well as culture and values, reflecting the essential people-oriented 'softer' skills we need to add to our technical ones.
- 3 A root and branch review of our entire standards, working with practitioners and the organisations they support to map out the requirements for workplace and facilities management is in planning. This will trigger a revision of our qualifications and training offering.
- 4 We are working to align our entire proposition to the IWFM development pathway, which will form the cornerstone of all IWFM products and services, ensuring that personal development plans can be supported by the right tools and that our entire range is easily navigated. Partnering with Ricoh on the 'Creating better workplaces' hub, with complementary insights, guidance and training was our first realisation of this approach.
- 5 Making a career in FM one of choice not chance; on World FM Day, we launched our nationwide pilot campaign to promote the profession as a conscious 'Career of Choice'. This initiative resulted from our partnership with the Department for Work and Pensions and aims to address the profession's skills gaps by: showing to the next generation the important contributions FMs make to creating a better world; establishing diversity, inclusivity and social mobility at the heart of our sector.
- 6 Work is underway on a new market information index. This will include latest employment figures in the sector, market performance, latest trends and supporting material. Whether you are part of the vast supply chain, a major player in the support services arena or someone looking to procure services, you will have access to a wealth of data to help you make informed choices about the market. In the meantime, our first Market Outlook report provided a first snapshot of the market.
- 7 2019 has seen our most ambitious research and insight programme to date. In addition to the first Market Outlook report, we began to carve out more insight themes that fit with IWFM's remit: technology, the future workplace, wellbeing, sustainability and more working with partners to bring additional value. The year also saw us beginning to align our knowledge products to the IWFM development pathway, especially in the growing discipline of workplace management. We're also working with leaders in the sustainability space to re-launch our long running Sustainability Survey where we've been tracking progress for more than 13 years.
- 8 We said that following our report 'Embracing Technology to move FM forward' we'd launch a deep dive into the subject; in November we launched a research and development collaboration with Microsoft to explore a shared vision for the role of technology in high performing workplaces. A new programme themed around connected and smart workplaces will see IWFM and Microsoft collaborate on new research that could influence workplace performance.
- 9 We've continued to work with our community programme to deliver more practical guidance in the form of our well-loved good practice guides (GPGs) as well as the guidance notes and local events that support them. New GPGs in Recycling, Waste and Resource Management accompanied a suite of guidance notes on workplace management with a number of webinars in support.
- 10 We like to think of our membership proposition as always in beta, and we continue to develop that proposition as we look to improve the total member experience and begin to put the plans in place for a fully in-depth CPD programme and a mentoring scheme.

2019 year in review

JANUARY

- New marketing strategy helps IWFM focus on professionalism for chartership ambitions
- Thirteenth Sustainability Survey report finds social value and wellbeing set to shape the agenda
- Entries open for first IWFM Awards with new category 'Innovation in Supplier Relationships'
- Global FM Market Report finds overall strengthening of global market

FEBRUARY

- IWFM consults members on competencies for new Building Safety Manager role
- IWFM partners with Raconteur and The Times for special report on Future Workplace
- Apprenticeship Levy reform: CEO joins CIC task group to identify improvements
- IWFM delivers first 'end point assessments' for Level 3 facilities management supervisor apprentices

MARCH

- IWFM conference focuses on 'Delivering FM success through inclusion'
- Workplace training portfolio expands with four new Academy courses
- IWFM goes paperless with direct debit for customers and paperless ledger for staff as members as fees are held at 2018 levels
- New 'tone of voice' guidance rolled out
- CEO addresses London Region conference
- IWFM Direct rebranded and incorporated to IWFM website
- Energy benchmarking guidance note published
- Grounds maintenance quick start guide published

APRIL

- Director of Insight and Engagement promotes the workplace opportunity in Europe
- Inaugural IWFM Conference brings thought leadership and challenge from beyond our profession
- Ricoh and IWFM 'Creating better workplaces' partnership launches as a one-stop source of workplace essentials, including insight, guidance and learning opportunities
- Level 2 FM Services Operative apprenticeship provides crucial entry-level pathway into profession

MAY

- Fourteenth Pay and Prospects report paints a positive picture for professional development opportunities and future expectations
- World FM Day sees launch of 'Career of Choice' campaign and activity pack to inspire the next generation
- IWFM Awards winner Innovation Gateway triumphs at Global FM Awards for Excellence
- IWFM and leading bodies join forces to debate FM role in delivering social value
- FM as a 'Career of Choice' guidance published
- IWFM and Mitie technology roundtable

JUNE

- Manufacturing Working Group established to support FMs in manufacturing environments
- IWFM debuts at the Facilities Show with interactive mega-stand and wellbeing wall
- IWFM AGM
- Martin Bell succeeds Steve Roots as chairman
- IWFM announces five-year collaborative alliance with FMA
- 2019 Learner Achievement Ceremony celebrates class of 2018 and 2019 learners
- 2019 Market Outlook report signals cautious optimism, especially for technical change
- Reconomy and IWFM 'Recycling, waste and resource management' guidance partnership launches to revise a key GPG

JULY

- Head Office re-opens after 'spend minimally, act sustainably' refurbishment
- Ricoh and IWFM roundtable sees workplace experts discuss the employee-centred workplace
- Apprenticeship success as first cohort of Level 3 FM Supervisors graduate
- 45 finalists announced for IWFM Awards 2019
- IWFM releases first of five video shorts showing insight highlights from Conference
- Insight research delivers actionable insights to help support members

AUGUST

- IWFM responds to Hackett Report: Building a Safer Future
- Communities Review begins
- ISIG Leaders' Forum report explores contracts across borders
- Nigeria market report explores the trends and issues for facilities services in the region

SEPTEMBER

- Technology SIG launched
- 'Introduction to workplace' guidance note launched
- North Ball raises £20,000 for Rainbow Trust
- Good practice guide on 'Waste and resource management' launched
- IWFM becomes end point assessment organisation for Levels 2 and 4 apprenticeship standards
- 'Return on workplace' research project begins with Liverpool John Moores University

OCTOBER

- IWFM Awards 2019 celebrates excellence and honours diversity as Julie Kortens succeeds Steve Gladwin as chair of judges
- New look Facilitate magazine wins best in class at the Association Excellence Awards

NOVEMBER

- Workplace week marked as IWFM explores the digital workplace
- 'Making better workplace decisions using data' guidance note launched
- IWFM launches first degree-level diploma in Workplace Leadership, Insight and Change
- IWFM partners with tech giant Microsoft on new research to explore the opportunities from smart workplaces
- IWFM Conference 2020 launched with the theme 'helping the profession navigate turbulent times'
- Scotland Conference explores the workplace opportunity

DECEMBER

- IWFM website refresh includes launch of new EventFolio bespoke events management system
- New member handbook launches
- 'Return on workplace' project commences
- IWFM's Leesman Index workplace effectiveness score places Head Office among 'elite'
- IWFM partners with Good Relations PR agency to help raise its voice in 2020

Aim 1: to be the recognised trusted voice of a distinct profession

IWFM Conference 2019

In April we held the first IWFM Conference at St Paul's London. Three themes were framed to give attendees the tools to change perspective, alter narratives, adjust culture, and be the leaders of the profession: 'Disruption'; 'Skills perspective'; and 'Be the change'.

This year we consciously uncoupled from industry insiders and instead sought out thought challengers, from best in class 'outsiders', to help us see beyond the immediate FM landscape. We had HR leaders, marketing experts, a Shakespearean actor and a hostage negotiator. We wanted to leave our audience not only challenged but energised, fired up and ready to 'be the change'. If last year's conference was dubbed 'adapt or disappear', this one was most definitely 'start me up'.

Marcus Child injected the first shot of inspiration. He encouraged everybody to paint their life picture and work out how they will get there. Facilities can't continue in the negative feedback loop featured in our research on the culture of our profession. So, what is our picture and what will we change to get us there?

Showing us a different picture, **Heather Carey** of the Work Foundation discussed comparative productivity. Notwithstanding challenges around measurement, her key trends were all things that our profession is affected by or can affect. One highlight being the role of the science of management. Some have suggested that 'workplace' is a fad. We've argued that organisations have instead switched on to this powerful lever and are paying attention; it's time for us to play a leadership role in the UK productivity gap.

The first core theme was disruption in three areas: the changing nature of professions, technology and



Marcus Child



Heather Carey



wellbeing. **Nancy Hey** of the What Works Centre for Wellbeing provided an evidence-based approach to wellbeing and showed us that being satisfied and happy has got the business case behind it.

Tech guru **Antony Slumbers** took us on a rollercoaster ride through technology and how it will shake the foundations of the real estate market. Driven largely by the opportunities afforded to us by technology but ultimately its role in transitioning us from 'old work' to 'new work', today's 'spreadsheet offices' are not optimised to cope with that new world and organisations have to adapt their approach.

Lucy Adams (on a mission to disrupt the HR profession) argued that for a long time, FM has aspired to HR's professional position, yet as organisations require more agile approaches, HR's preference for policies and procedures



Nancy Hey



Richard Mullender



Antony Slumbers



Daniel Rowles



Lucy Adams



Carolyn Taylor

(or compliance) is not helping. As a profession that is heavily pre-disposed to compliance, risk management and standards, are we in danger of falling into the same trap? Is it time to break the cycle?

Richard Mullender, elite listener and former hostage negotiator at Scotland Yard, compellingly demonstrated the easy mistakes we all make in the practice of listening. If our role is to be enablers of communities, we need to know what they want and need; we might need to arrest our own bias or motivations to understand others.

Daniel Rowles, digital marketing expert, likened our trajectory to the marketing profession. It harnessed digital data technology to tell a better story to the business. Workplace is not shy or short of data, but we haven't yet harnessed it to tell our story.

The final two sessions on Being the change focussed on the people actually in the room. How could they, as individuals and collectively, make the change we want to see?

Carolyn Taylor explored what culture is and the levers we could pull to change it.

Jonathan Stebbing, from the Oliver Group, used the play Henry V to demonstrate the powerful role of storytelling in motivating not only ourselves but selling a vision to those around us. If we as a profession are going to become a critical business discipline, then we need to make sure that people understand why.

This conference was a first step in bringing the widest possible thinking to the debate. It was followed by a series of companion video outputs with Conference Partner Mitie.

Aim 1: to be the recognised trusted voice of a distinct profession

IWFM Awards 2019

In October at the Grosvenor House Hotel, the best of workplace and facilities management was recognised at the rebranded IWFM Awards, the nineteenth since it all began in 2001.

The IWFM Awards 2019 winners

BBC comedy star Hugh Dennis hosted a sparkling evening as thirteen winners driving innovation and creating impact were honoured before peers, partners and friends, including through a new Profound Impact Award, recognising an individual whose contribution has had a positive and lasting impact on the profession.

‘Our profession is about people. The people we enable through our best work, to do their best work. As we adapt to a fast-changing, more integrated world, understanding, encouraging and embracing our diverse talents can only be an asset.’

IWFM Chairman Martin Bell

The evening also spelt farewell to outgoing Chair of Judges Steve Gladwin, who stepped down after six years and welcomed in his successor, former Institute Chair and FM of the Year, Julie Kortens.

Of 45 finalists in thirteen categories across the themes of Impact, Innovation and People, the winners were:



IMPACT

Impact on Customer Experience

Savills RISE, Savills UK

Impact on Organisational Performance

Transformation of facilities operations at Rolls-Royce, Rolls-Royce and Mitie

Impact on Society and Social Value

Creating Profit for a Purpose, Eric Wright FM

Impact on the Environment

Project Ceres Plastics Reduction, ISS with a big four professional services firm



INNOVATION

Innovation in People Development & Empowerment

Empowering people through ENGAGE, Interserve and E.ON UK

Innovation in Products and/or Processes

The IMPACT Programme, OCS Group UK

Innovation in Supplier Relationships

Property Team, Direct Line Group

Innovation in Technology and Systems

Waterless Urinal Technology, WhiffAway Group



PEOPLE

Team of the Year

AstraZeneca Macclesfield Campus FM Team

Newcomer of the Year

Maddie Hayes, Mace Macro

Manager of the Year

Fiona Stewart, Student Living by Sodexo

Leader of the Year

Chris Kenneally

Profound Impact Award

Samantha West



FACILITATE MAGAZINE

Meanwhile, the Institute's magazine, formerly known as FM World, which had rebranded as Facilitate in January, went on to win 'Best Magazine' in its category at the Association Excellence Awards in October. Facilitate's key achievement was to strike the perfect balance between continuity and change by maintaining what was best about FM World, while bringing through the brand ethos of the new Institute in a refreshed title.

The new look has enabled the magazine's centre of gravity to shift towards the people who are the profession today and tomorrow, with innovative cover features and opinion pieces designed to provoke debate, and great coverage of the stories behind the year's keynote events. In a white male dominated profession, Facilitate is serious about ensuring coverage is balanced and diverse. In addition to the monthly print and digital edition, Facilitate also publishes a daily newsletter.

Aim 1: to be the recognised trusted voice of a distinct profession

Policy: improving engagement, promoting better standards

In 2019, we continued to develop and act on a wide range of issues that are key to the success of the workplace and facilities management profession and those who work within it.



Through our communications channels, policy position papers and responses to parliamentary consultations and enquiries, we have engaged with a wide range of stakeholders, including government agencies, think tanks, business groups, and many more.

We have leveraged the expertise, insight and analysis of our members, and others, to encourage better standards, achieve better outcomes and better inform our profession, strengthening its authority, influence and impact.

SKILLS

Apprenticeships

We are long-time advocates of the opportunities that employment-based education can offer and are very concerned that failings in the Apprenticeship Levy are deterring businesses from investing in skills. Our position paper on the Levy and submissions to two parliamentary enquiries outlined the two key reforms we want to see: ensuring that sufficient funding bands are available for the FM Apprenticeship Standards; and introducing the flexibility to use the Levy funds for a wider range of training interventions. We have been laying the groundwork for influencing the anticipated review on the Levy.

T Levels

T Levels are two-year courses equivalent to three A Levels and are due to be introduced from

September 2020. We continue to engage with stakeholders on this topic where appropriate.

Migration

Building on our position paper, we inform the profession about the anticipated changes and impacts resulting from Brexit and the end of the free movement of people and continue to voice the profession's concerns for a more flexible, evidence-based approach.

BETTER PRACTICE

Building safety

Supported by the expert members of our Life Safety Working Group, we have continued to work to incorporate the facilities management perspective into government actions and the industry's implementation of recommendations made in the Hackitt Report, 'Building a Safer Future'. We achieve this through ongoing engagement with MHCLG and by driving the work on the competence standards for the Building Safety Manager, a new statutory function proposed by Dame Judith Hackitt. The drive towards improving building and fire safety must put occupier safety at its heart, while also improving competency and ensuring a consistency of approach.

IWFM is also part of the BSI group developing a new standard on digital management of fire safety information (BS 8644), which aims to enable relevant information to be effectively communicated

throughout the lifecycle of a built asset. Finally, as a member of the International Fire Safety Standards Coalition, we have continued to support the development of minimum levels of fire safety and professionalism across the world.

Procurement and social value

We continued to advocate for a procurement approach that prioritises the delivery of quality, transparency and social value. We urged a greater application of social value principles in government procurement in our submission to the Cabinet Office.

As part of our ongoing partnership with the National Social Value Task Force, we have driven progress on a sector-specific National Themes Outcomes and Measures (TOMs) 'plug-in' for the Social Value Portal's metrics framework, advocating putting social value at the heart of procurement. Based on transparency and partnership, such an approach has the potential to transform the wider impact that workplace and facilities management can have on people and places. A steering group has continued to support our work on the development of a new FM-specific suite of contracts in collaboration with the Institution of Civil Engineers and NEC.

We have also initiated the development of guidance on sustainable facilities procurement; this work is being led by two industry specialists in the field.

MAKING A DIFFERENCE

Employment

With so many low-paid roles at the heart of our profession, IWFM is actively engaged in pay and related employment issues. We believe that all work should be fair and decent, and we continue to vigorously promote the benefits of secure employment and paying a good wage.

As well as being a Living Wage employer, we support the work of the Living Wage Foundation, which calls for minimum pay rates that are independently calculated based on what people need to get by. Titled the 'real Living Wage', the Living Wage Foundation's recommended rates are higher than the Government's National Living Wage. Together with the Foundation, we are developing guidance to help members make the business case for fair wages, with evidence from many organisations showing the link between higher pay and improved service delivery and performance. This guidance will be published in July 2020.

We also enjoy a longstanding relationship with the Low Pay Commission (LPC), once again engaging with their annual consultation on the National Living Wage, which led to the increase in rates from April 2019. At the same time, the LPC published its recommendations on tackling the issue of one-sided flexibility and the impact of introducing a higher minimum wage for non-guaranteed hours. IWFM fed into the process by providing insight from the sector.

Career of Choice

On World FM Day in May, we launched our nationwide pilot campaign to promote the profession as a conscious 'Career of Choice'. This initiative resulted from our partnership with the Department for Work and Pensions and aims to address the profession's skills gaps by: showing to the next generation the important contributions FMs make to creating a better world; establishing diversity, inclusivity and social mobility at the heart of our sector.

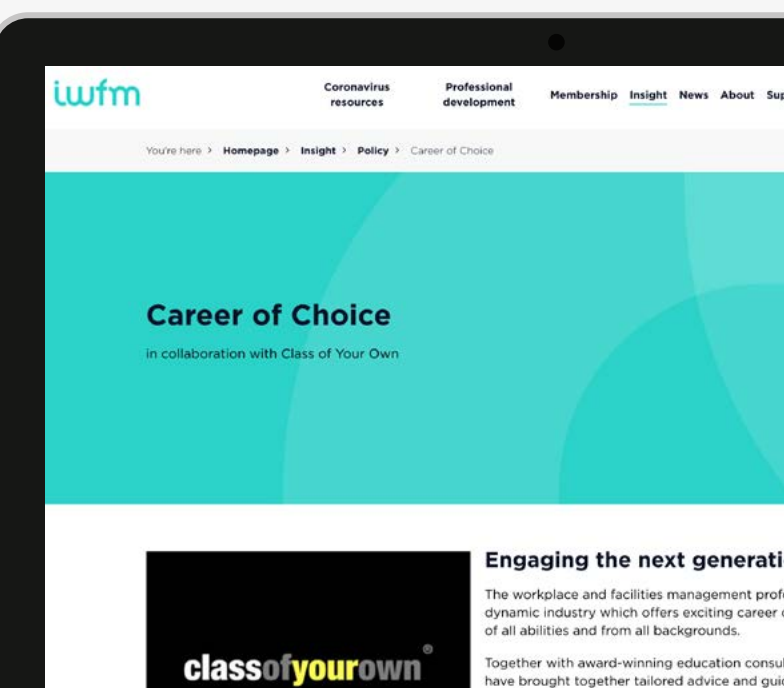
We worked with education consultancy Class of Your Own to develop a programme of interactive school workshops tailored for 11 to 14-year-olds and launched a supporting handbook. Delivered by our volunteers, the workshops aim to educate young people about the scope and variety of opportunities offered by our profession and inspire them to become the next generation of FMs. Plans are also underway on focused approaches to engage with other audiences, such as service veterans and disability groups.

The scheme formed part of our ten-point plan where CEO Linda Hausmanis vowed to help make a career in the profession one of choice, not of chance.



Facilitate magazine: Policy Pipeline

Facilitate magazine now features a Policy Pipeline page every month. This enables us to cover a variety of topical issues, such as Brexit, the Budget, and fire safety - and their implications for the profession - as well as signposting members to other policy resources and providing the opportunity to feed into our ongoing work.

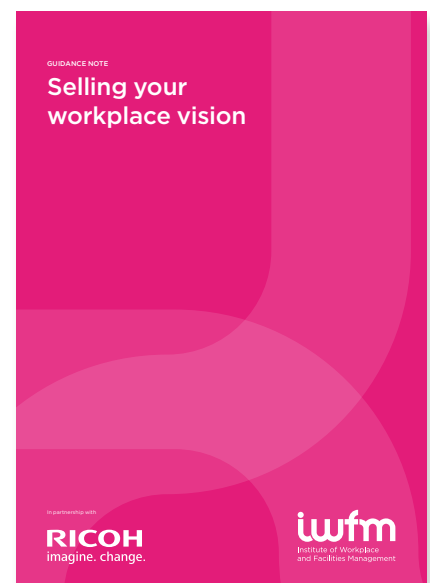
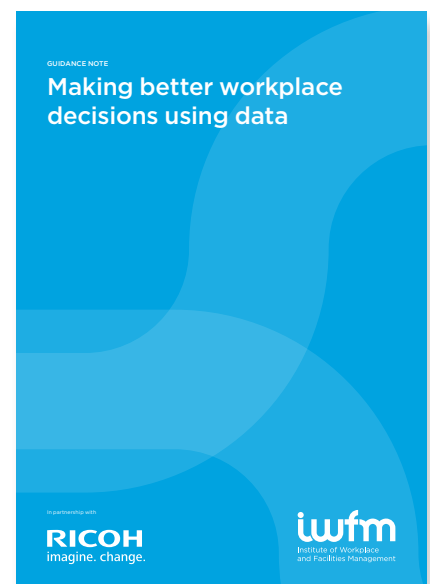


Aim 2: first choice destination for workplace and facilities management research, information, and debate

Research and Insight: informing and guiding our profession

Our research and policy work, and the guidance and knowledge products that follow, supports the development of our profession and drives meaningful change.

2019 saw our most ambitious research and insight programme to date. We published our first Market Outlook report and began to carve out more insight themes that suited our remit: technology, the future workplace, wellbeing, sustainability, and more. The year also saw us beginning to align our knowledge products to the IWFM development pathway, especially in the growing discipline of workplace management. With our members' needs at our heart, we continued to deliver practical guidance with our popular quick guides, good practice guides, guidance notes, events, web content and webinars, and join them up with training courses delivered by our IWFM Academy where possible.

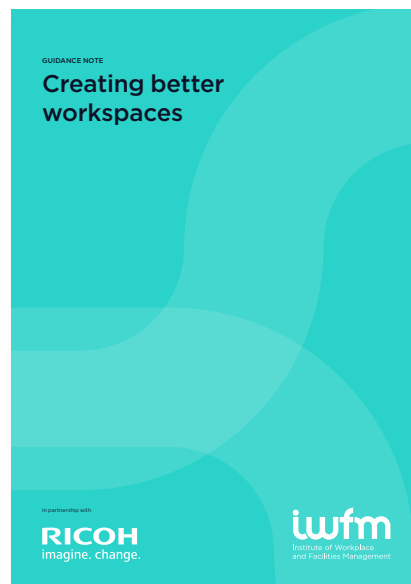


Partnerships: strengthening our voice, adding value

Spring 2019 saw the first outcomes of our relationship with business development agency b2b partnerships, including content-led collaborations with Ricoh, Microsoft and Reconomy.

Partnership working enables us to enhance our research and insights programme of activity, campaigns and content to ensure that we focus on the issues that matter. b2b has enabled us to identify new and exciting opportunities for strategic relationships with leading innovative brands across these planned programmes.

As well as adding greater value for our members and providing a stronger voice for the Institute,



our partnerships help us to reach new audiences and raise the profile of our profession and its contribution to the economy.

Creating better workplaces partnership with Ricoh UK

Joining with Ricoh enabled us to bring together sharp insights and guidance to help practitioners and organisations understand and navigate the space, process, technology and cultural matters that combine to create people-centred workplaces capable of driving better outcomes. A one-stop web hub acts as a rich source of information on this key subject. A roundtable in July with top workplace experts explored the employee centred workplace, while a series of guidance notes centred around the workplace compliments the new workplace leadership Academy offering.

Technology partnership with Microsoft

At workplace week in November we launched a research and development collaboration with Microsoft to explore a shared vision for the role of technology in high performing workplaces, leading on from our report Embracing Technology to move FM forward published in 2018. A new programme themed around connected and smart workplaces will see IWFM and Microsoft collaborate on new research that could influence workplace performance.

Advancements such as the Internet of Things, AI and big data, combined with existing technologies, such as building information modelling, analytics and workplace design, can contribute to improved building and business outcomes. Exploring the theme of workplace transformation in the technological age, new research is anticipated to equip workplace and business leaders with tools and insights that could help to transform their organisations into connected high performers.

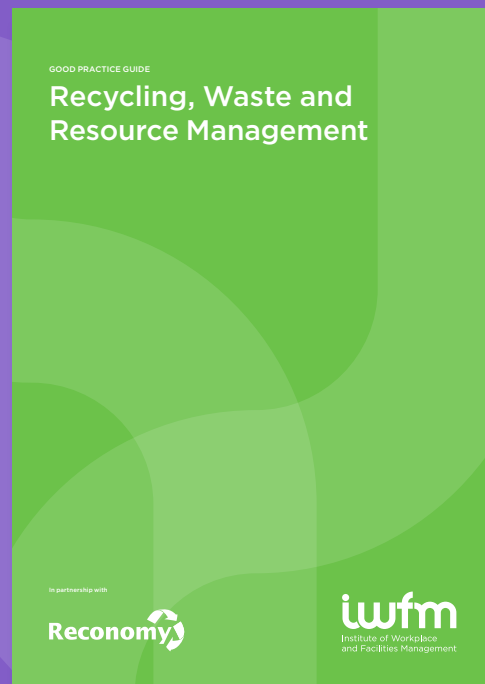
Aim 2: first choice destination for workplace and facilities management research, information, and debate

Reconomy waste management partnership

In June we agreed a content partnership with waste management specialists Reconomy to sponsor an updated version of the Recycling, Waste and Resource Management good practice guide, which was launched in November.

Return on workplace

In September we initiated a project with Liverpool John Moores University and Nigel Oseland, a workplace specialist, to investigate the possibility of developing a user-friendly tool to calculate the potential return on investment, due to performance gains, for several workplace design options. This work has progressed well with the outcomes expected in 2020.



Technology SIG

The Technology Working Group established in 2018 became a Technology SIG this year, reflecting the all-encompassing relevance of this area.

To join a SIG or working group, please visit:
www.iwfm.org.uk/community.html

New Working Groups

Throughout 2019, we established a number of new working groups to enable a greater focus on key areas.



Customer Experience

As we have seen from nearly two decades of IWFM Awards, many great examples of best practice in creating excellent customer and employee experience exist. However, it is rare to see FM held up as an exemplar of great customer-centric behaviour on par with the best retailers, telecoms providers or automotive organisations. We can benefit hugely by looking for different industries to learn from and in return share our 'magic' with them.

The Customer Experience Working Group's role is to bring together members with a passion for customer-centric delivery, ideas and best practice that have made a difference, and the drive to create a nucleus of ideas and innovation to enrich our members and the industry.



Manufacturing

Our Manufacturing Working Group provides a forum for the development and sharing of expertise in the unique area of facilities in the industrial work environment. The forum aims to include representation from across the UK manufacturing sector, which remains the ninth largest in the world, including automotive, aerospace, food and beverage, pharmaceutical, rail, defence, electronics, and textile industries.

The Group has great potential as a source of innovation and best practice, which could also influence the wider facilities community: manufacturing is often at the forefront of UK research and development, and the development and implementation of new technologies that later filter into the wider public domain.

Aim 2: first choice destination for workplace and facilities management research, information, and debate

Core research and survey data: driving insight

Pay and Prospects Survey

Our fourteenth annual Pay and Prospects Survey was published in April. It provided insight across a number of key salary-related areas within the sector, including not just pay, working conditions and benefits, but career prospects alongside other opportunities coming from IWFM membership.

The findings painted a positive picture in terms of CPD opportunities, the benefits of IWFM qualifications and membership, salary levels, and future expectations for the profession.

The data enables us to provide the industry with a detailed picture of current working conditions and emerging trends within the sector, as well as tracking future changes.



IWFM qualifications provide a bigger boost to confidence



57%

Respondents said that as a result of completing their qualifications they have gained more confidence in their role



76%

Respondents with an IWFM qualification reported that their qualification has led to them gaining more confidence in their role

In 2018/19, 57% of respondents said that as a result of completing their qualifications they have gained more confidence in their role, which is a significant increase compared with previous surveys (50% in 2017; 48% in 2016). There is evidence that holding an IWFM qualification has an impact on an FM professional's confidence in their role. Around three-quarters of respondents with an IWFM qualification (76%) reported that their qualification has led to them gaining more confidence in their role.



Market Outlook Survey

In June, IWFM's first Market Outlook survey was published, succeeding the Business Confidence Monitor. This was the first pulse check on the facilities environment generally and it helped us to illustrate the changing picture.

2019 has been another challenging year for the FM market, with the aftereffects of Carillion's collapse in 2018 overlaid with widespread uncertainty and speculation about the UK's future relationship with Europe which dominated the national conversation.

Those surveyed saw a tentatively optimistic year ahead, with many expecting an improvement in turnover, employment and capital investment. It was refreshing to see the positive impact of technological change.

The majority of respondents indicated that recruiting people with the right skills had been a problem in the prior year, with the prediction that this was likely to continue over the coming year.

We will build on the work from this survey by launching a new FM Market Intelligence Hub, which will include thought leadership and insights on the sectoral landscape.

Peter Brogan, IWFM Head of Research and Insight

Outlook: the positives and negatives

MARKET FORCES

In terms of the forces impacting the market:

- changes in technology were overwhelmingly perceived to be having a positive impact
- the positive impact of technological change on FM was predicted to continue over the next 12 months, suggesting that most of the respondents to our survey see new technologies as an opportunity rather than a threat



- around half of respondents also perceived that apprenticeships, and changes in the National Minimum Wage and National Living Wage, had all had a positive impact on organisations and the FM market over the last 12 months



Lack of skilled workers



Brexit



UK Economy

- the factors that were more frequently rated as having a negative impact on the FM market were: a lack of skilled workers, Brexit and the state of the UK economy. A majority of respondents anticipated these factors would continue to have a negative impact over the next 12 months

Aim 2: first choice destination for workplace and facilities management research, information, and debate

Cautious optimism



61%

Indicated that turnover of their organisation had increased in the past year



56%

Indicated that their organisation had increased its headcount in the past year

Market sentiment against key indicators

We asked respondents how they thought the market had performed over the last year, how they expected it to perform over the coming year, and the reasons why. Market sentiment between service providers, private sector clients and public sector clients was broadly similar.

Perceptions over the last 12 months fell broadly into three groups, where a third felt the market had improved, a third seeing no change and the rest feeling it had got worse. Financial difficulties of Carillion and Interserve were the most common reason behind a belief that the market had worsened. It was felt that the failures had given rise to market instability and caused reputational damage to FM, and they were also seen as a symptom of an ongoing drive to reduce costs, particularly amongst public sector clients. There was also a sense of a slow shift to insourcing facilities services. Those seeing no change blamed major service providers and Brexit for ongoing uncertainty and sense of everything on hold.

Encouragement came from the market optimists where there was a sense that the FM profession was beginning to be heard and that there was growing awareness and recognition of the work its professionals do. There was even a sense that the difficulties of larger service providers were providing opportunities for smaller FM providers.

Peter Brogan, IWFM Head of Research and Insight

Looking forward there was tentative optimism. There was a sense that 'the dust will settle', that the FM industry would move beyond its current problems and that clients would continue to outsource their FM. There was also belief that the industry's problems had led companies to specialise and innovate. Others saw Brexit and a lack of investment causing future difficulties.

Positive impact of apprenticeships

PROFILE OF RESPONDENTS



251
respondents

This report is based on an online survey of IWFM members in April 2019, to which 251 people responded. We received responses from a broad cross-section of people, including senior managers and decision-makers, and both representatives from client organisations and FM service providers.

Skills, training and apprenticeships

Apprenticeships were regarded as having a positive impact on the market; half of respondents indicated that their organisation employs apprentices, with 46% saying their organisation will employ apprentices in the coming year.

However, the findings suggest that apprenticeship uptake is higher amongst public sector clients and service providers than their private sector counterparts. The latter were more likely to say 'no' when asked whether they offer apprenticeships to current employees and whether they intended to employ apprentices over the next 12 months. Responses to why were varied, but included not having a requirement for them, that it wasn't company policy, or that they didn't have the time and resources required to employ an apprentice.

Bringing insights to life

Webinars and other formats

Our member-focused webinar series is intended to provide supplementary CPD to practitioners and complements other content products to share guidance and best practice, spark ideas, and share case studies. Webinars are recorded and provide a permanent reference. We have also developed Study Huddles, which deliver specific study and assessment guidance to learners studying qualifications through IWFM Direct. In 2019 we delivered thirteen webinars with over 800 registrations and an average attendance rate of 62%.

New insight themes, innovative ways to engage

During the year we experimented with new content formats and innovative ways to involve our wider community in some of the key subjects that demand further research and investigation.



Insight takeaways as video shorts

We challenged this year's Conference delegates with new ideas from other sectors and spheres. A series of two-minute videos created with Insight sponsor Mitie and the illustrations of Simon Heath enabled us to capture and keep the essence of five key presentations from the day. The scene setter was Marcus Child's 'three key beliefs'. Next was technology guru Antony Slumbers on the five capabilities of AI and the impacts of old vs. new work. Carolyn Taylor's views on culture and its importance to organisational success was next, followed by marketing expert Daniel Rowles on getting a seat at the top table. Finally, Nancy Hey shared her thoughts and the evidence on why work matters and why wellbeing at work really matters.

How to understand wellbeing

At the Facilities Show in June we asked attendees to explain what wellbeing means to them. Illustrator Simon Heath depicted the responses of passers-by, while academic and workplace commentator Ian Ellison stood by to record some wellbeing conversations. The response was broad in scope, playful, practical, even provocative – but always artful. The variety points to a fundamental issue: how we define wellbeing is as much a part of the challenge as delivering services to support it. We will return to explore this subject in depth in the future.

What wellbeing means to me...



Aim 3: to foster a vibrant, accessible, engaged community for peer to peer learning, sharing best practice and networking

Developing an engaged community

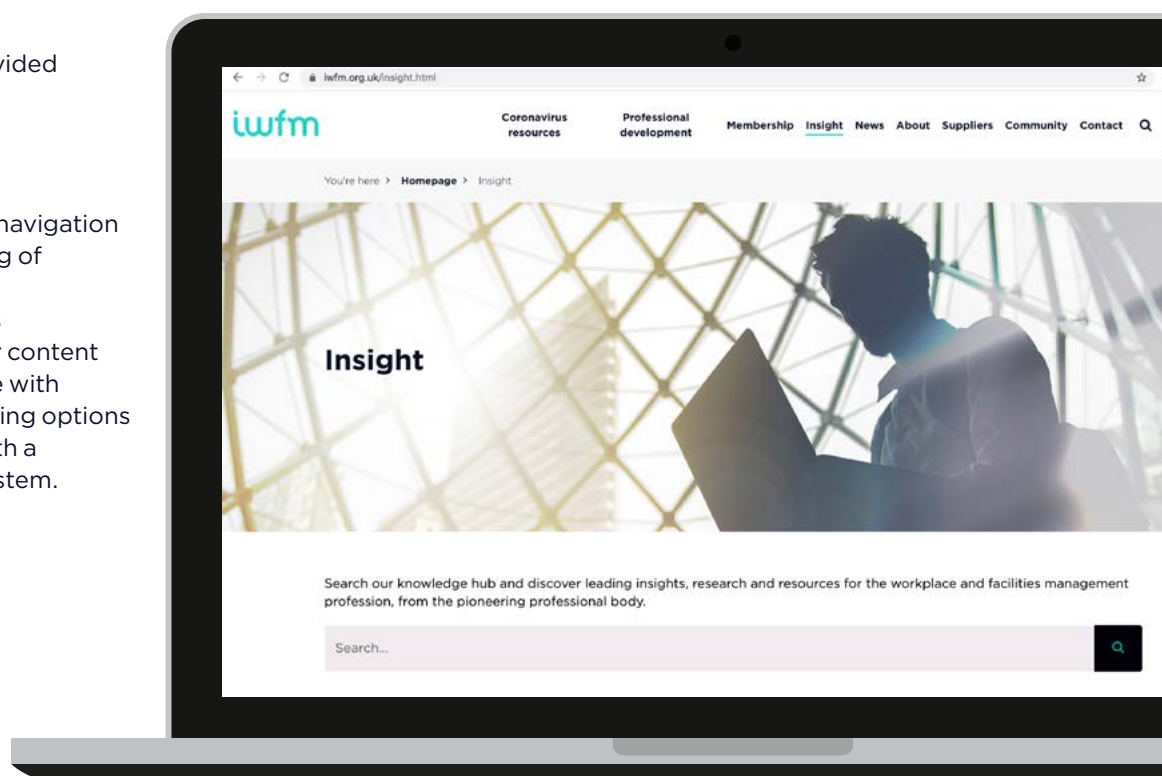
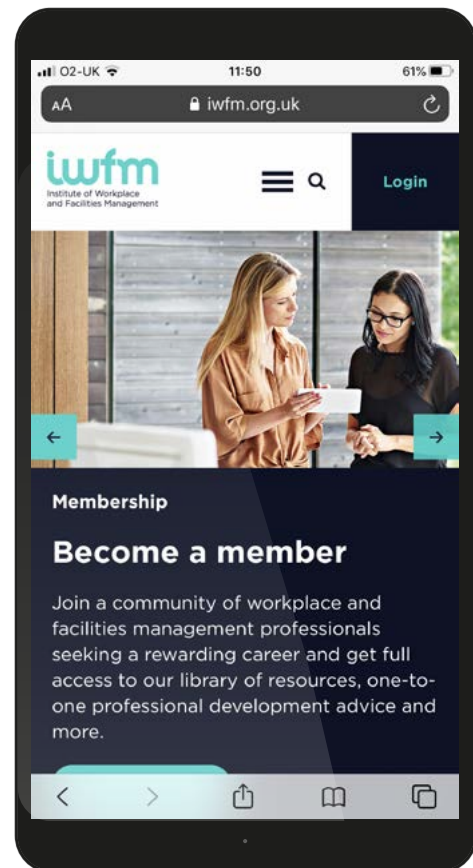
Supporting the continued advancement of our profession through engagement with the workplace and facilities community – and beyond. This interaction provides an opportunity for debate, knowledge exchange, research and networking, as well as recognising and celebrating the success of our communities. Empowering groups and individuals to establish networks and to act as ambassadors for the profession.

Website enhancements

Following the launch of our new website in late 2018, we worked throughout 2019 to execute the next phase of enhancements to its performance, navigation, and features.

These enhancements provided improvements to:

- overall look and feel
- website performance
- customer journey and navigation
- access to and recording of CPD achievements
- paperless direct debits
- more relevant member content
- overall user experience with better search and filtering options
- event management with a bespoke integrated system.



Community Review

In the summer we launched a review of our community groups, with an emphasis on overall community structure and the way our communities operate.

The objective was to improve the overall effectiveness of our volunteer network, recognising its critical importance to Institute life and to ensuring that we can create a single IWFM member experience.

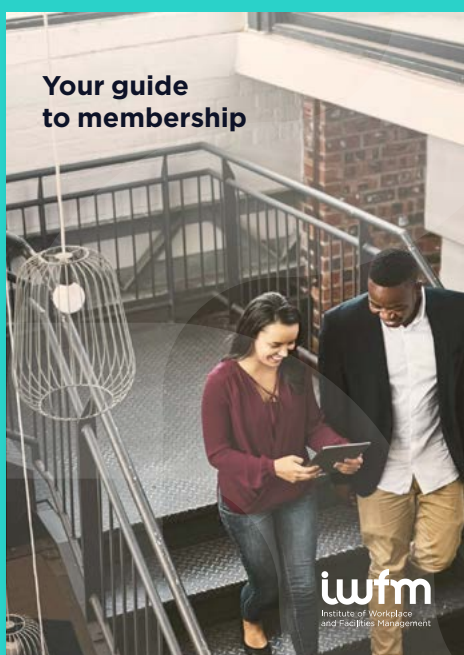
The review is happening in collaboration and wider consultation with our community groups, who remain at the forefront of the project to: understand how we improve our delivery for communities and members and to inform our future decision-making and development.

The aim is to review and develop three key areas within the business alongside the support of voluntary working groups, namely:

- governance and structure
- finance
- marketing and communications.



As discussions progress to set out a new vision and clear purpose, these groups will ultimately support the outcomes and decisions on how community groups should be developed and implemented through the review.



New Membership handbook

In December we launched a new Membership handbook in digital format to help members discover the value and benefits of IWFM membership. Here, members can explore the Professional Standards, learn about membership options, discover our insights, and explore our communities.



To access it, please login to your IWFM account, hover over 'My IWFM' in the top right and select the membership handbook in the dropdown menu.



Volunteering

Our dedicated network of volunteers is a community of like-minded workplace and facilities management professionals, all striving to make a unique contribution to the Institute's work and advancing the profession.

Our regional groups provide members with access to a wide network of professionals, helping to establish links across the industry and opportunities to enhance their professional perspectives.

Special Interest Groups (SIGs) enable members to share, develop and broaden their understanding in specialist subject areas, helping them to gain expertise, supporting career progression, and contributing to the broad workplace and FM knowledge arena through good practice.

Our valued volunteers bring expertise, passion and enthusiasm through their contribution to the current and future development of our Institute and the wider profession.

GET INVOLVED

Please visit www.iwfm.org.uk/community.html to view our community groups and find out how to take part.

Aim 3: to foster a vibrant, accessible, engaged community for peer to peer learning, sharing best practice and networking

Active communities; thriving networks

Our community comprises thousands of professionals around the globe, covering all areas and sectors across the UK and in over 80 countries. There are regional groups for every part of the UK, as well as Ireland, UAE, Nigeria and a growing presence in Malaysia, Singapore, Qatar and Saudi Arabia.

Our special interest groups (SIGs) cover a wide range of subjects. SIGs play a key role in the life of the Institute, as magnets for the concentration of expertise in a specific matter and testing grounds for the exploration of new ideas.

We have over a dozen SIGs and three working groups with new groups being established all the time. See pages 18-19 for information on the new SIG and working groups launched in 2019.



International communities

During 2019 IWFM continued to support facilities professionals based around the world. In UAE, the programme of CPD events continued throughout the year with over 400 people learning at a variety of events. The IWFM community based in Nigeria worked with stakeholders to produce a comprehensive and well received report on trends in the FM market in the country, published in the summer. In June IWFM supported the annual Euro FM conference in Ireland.

IWFM Academy delivered courses across the world, including South East Asia, Europe, and the Gulf.

In June we agreed to join forces with the Facility Management Association of Australia, FMA in the pursuit of workplace and facilities management excellence. Our alliance will connect FMA's two-thousand strong membership to IWFM's community already represented in eighty countries. Under an initial five year collaboration we will develop joint initiatives to support the informal professional development of respective members, while working towards more formal arrangements for sharing access to member benefits and services.





World FM Day

On 15 May we took part in World FM Day, for which the theme was 'Celebrating Global FM Standards'. World FM Day is not only about recognition of our profession, but the next generation and how we can inspire and create opportunities for them to enter our profession.

Some of our members saluted the profession by inspiring the next generation to join it, delivering activity-based workshops in schools across the UK with the aim of encouraging them to learn about its diversity and impact and get involved.

The schools project was the pilot phase of an IWFM 'Career of Choice' campaign that was developed with input from leading service providers to address the profession's growing skills gap. The campaign targets different audience groups, including graduates in relatable disciplines and others such as military personnel, aiming to attract the brightest and best people into our broad sector.

Created in partnership with Class of Your Own, the schools workshop programme was unveiled to a group of member volunteers, including IWFM Manager of the Year, Laura Birnbaum.

After the pilot workshop at Alder Grange High School in Rawtenstall, Lancashire, Mark Whittaker, IWFM North Region Chair and Solutions Consultant for Thomson FM, said:

'The day proved a great success. The kids were brilliant and spent part of the day noting the aspects of facilities management delivery within the school to highlight areas of improvement. I believe it is crucial that as a profession we initiate the conversations with children about a career in FM at secondary school age. It was brilliant to be able to share details of some exciting UK and global projects, to hopefully ignite a passion to pursue a career in the profession.'

This is just one of a number of initiatives we used to mark World FM Day. During the week commencing 13 May we also released research and guidance on our website's Insight and Research pages.

Aim 3: to foster a vibrant, accessible, engaged community for peer to peer learning, sharing best practice and networking



Technology SIG

Technology in workplace and facilities management has come to the fore in recent years and IWFM responded with the establishment of a Technology working group, with sub-groups on BIM technology, AI, and the Internet of Things (IoT). A year after the knowledge report 'Embracing technology to move FM forward' was published, the Group was formally recognised as a SIG. A number of areas of interest have

been identified, including the technology landscape, artificial intelligence, ISO and global standards, how workplace technology helps innovation and operational capacity, IoT 'smart' and how facilities professionals can streamline business processes, and helping business understand and focus on what can be achieved. The SIG's role is to provide ideas and key focus areas for technology.

Community activities: bringing the profession together

Throughout the year, our regional, international and special interest groups held a wide range of activities and events, bringing together our community of members and partners to learn, debate and connect. Here is a selection:

JANUARY

Sustainability SIG – Sustainability Survey Report and AGM

Ireland – Retaining and recruiting talent

South – Why sustainability is now a must in facilities management

International/Risk and Business Continuity Management SIG – International challenges for managing risk and business continuity

FEBRUARY

North – Fire safety in the workplace

UAE – Innovation and aspiration: connected buildings in the Middle East and beyond

London – Sleep: how workplace lighting can influence our sleep and circadian rhythms

MARCH

Women in FM – Annual Conference: delivering FM success through inclusion

South West – Social value and FM

London Region Conference

APRIL

International – Professional standards: the drive for consistency of FM practice around the world

People Management – Trust Index

South – Project East Slope: 50 year design, build and operate development at University of Sussex

Scotland – BMS and building efficiency

Midlands – Water treatment legislation and guidance - closed system management

London – How to create award-winning employee wellbeing

MAY

People Management – Introduction to the facilities management profession

IWFM Channel Islands Branch – World FM Day seminar 'The power of people'

International – Case study trip review: outstanding examples of FM practice in Denmark

Scotland – Sir Duncan Rice Library tour and presentation by Water Hygiene Centre

South – Catering: food for thought!

JUNE

Midlands – CPD workshop: F-Gas phase down; the impact of new refrigerants

Scotland – Tour of Scottish Football Museum and Hampden Park

International – FM challenges in learning environments: global best practice

South West – How to improve service delivery – skill share event

JULY

North – The strength of partnerships in the workplace

South – FM security – are your facilities systems safe?

Midlands – How we work: understanding the workplace

North – Charity Ball

AUGUST

Midlands – The space race – workplace analytics: fact or fiction?

SEPTEMBER

North Seminar – Asset management best practice in FM: attaining the ISO55001 standard

Home Counties – Workplace design insights

Women in FM/Midlands – Mini conference: 'Delivering FM success through inclusion'

UAE – Demonstrating FM value in design, construction and handover

London – The role of new technology in sustainable and efficient data centre cooling

South West – Operational FM

OCTOBER

Women in FM – Establishing a new industry standard: importance of responsible business

London – Security 2020: is your security function fit for the future?

NOVEMBER

Scotland – Conference 2019: exploring the workplace opportunity

UAE – Cladding fire suppression for high-rises

People Management – An evening of celebrating people

South – Change management for the twenty-first Century

Aim 4: to be the first choice development partner for individuals and organisations

Professionalising workplace and facilities management

IWFM's mission statement places professional development and career support at its heart. During 2019 we have enhanced our learning portfolio with the introduction of new IWFM Academy courses, a workplace leadership diploma and a growing apprenticeship offer, all the while encouraging members to continue their journey through IWFM's professional member grades. We have supported the professional community while it develops new skills and recognising achievements along the way.

Workplace Leadership Programme

In February we expanded the workplace training portfolio with four new Academy courses to compliment the three-day foundation programme, 'Essentials of Workplace Leadership', which we launched in 2018. The set of one-day courses can be taken as part of the professional development pathway or as standalone courses. 'Making better workplace decisions using data', 'Creating better workspaces', 'Selling your workplace vision' and 'Leading successful workplace change', whether taken separately or together, are designed to teach professionals how to utilise the workplace advantage and bring it to the heart of the organisations they support to make a difference.

Matching formal and informal learning

Our ten-point plan said that we wanted to align our formal learning offer with our informal insight products and services. The partnership with Ricoh was our first foray into that with the creation of companion documents to the Workplace Leadership Programme in the form of guidance notes that work in isolation as well as complementing the training courses.

Digital learning

IWFM added to its suite of e-learning products with a new digital version of the popular course, The Effective FM Professional. Alongside the other online courses, this has enabled IWFM to offer a different product to the market as well as increasing capability to deliver training in overseas markets.

'World first' degree level diploma in Workplace Leadership, Insight and Change

In November, sixty learners enrolled in a new Level 6 Diploma in 'Workplace, Insight and Change', launching the ground-breaking qualification. The degree-level qualification supports our aspiration to become a chartered professional body. Building on the workplace

leadership programme, its development was accelerated after senior representatives of HM Revenue and Customs (HMRC) attended the three-day event. The resulting insight uncovered a demand for a comprehensive standard of attainment in workplace to support a strategic shift to smarter ways of working. The diploma will be delivered through a 'blended learning' approach, which combines structured learning with workshops and self-study, supported by a series of planned webinars and virtual group-work activities.

In line with our existing suite of professional qualifications, it is a regulated qualification and will be awarded by us. Delivery is under the banner of the Workplace Leadership Programme in a partnership between IWFM Academy and workplace performance and development specialists 3edges.

GROWING PROFESSIONAL MEMBERSHIP

Difficult trading conditions combined with the structural effects of FMs retiring or otherwise leaving the sector have affected overall membership numbers over time.

Becoming IWFM with an aspiration to be a modern professional body was about addressing this challenge and achieving our vision for workplace and facilities management to become a distinct profession.

2019 saw a concerted focus on retention and acquisition and, while the decline in overall member numbers has not been reversed, there is clear growth at professional grades. This growth is crucial to our goal to become a chartered body and is evidence that we are positioned effectively to achieve our vision.

IWFM Academy

IWFM Academy saw a year of operational improvements. The course portfolio was improved based on prior years' performance, with more instances in popular locations; while those booked only occasionally were promoted to in-house clients only. We introduced more subjects such as: digital technology in the workplace; behavioral insights; mental health first aid and Leadership and management. We also expanded our online portfolio in the autumn.

Operational enhancements included the use of ISO accredited procurement company Knowledge Point. This has vastly improved the print quality of printed course materials while reducing costs and removed any need for inventory to be stored at head office.



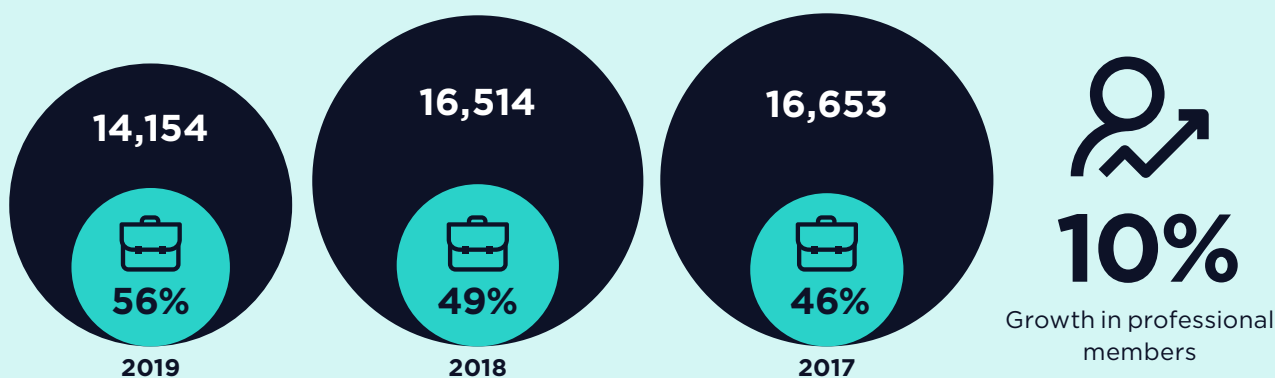
Organisational development

IWFM has long supported individuals in their development. During the year we focused on building capability and developing teams within both FM service providers and in-house teams with blended solutions which included Academy products as well as qualifications and group membership programmes.

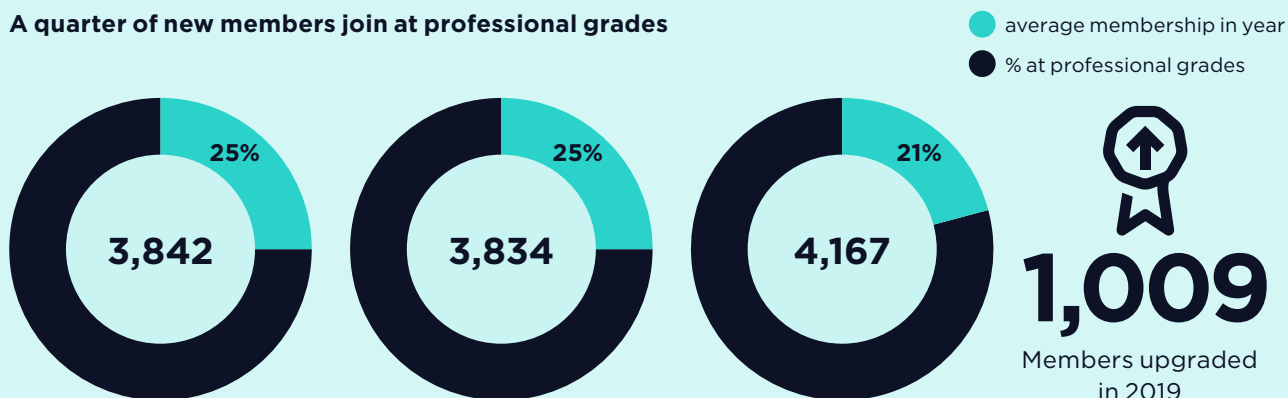
Training overseas

During 2019 we continued to see demand for our products around the world. As well as members and learners studying for IWFM qualifications in many countries, the Academy also continued to support organisations' developmental needs in Malaysia, Hong Kong, and across the Middle East.

Professional membership grows as a proportion of the whole



A quarter of new members join at professional grades



Aim 4: to be the first choice development partner for individuals and organisations

Professional standards, qualifications and apprenticeships

Professional development and its continuation, CPD, is at the core of IWFM and a fundamental reason for our being. We help practitioners to grow and enhance their skills and knowledge, supporting them in progressing their careers, inspiring those around them and driving organisational success. We have been revising core elements of our proposition with the Professional Standards taking centre stage. The IWFM Standards Handbook is now more accessible and includes new components, such as organisational behaviour and performance, as well as culture and values, reflecting the essential people-oriented 'softer' skills we need to add to our technical ones. Read more about our efforts to align our learning offer with our insights agenda in this section and learn more by visiting the 'About' section on our website.

IWFM Direct

In the spring we completed a project to rebrand and improvements to our online qualifications learning platform, IWFM Direct. This resulted in:

- a better overall user experience and a slicker interface for administration. We introduced smoother processes and more automation with better quality control and risk management, leading to more efficient oversight of assessments and results
- better data extraction and reporting for continuous improvement
- administrators, markers and tutors able to perform their roles more effectively
- nudge interventions throughout the learning journey to keep learners engaged, encourage different study methods and increase completion rates.

APPRENTICESHIP STANDARDS: EXTENDING OUR REACH AND CAPACITY AT END POINT ASSESSMENT

What is End Point Assessment?

It's the final assessment undertaken in an apprenticeship where the learner demonstrates that they are capable of doing the job they have been training for.

Being an EPA ensures competency within a given Apprenticeship Standard, contributes to the reputation, rigour, robustness and integrity of the Apprenticeship Standards, and helps sustain and raise the competences and behaviours of those within the facilities management sector.

Having been an end-point assessor organisation (EPAO) for Level 3 since 2017, 2019 saw us working alongside employers as part of the trailblazer groups for Level 2 and Level 4 apprenticeship standards.

During the year we expanded our capacity as an end point assessment organisation for the following national apprenticeship standards:

- Level 4 Facilities Manager
- Level 2 Facilities Services Operative

We also had active apprentices going through EPA in:

- Level 3 Facilities Management Supervisor

IWFM QUALIFICATIONS IN 2019

1,741

registered

652

awarded



IWFM Achievement ceremony

June saw IWFM hold its achievement ceremony; a celebration of individuals who achieved an IWFM regulated qualification. These achievements benefit not only the individual but also teams and organisations across the UK and the world.

As well as marking our learners' accomplishments, attendees were also treated to an inspirational speech from speaker, founder of the iCan Academy and bestselling author Richard McCann.



Board members



IWFM Chairman
Martin G. Bell



Deputy Chair and Board Representative on the Constitution and Ethics Committee
Sue Hills



Deputy Chair and co-opted Non-Executive Director
Keith Waterman



Co-opted Non-Executive Director
Paul Ash



Non-Executive Director
Lucy Black



Non-Executive Director
Lisa Hofen



Non-Executive Director
Michael Kenny



Non-Executive Director
Marilyn Standley



Non-Executive Director
Mark Whittaker



CEO
Linda Hausmanis

IWFM Board and Members Council

IWFM Board members (as from 20 June 2019)

Chairman

Martin. G. Bell

Deputy Chair and Board representative on the Constitution & Ethics Committee

Sue Hills

Deputy Chair and co-opted Non-Executive Director

Keith Waterman

Co-opted Non-Executive Director

Paul Ash

Non-Executive Director

Lucy Black

Non-Executive Director

Lisa Hofen

Non-Executive Director

Michael Kenny

Non-Executive Director

Marilyn Standley

Non-Executive Director

Mark Whittaker

CEO

Linda Hausmanis

IWFM Board Members who also served in 2019

IWFM Chairman

Stephen Roots

Members Council (as from July 2020)

Chair (from May 2020)

Jason Cousins

Deputy Chair and London

Cathy Hayward

Catering and Hospitality

Wendy Sutherland

Channel Islands

Katherine Torode

Home Counties

Adam Phillips

International

Steve Gladwin

Midlands

Nicola Lathbury

North

Mark Muncaster

People Management

Alison Verdin

Procurement

Chris Jeffers

Rising FMs

Bernard Crouch

Risk and Business

Continuity Management

Dave Cooke

Scotland

Sandy McNaughton

South

Ian Fielder

South West

Pauline Simpkins

Sustainability

Greg Davies

Technology

Paul Thomas

Women in FM (WIFM)

Nicola Lathbury

Workspace

Jackie Furey

Council members who also served in 2019-2020 AGM

Chair (until January 2020)

Nick Fox

Home Counties

Mandy O'Shea

London

Jason Cousins

North

Mark Whittaker

Rising FMs

Pleun Van Deurssen

Sustainability

Damian Dowling

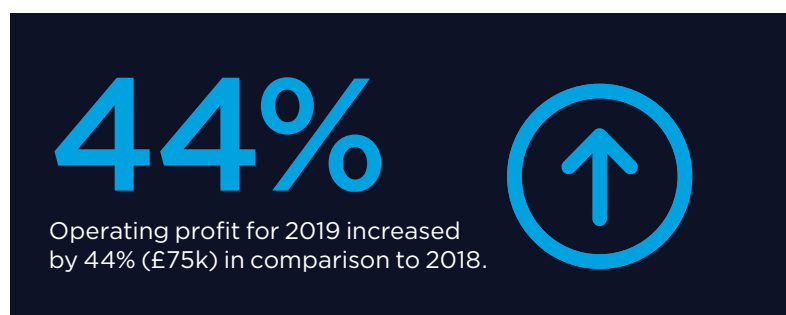
Please note: this information was correct as of July 2020.

2019 financial summary

In a year of macro-economic uncertainty, overall revenue was down by 3% with Awards sponsorship and membership income being the main contributors. The former was affected by firms' reticence to commit to visible discretionary expenditure while Brexit remained an issue.

A drop in membership income was expected following a reduction of around 400 members from our biggest membership client and the same uncertain trading conditions affecting both acquisition and retention where a general reluctance to spend meant that those retiring or otherwise leaving the sector could not be replaced at the required rate. Following 2018's repositioning (in part to address this structural challenge) 2019 saw a concerted focus both on retention and acquisition with the result, by the turn of the year, of stabilisation and a proportionate increase in members at professional grades, in line with the IWFM vision.

A long term aim has been to grow income from non-membership sources and the offset has been strong performance in IWFM Direct; our online learning solution and IWFM Academy; our short course offering. As a revenue-generator, IWFM Direct has been very successful growing steadily, up 19% in the year as 2019 actuals finished £73k higher than in 2018. The success of the IWFM Academy training proposition continued with revenue increasing by 35% across both individual face-to-face courses and in-house training courses offers. Elsewhere, plans to develop insight



partnerships to fund our insight programme got underway with the Ricoh arrangement.

Operating costs were 5% down on the prior year, the main reason being a reversion following the one off cost incurred in 2018 for the rebrand and name change. The implementation of a new website at the end of 2018 led to an increase in this year's depreciation charge because it included the first full year of the new website's depreciation cost.

Over the past few years, we have invested heavily on our IT infrastructure and the repositioning and re-brand of our Institute. The contents of this Review of IWFM's first full year show the quality of our intent in the extent of our activities. We have set a solid foundation for growth.

Our cash and net assets position remain stable with a focus to grow these over the coming years. As we deliver on our Mission 'to empower and enable workplace and facilities management professionals to reach their full potential' through professional development, we have created the conditions for IWFM to succeed for many years to come.

	2019 £000s	2018 £000s	Movement
Membership Income	£2,534	£2,712	(£178)
Other Income	£1,687	£1,652	£36
Total Income	£4,222	£4,364	(£142)
Operating Costs	£3,975	£4,192	£217
Profit before Depreciation	£246	£172	£75
Depreciation	£292	£227	(£66)
Profit / (Loss)	(£46)	(£55)	£9
Net assets / (Liabilities)	£206	£252	(£46)
Cash	£153	£311	(£158)

Purpose, aspirations and priorities for 2020

If 2018 was about technological overhaul and transforming the way we work, then 2019 was the year of consolidation. We furthered our technological capabilities, embedding the upgraded systems, and made sure the interfaces were optimised for smooth and seamless processes and positive customer experience.

Ease of doing business

Transacting with us become simpler and securer by introducing paperless direct debit for membership and a digital ledger for all other transactions.

We completed the rebrand of our online qualification gateway IWFM Direct with better links to our website and rolled out our new tone of voice guidelines to staff and communities to tighten our alignment and branding.

At the end of the year, the first major upgrade of iwfm.org.uk incorporated new integrated event management system EventFolio, which has transformed the way we manage all of our events as well as helping us to understand our customers better.

Practising what we preach – and getting results

After a modest midsummer refurbishment, involving a successful remote working experiment, a move to activity-based workspace and some up-cycled furniture, we created a flexible workplace of which we can be proud.

Listening to our members, focusing on our priorities

Embedding these changes will remain in our sights for 2020, as will focusing on our ambition to be a modern professional body.

We did a lot of listening to members in 2019 and have acted on what they have been telling us. In 2020 we will survey our members for the first time since becoming IWFM, using that insight to adapt and improve our membership proposition.

Having set our sights high at the end of 2018 with the publication of a ten point plan, we'll continue to deliver those projects, building strong alliances, amplifying our voice and solidifying our development pathway.



With a guiding principle to spend minimally and to act sustainably, three things helped us to develop a baseline for change. A Leesman survey told us what mattered to staff; a workshop on office design gave insight about what we could change and the potential impact on wellbeing; IWFM's Workplace Leadership Programme helped balance the theory and practice.

We focused on creating light and space, stopping short of full open plan – people needed quiet and privacy; we didn't replace desks like-for-like because half of the team works flexibly or remotely; we didn't buy new – we recycled and sourced quality used furniture through the Mitie Waste Match service. We also introduced Microsoft Teams, which is enabling collaboration and efficient working practices across the organisation.

The impact measure was the Leesman Index Workplace Effectiveness survey and we were overwhelmed by the results. Our Lmi score increased from 49.9 to 76.1, which compares so well against the 'Leesman+' benchmark score of 74.1 that it places our workplace in the 'elite' category.

The Institute of Workplace and Facilities Management (IWFM) is the body for workplace and facilities professionals.

We exist to promote excellence among a worldwide community of 17,000 and to demonstrate the value and contribution of workplace and facilities management more widely.

We empower professionals to upskill and reach their potential for a rewarding, impactful career. We do this by advancing professional standards, offering guidance and training, developing new insights and sharing best practice.

It is our vision to see workplace and facilities management as a distinct profession – recognised beyond the built environment for its ability to enable people to transform organisations and their performance. IWFM was established in 2018. It builds on the proud heritage of 25 years of the British Institute of Facilities Management.

IWFM

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