

IN SEARCH OF BETTER WORKPLACES

A view on The
Workplace
Conversation
#TWPC



The Workplace Conversation #twpc

BIFM CIPD

THE WORKPLACE CONVERSATION

#TWPC

In May 2014, BIFM and the CIPD announced a partnership to look at the evolving nature of work and what it means for these two communities of practitioners.

In February 2015 the first major initiative from this collaboration was launched; the first real Workplace Conversation. An online interactive platform open to professionals from the world of facilities management, HR, IT, design and construction and anyone else interested in the world of workplace. For three months users were challenged to help identify the major hurdles in creating better workplaces and then to offer their thoughts on how they might be overcome. Throughout various stages users were able to discuss ideas and thoughts, vote for the ones that they like best and ultimately arrive at a single idea that would be crowned champion.

The competition element of this process was only part of the story. The breadth and depth of the insights drawn throughout this process were significant. This report pulls out the key themes from the project and offers some thoughts on what the major challenges are and how, as a community of professionals with a common interest, we might be able to collaborate to solve them.

About BIFM

The British Institute of Facilities Management (BIFM) is the professional body for facilities management. Founded in 1993, it promotes excellence in facilities management for the benefit of practitioners, the economy and society. Supporting and representing over 16,000 members around the world, both individual FM professionals and organisations, and thousands more through qualifications and training.

www.bifm.org.uk

About CIPD

The CIPD is the professional body for HR and people development. The not for profit organisation champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 135,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

www.cipd.co.uk

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FOREWORD BIFM

Trends come and go. Buzz words appear, sometimes overstay their welcome and then disappear off into the distance, but in the world of facilities management there is one that is sticking. 'Workplace'.

FM's connection to this is perhaps one way to elevate its status within the organisation and rub shoulders with the accountants, marketers and other professions.

That's not to say that FM doesn't already play an important role. When you consider the impact it can have on crucial topics such as energy management, waste reduction and health and wellbeing you see that business leaders are already engaging with their FM teams but these interactions are viewed in isolation rather than being seen as something that can drive a business forward.

Perhaps that's where workplace differs. Both in business and political landscapes, people are placing more importance on productivity within organisations as well as the broader impact it has on the UK economy and its ability for the UK to compete on a global stage.

I'm not sure anyone would disagree that the environment around them can affect mood, energy and health which would clearly have an impact on performance. However, are organisations taking a strategic, scientific view on this and how it links to their output? Are they looking to understand how their people work, or want to work, and how the workplace supports that? Some certainly are but there are many more instances of twentieth century thinking rather than a progressive, forward thinking approach.

We firmly believe that the workplace is critical to business performance. Whether you approach it from purely a productivity point of view, the embedding of brand values or providing the right experience for teams and customers alike, it matters; but we can't do it alone. It requires bridges being built between professions and we at BIFM, felt that the best place to start was with the community of professionals that focus on 'people'.

This is only the start of the journey but the outputs can help us shape the next few steps and I look forward to seeing where this takes us.

GARETH TANCRED, CHIEF EXECUTIVE, BIFM

FOREWORD CIPD

Work is a fundamental part of every economy and society as a whole, and it comes in all shapes and sizes. Whether we work in open plan offices, high tech factories, from home, or on the shop floor the environment in which we work is fundamental, not only to our own health and wellbeing, but to our ability to be effective in our work and create value. If we're not creating value, for ourselves, for economies or for society, what are we all working for?

Just like the most successful organisations have people at the heart of their business models and growth strategies, the most productive workplaces are built with a clear understanding of the nature of the work being done, the way people work and what engages them, as well as an appreciation of the values and culture of the organisation. Just like people are often considered a cost to organisations rather than the asset that creates all other assets, decisions about workplace design have too often been driven by cost or by design for design's sake.

When workplaces are designed with a clear understanding of the nature of the work being carried out, the nature of the collaborations and human interactions that unlock value, access to facilities, machinery and technology required, the needs, expectations and wellbeing of the workforce

itself, and the need for flexibility, adaptation and growth - all underpinned by an appreciation of the organisational culture - that's when the magic can happen. But the proof is not necessarily in striking designs and award winning architecture; it's in successful and thriving workplaces.

Organisations that get it right, feel right. The workplace works around the needs of the organisation, the roles people play, and the physical manifestations of the culture. There's no magic formula: we need to bring together expertise from a wide range of disciplines that have a stake in the workplace, particularly FM and HR, but also IT and even functions like marketing who understand the brand and brand values, and finance who can help make the overall value case understood.

The Workplace Conversation has played an important role in bringing this kind of collaborative systems thinking to the fore, and we all look forward to seeing some of these ideas implemented over the years to come. Getting workplace design right is a very important part of supporting effective, productive and engaging work - something vital to all of us, irrespective of our role or level in an organisation.

PETER CHEESE, CHIEF EXECUTIVE, CIPD

WHY WORKPLACE?

The world of work is changing

Whether it's driven by new technology, economic pressures or simply people wanting to build their work around their life, rather than the other way round, the way in which people want to carry out the tasks they are paid to do has evolved and this new way of working is often not supported by the environment provided.

Recent research clearly shows the link between happy, healthy employees and the quality and quantity of their output at work. There is strong and mounting evidence on how organisational culture and the workplace environment influence the quality of our work and working lives. Badly designed workplaces and toxic workplace cultures will almost inevitably have a negative impact on physical and mental health and this in turn has a very damaging impact on productivity.

Whilst the UK economy appears to be heading in the right direction there are a number of studies that suggest it is lagging behind its global counterparts in the productivity stakes. There are many theories on what is creating

this productivity gap but very little of that thinking revolves around the workplaces provided.

HR and FM leaders are the custodians of two of the most important drivers of business performance – people and place. Most people will recognise that one common aspect of a dysfunctional workplace is the tendency for departments or functions to operate independently of the others with little or no communication between them. The consequences for employees are obvious. BIFM and CIPD working together on this initiative is an important first step in building bridges across disciplines.

This won't be news to people who have been having conversations along these lines for years. However, for a great many more, this will be unfamiliar territory. One of this project's main aims is to make available the latest thinking on the convergence of people and place and to provide a space in which discussion can be held, ideas can be shared and a view can be taken on what the future may look like for The Workplace Conversation.

A FLOOD OF IDEAS

Within days of launching the online platform users flooded it with views on workplaces. The views shared and the angles taken were broad and have been boiled down into six critical areas for the future conversation to focus on.

It is important to recognise that the themes are interconnected. Each needs reviewing and developing but not in isolation. There is no silver bullet that is going to push workplace to the forefront of organisations.

These themes have been derived from the various contributions and conversations throughout the three month period that the platform was online.



PURPOSE

Over the past few years there have been seismic shifts in the way people work but we have seen little difference over that time in workplaces provided.

There needs to be a change in mind set, the often used phrase 'work is something you do, not somewhere you go' is becoming increasingly important. Many organisations are struggling to cope with the systemic changes this requires; particularly large organisations who have both ingrained cultures and organisational structures.

Unfortunately, particularly in the national press, discussions of workplaces of the future are usually littered with gimmicks and quirks. Bean bags, table-top football and slides (famously a feature of Google's offices) dominate the 'cool offices to work in' debate but all this does is increase the idea that modern workplaces are the right of those global organisations with a huge budget to spend on creating 'funky' spaces. This is also not helped by the examples of 'design for design's sake'. Whilst there is a lot to be said for great workplace design, too often concepts are created without the people within them in mind and we all know that as soon as they arrive, the spaces which they occupy changes dramatically.

To make the purpose of workplaces clear, a completely different approach is required. This is individual to an organisation and what it does and how it does it. The workplace needs to reflect what it is trying to achieve and how it wants to achieve it. When that is clear then it should look at how it works well, a fundamental review of what gets the best out of their people and then build the workplace around that to support the workforce. It doesn't have to be convoluted.

It doesn't have to be slides and bean bags. It is about taking a critical view of what works and what doesn't, learning from mistakes, continually evolving but without forgetting why the workplace is there in the first place. To enable the work that is taking place. To support the workforce in doing what they do and allowing them to do it as well as they possibly can.

CLARITY. SIMPLICITY. ENABLING WORK.



SANDY WILKIE

If we conceptualise workplaces as communities, it offers the prospect of harnessing positive relationships, collaboration, the bartering of ideas and mutual reciprocity that not only ensures a creative productivity but also meets the needs for workplace identity.



KERSTIN SAILER

Today's workplaces are designed by architects or interior designers, who base their decision-making on intuition, prior experience and big (or small) ideas. This is how architects / designers are trained. If their hunches are good, the design turns out well and suits the organisation it was meant for.

In most cases however, I would argue, workplaces do not allow people to get their work done. This is highlighted by workplace satisfaction statistics, which show that most workplaces do not boost people's productivity, wellbeing and happiness.



BUY IN

The workplace is becoming particularly important. As its importance grows so do the numbers of people that are interested in it, each bringing their unique spin and angle on it.

Whether it is coming from a particular professional community or through organisations looking to sell services in and around it, the language and rhetoric surrounding the topic is becoming muddled.

Senior leaders need to buy into the powerful impact that workplaces can have but whilst there is a myriad of buzzwords and professional jargon surrounding the topic there is a danger that this crucial audience will be turned off and look elsewhere in the business to help drive performance.

The areas that do attract the attention of the senior leaders establish themselves as a crucial part of the business linking themselves to the organisational objectives. Senior leaders have a number of stakeholders to manage and their time is precious. They need to very quickly understand how something is going to 'make the boat go faster'.

The conversation needs to change. The argument for investing time and money into workplaces needs de-cluttering. There must be clear proof points around the difference it can make. It needs a simple and profound reason to be taken seriously. Having done the ground work in establishing the purpose of the workplace will help with this.

Building the case around getting the most from the huge investments in both people and place makes the most sense; given the numbers involved it is certainly a way of getting the attention of the board room. The argument must be bold and clear and should not leave anyone in any doubt that creating a better connection between the two can unlock significant value to the organisation.

**DEMYSTIFY. DE-CLUTTER.
TALK THE LANGUAGE OF BUSINESS.**



ANDREW MAWSON

Senior leaders 'get' how the people and their energy create and maintain a successful business and they go about designing the workplace with this in mind armed with real evidence about how things really work. Inspiring workplaces designed with science.



PEGGIE ROTHE

The organisation that gets it right understands that the workplace is a resource, not a liability. It makes an effort to understand the nature of its employees' work and in which ways the work is best performed. It understands that all employees are individuals and gives the individual a possibility to choose how and where he or she performs different activities.



METRICS, TARGETS AND COSTS. THE EVIDENCE.

For an organisation to invest time and money there needs to be a robust argument for doing so.

Get the first two themes right and you're halfway there but it is equally important to be able to demonstrate the impact of this work. What gets measured gets attention. Without this the cycle of continually reducing the cost of managing workplaces will continue if it is not linked to the impact it can have on the top line.

So many other teams in an organisation will measure what they do. Marketing teams will look to demonstrate ROMI (return on marketing investment), the sales team will be monitoring their pipeline and call centres will monitor almost everything, so why not workplaces?

Unfortunately the answer is clouded in the difficulty in measuring productivity, especially in the knowledge-worker dominant service economy which is prevalent in the UK. In manufacturing this is much simpler and, in fact, they've been doing it for decades. Workplace needs to move away from intuition over to data driven decision making.

Without this shift there is a danger that huge amounts of money could be spent on workplaces without measuring the impact which is almost as bad as not investing in the workplace in the first place.

There are a number of ways in which organisations can measure the impact of the workplace but where this does happen the data sits in disparate parts of the organisation; each side of the people-place bridge. Linking the physical environment against people based metrics such as absenteeism, staff turnover and employee engagement is crucial. Looking at how reductions in investment in workplaces have a tangible effect on these already established measures is key. Being able to connect these metrics along with understanding the impact they have on each other will ensure that workplace is taken seriously and the importance of it is understood. The much more difficult link to bottom line impact will be the next step but this would be a move in the right direction.

MEASURE. REVIEW. ADAPT.



KERSTIN SAILER

(The future needs) evidence-based design, i.e. grounding design decisions on research insights, rigorously collected data on the impact of space on organisational output and a process that engages all people and gives them a voice. A tailored workplace for each organisation rather than a 'One-size-fits-all' approach to spatial design.



JOHN BLACKWELL

Intuition is only based on past experience and what organisations need to be competitive (in controlling their assets and optimising people effectiveness) is analytic-based, risk mitigated decisions. The perennial challenge for business leaders is how to make decisions about the future of their workplaces when all of their knowledge is in the past.



MAKE GREAT WORKPLACES NORMAL

There is a broad spectrum in quality of workplaces.

Each organisation finds itself somewhere on that spectrum but reading media coverage it is easy to assume that organisations are either left with the choice of the dreaded cubicle or slides from the top floor down to the barista manned café.

This has two consequences. Firstly, not only does it lead to many believing that they aren't as bad as the grey, lifeless rooms that are demonised and therefore don't need to improve. Secondly it creates a situation whereby those organisations that do want to improve feel that they don't have the budget to build the workplace of the future. Both have a detrimental effect on the many people carrying out work.

It is crucial that what is seen as best practice becomes common practice. Good workplace design should be available for everyone and not the sole preserve of cash-rich private sector organisations. There is a range of starting points and organisations should take steps that are the right size for people within it.

Move too fast and there is a danger of forcing a new way of working on to a culture that is not ready for it. Teams should be clear and confident in what is happening to their workplace and not pressured into thinking that there needs to be radical improvement to make a big difference. Some of the most important workplace improvements are the most straightforward.

Look for best practice and learn from those that are making progress. Share learning and don't be afraid to make mistakes. Do what's right for your organisation and involve the people that the workplace supports in this process. Make it simply part of what goes on in organisations; workplace improvement should be a very normal part of the natural rhythm.

**KEEP IT SIMPLE. BE REALISTIC.
SMALL, COMFORTABLE STEPS.**



IAN JONES

Every company is different and some are happy with their workspace. It works for them. Many seem driven by fads, fashion and the whims of designers - only Google can be Google so let's all stop trying to be them. Technology brings flexibility and choice but not everyone wants or needs all of that. A workplace getting it right knows where it is and where it's trying to get to - and it knows the pace it wants to proceed at. It understands its own unique culture and it understands its people. It has a plan.



**MARTIN
PICKARD**

Those of us in the workplace game - FM's, architects, interior designers, HR, IT and other fellow travellers are working with some organisations with a belief that a bespoke, hand-crafted solution to workplace design and operation is both affordable and possible for everyone. The same principles that go into the multi £m grand design can be applied to any size of workplace and, given an appropriate discussion about budgets, ROI and payback periods, any size of wallet.



FOCUS ON PEOPLE AND GIVE THEM CHOICE

There are many stories of organisations that have implemented significant changes to workplace – for example unallocated desks, swings in the canteen and table top football - only for staff to reject their new environment.

Confusion reigns and the team behind the project don't understand what went wrong. They spent half the budget on the funky furniture in the catalogue and they created a video to show people how to use their great workplace. Why didn't it work?

Too often it is forgotten that the people working in organisations are the ultimate customers of the workplace. What do they need to carry out their work? What makes them more comfortable? How does the workplace currently support that and how are the facilities performing in making the workplace as effective and productive as possible?

Workplace projects are a close relation of projects focused on culture, in fact the most successful workplace projects will see these two areas progressed hand-in-hand. These two areas are fraught with difficulties but it is much more difficult if the community that it impacts aren't involved throughout.

Understanding needs and frustrations is crucial and lifting the bonnet to understand what teams do each day and how the physical environment can support that is a key success factor in delivering successful, effective workplaces.

This combination of culture and the physical environment is perhaps the most evident example of how FM and HR professionals can work together to make a true difference. These two communities need to understand what each other is trying to achieve and how the way people work and where they work are inextricably linked.

Don't force workplaces on people. Help them articulate what they need and design it around that. Give them flexibility where they need it. Offer dynamic areas for them to work in. Let them build their work around them; not the other way round.

DEMOCRATISE. ENGAGE. OFFER CHOICE.



CAROLINE JOY

Understanding that people perform much better when they are happy in their work and making a contribution can only improve motivation and performance. Those with high levels of emotional intelligence and self-awareness are much more likely to get the best out of their people. If we invest in our people, with our time, with our energy, with our resources and by ensuring we understand and develop them, why wouldn't our organisation succeed in the future?



DAN PILLING

It's key to think about how the workplace of the future will look - rather than trying to shoe-horn people into a space - it's much better to make the space around the people.



WORKING ACROSS PROFESSIONAL BOUNDARIES

Where *'The Workplace Conversation'* began

The people that took part in the conversation came from different backgrounds. FMs, HR professionals, architects, workplace consultants, furniture suppliers and more but whilst there were some differences in the language used and the angle taken, all were talking about making workplaces better.

Many professions feel that they are not seen for the true value that they deliver and in response end up burying themselves further within a silo mentality. Often there are calls to be more strategic but that doesn't mean being in the boardroom and it doesn't mean developing a body of language that creates a comfort blanket; it's about stepping out from behind that comfort blanket and seeing the bigger picture.

Professionals should not be limited by the professional tribe they've found themselves in, instead they should be working on understanding the skills and experience they bring to the table when solving organisational wide challenges.

Imagine FM, HR and other professional groups, sharing corporate objectives. What if FM professionals were equally as responsible for absenteeism figures as their HR colleagues and conversely HR practitioners had to concern themselves with the security of a building? They would need to combine their collective expertise and competencies to solve these; together.

How can everyone have their own workplace conversation? This can't be limited by what goes on within professional silos. It must be approached together. We must start looking at how we can collectively make workplaces better.

DISCUSS. UNDERSTAND. COLLABORATE.



ALAN GREEN

The modern workplace is not just physical: it includes the information space that the worker uses, and all the means by which s/he communicates and collaborates with others, both within and beyond the organisation; and it includes all the places where the worker does work - off-site, on the road, in a coffee shop, with clients, collaborators and suppliers. Very few organisations think of the workplace in these terms, but the workers are already living there.



ANDREW MAWSON

HR, IT, RE and FM professionals speak different languages, have different professional training, cultures, objectives and backgrounds and often prejudices, stereotypes and powerbases get in the way of them working together to engineer places to work that enable great performance.

WHAT NEXT?

This project was simply the start of the conversation. The world is evolving as are the organisations within it; workplaces will be ever changing as they try to meet the demands of the modern workforce.

What we have seen over the past few months is that there are many obstacles to overcome if we are to see better workplaces and ensure that they can keep pace with that change. At the beginning of the project it was clear that there are some great ideas out there and some cutting edge thinking which can benefit the wider community. We wanted to bring as much of that together into one place. We've done what we can to cluster the thinking and make it as digestible as possible as we aim to turn best practice into common practice.

Both BIFM and the CIPD will continue to look at how they can support their communities in this challenge whilst also creating the opportunities to cross-pollinate with other professions. It will require the input from the finance world, technology experts and many more professions that enable work in some way, shape or form.

The winning idea after the three months came from Dan Pilling, workplace design

consultant and volunteer with BIFM's Workplace SIG. He suggested that an online platform is created that allows anyone from the world of workplace to share knowledge, ideas, best practice and challenges. An environment free from marketing and sales messages that simply helps people to navigate what, for the time being, is a particularly tricky landscape. It's a good place to start but we will also be looking at the other practical ideas submitted and how we can put them in place to help push us all towards a world that is full of wonderful, exciting and (ultimately) productive workplaces. The number of people that took part in this project earlier this year is but a small tip of a much larger iceberg but it's a fine start. We hope many more join us, from whatever professional tribe they consider themselves belonging to, in helping continue The Workplace Conversation.

Thanks to everyone that took part.
The Workplace Conversation Project Team.



DAN PILLING

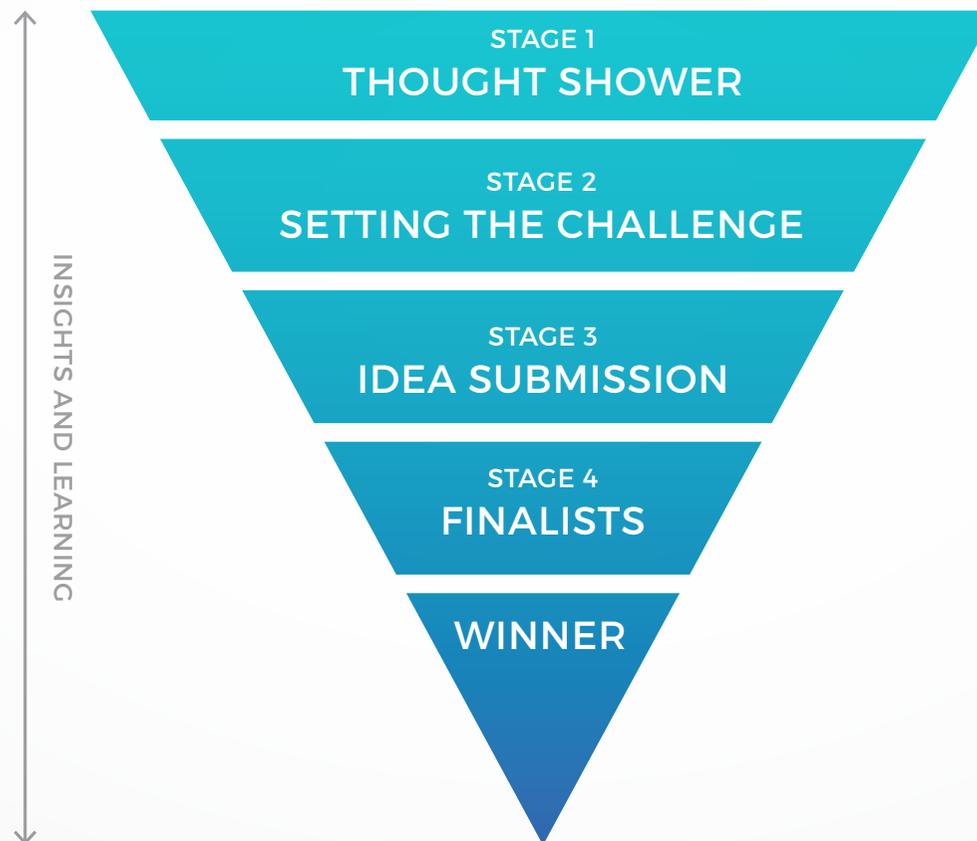
Collaboration, community and alignment are all major themes when it comes to empowering the team that runs implements and occupies the workplace. One obvious solution is to provide a centralised portal which enables all stakeholders in the workplace 'sector' to access and participate in. I feel what is lacking is an objective view, free from sales, product solutions and 'google-esque' case studies. The answer could be the Workplace WIKIpedia – a common ground hosted by BIFM and CIPD, but with content generated by its members.

By opening up workplace terminology, demystifying techniques for measuring and improving the workplace, knowledge sharing and promoting best practice in all its forms, the WIKI format would enable all workplace stakeholders to contribute and learn. We could cross-reference to enable for problems to be quickly diagnosed but also recognising that the solution that is right for one may be different to the accepted aspiration of other high profile organisations.

This toolkit approach, empowering FMs to become more than fixers, and elevate the prominence of the workplace within the organisational hierarchy, enabling the conversations with external consultants to accelerate the outcomes.

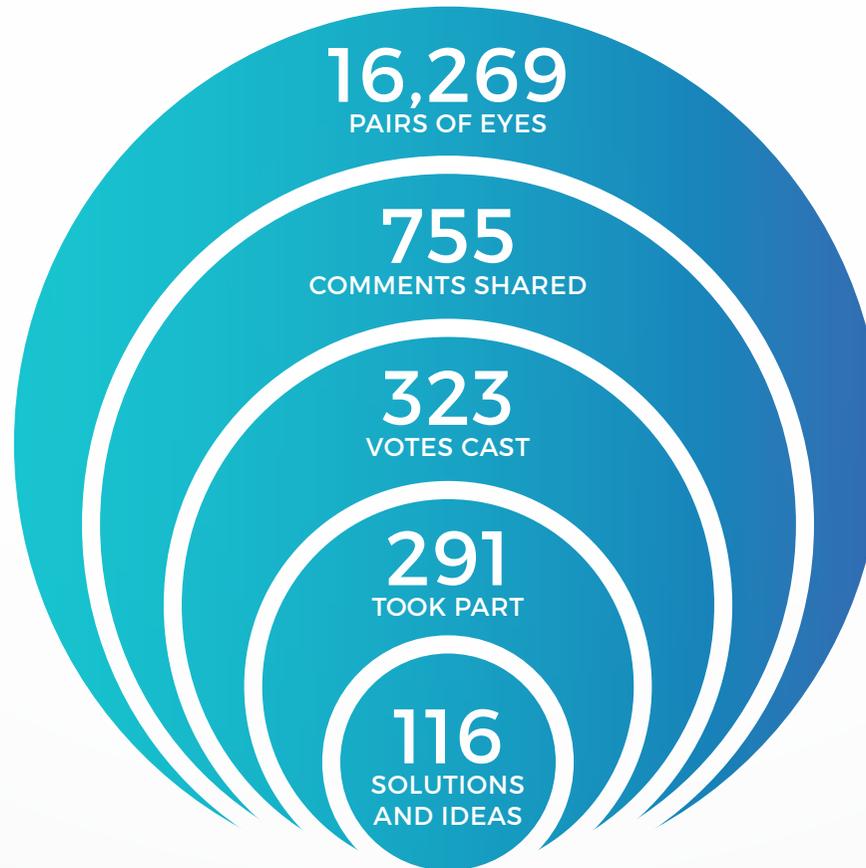
THE IDEAS FUNNEL

The online platform was live for three months, each stage took those that registered through specified tasks until we arrived at a single winning idea.



THE NUMBERS

Throughout the project we saw nearly 16,500 people visit the site. Of those, nearly 300 gave up their time to engage fully with the project and share their thoughts on The Workplace Conversation.



THANKS TO EVERYONE WHO TOOK PART

Amanda Sterling	Caroline Joy	Dave Coplin	Emma Wharton	MBIFM	Jennifer Rowntree
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