

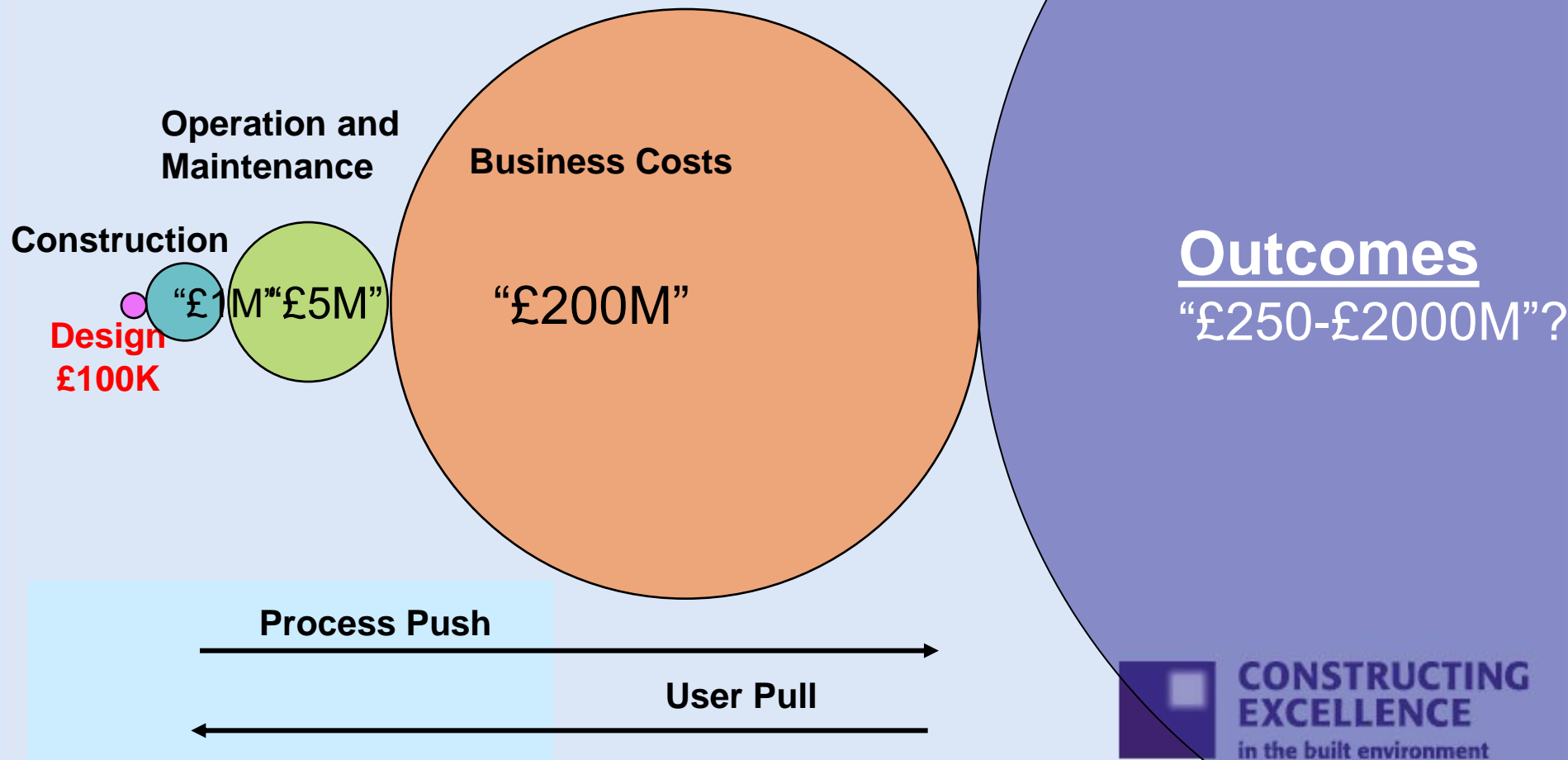
How to deliver operational excellence in buildings?

- *CE's asset management group lessons learnt*

John O'Brien, Asset management task group chairman
Founder and MD, LCMB



Context - Operational excellence



Context – generic feedback

- Clients recognise need to dramatically improve capability to better define, procure and assess 'performance in use'
- Performance gap in asset performance – user satisfaction, space utilisation, resource efficiency
- Structural disconnect – between procurers, constructors, operators and users

Context – specific feedback



CabinetOffice

KING'S
College
LONDON



Environment
Agency



Royal Mail



Hampshire
County Council

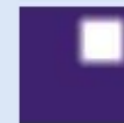
Colchester Hospital University **NHS**
NHS Foundation Trust



Transport for London



Construction
Clients' Group
CONSTRUCTING EXCELLENCE



CONSTRUCTING
EXCELLENCE
in the built environment

The challenge – specific feedback

- too many suppliers in the construction industry are currently paying lip service and servicing clients poorly in a number of key areas to help improve project/asset optimisation such as standardisation, cost benchmarking, BIM for operational improvement, design in flexibility etc.
- clients need to play a stronger role to push their construction supply chains into delivering their required outcomes and performance
- to deliver successful project/asset performance, clients need to stay in control of time, understand project/operational risk profiles and have a knowledge and information strategy in place that allows them to get the data/info they need to effectively operate their assets



The challenge – specific feedback

- there are real organisational and process difficulties in optimising capital and revenue spend to deliver optimum whole life cost for clients on their projects/assets
- there is an appetite to understand and influence the work of Government in this area
- people know what project excellence looks and feels like but not yet operational excellence

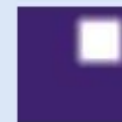


CE's response to the challenge

Sector	Who	Outcome
Operational excellence summit	FM and asset management group roundtable event with major built asset clients and HM Treasury FM team	Define how CE can support clients and its members to improve built asset outcomes and deliver operational excellence
Retail sector	Westfield HM Treasury	As above
Education sector	University of Reading Nottingham Trent University	As above
Health sector	Department of Health Integrated Health Projects	As above
Industrial sector	BAE Systems Royal Mail	As above
Plane, trains and automobiles - infrastructure sector	Crossrail Highways Agency BAA	As above
Commercial sector	Landsec Argent	As above



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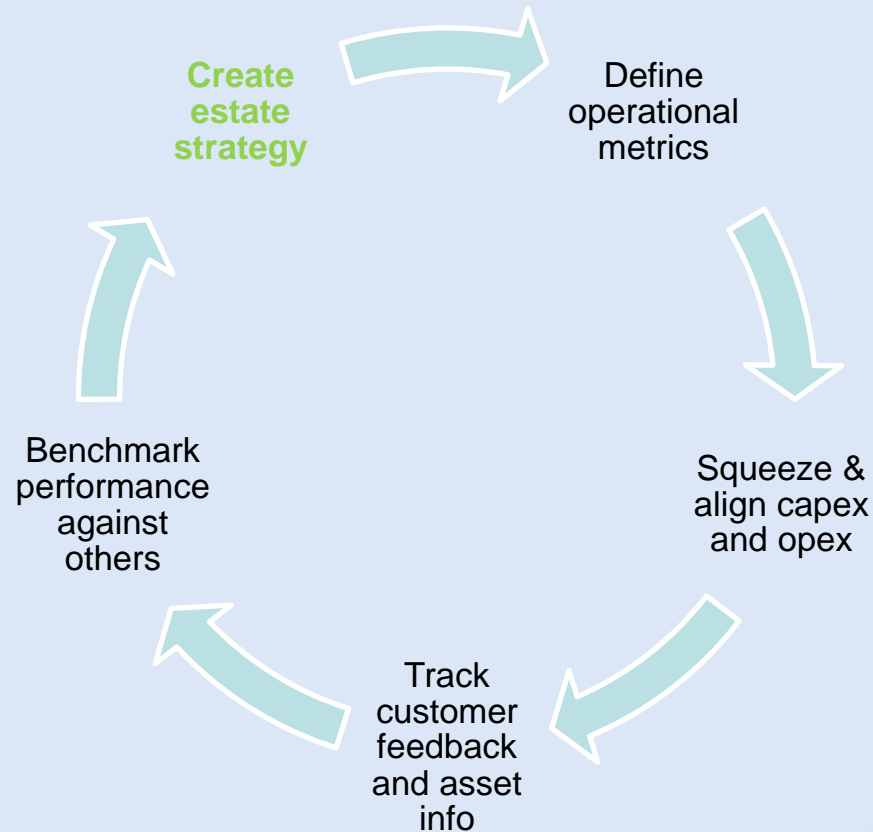


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EXCELLENCE**
in the built environment

Key lessons learnt

- **Invest in an estates strategy** – articulate and agree with stakeholders how the operation of your estate will support the organisational aims, measure and track progress
- **Become an intelligence client** – resources and information
- **Future proof any capex** – users, flexibility and adaptability, alignment with all requirements
- **Simplify user interfaces, commission assets and train users**
- **Structure, manage and review your asset information**
- **Benchmark your operational performance against peers and your estates strategy**
- **Listen to your customers, ask for and act on feedback, build strong open relationships and communicate regularly**

Delivering operational excellence



Want further information

Contact me for further info or to join the group

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Operational excellence report Q1 2015

Operational excellence summit to define task group plan and activity for 2015

