



University of Wales Trinity Saint David

**“Outsourcing Facilities Management in student
accommodation: Developing a Strategic Framework Model for
success”**

MSc Property & Facilities Management

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Abbreviations

AUDE – Association of University Directors of Estate

BIFM (British Institute of Facilities Management) – Professional membership body for FM practitioners – now known as IWFM

CAFM – Computer Aided Facility Management

FM (Facility Management / Facilities Management) - a profession that encompasses multiple disciplines to ensure functionality, comfort, safety and efficiency of the built environment by integrating people, place, process and technology.

HEFC – Higher Education Funding Council

HEIs – Higher Education Institutes

IFMA (International Facilities Management Association) - World's largest and most widely recognized international association for facility management professionals

IT – Information Technology

IWFM (Institute of Workplace and Facilities Management) - pioneering body for workplace and facilities management professionals

M&E – Mechanical and Electrical

NSS (National Student Survey) – A widely recognised authoritative survey that surveys students on all aspects of the 'student experience'.

PBSA – Purpose Built Student Accommodation

PFI – Private Finance Initiative

PPP – Public Private Partnerships

RICS (Royal Institute of Chartered Surveyors) - The world's leading professional body for qualifications and standards in land, property, infrastructure and construction

SLAs – Service Level Agreements

UCAS – University and Colleges Admissions Service, based in the UK.

UUK (Universities UK) – Their core purpose is to maximise the positive impact for students and the public both in the UK and globally through teaching, research and scholarship. We are led by our members and act on behalf of universities.

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Abstract

Universities are facing increasing financial pressures with reductions in funding and competition to attract students. It was estimated that over two billion pounds was spent on FM running UK university estates in 2017. Outsourcing can be a means of achieving cost savings and enhancing performance levels, but can universities face reputational risk by outsourcing services that contribute towards the ‘student experience’? The purpose of the research was to determine current outsourcing practices and their success rates, with these findings used to develop a strategic framework model to aid future decision-making. An online survey was sent to ASRA members to identify current FM delivery methods and outsourcing practices with follow up interviews then taking place. Over half of all respondents outsourced at least one FM service, and one of the main drivers identified for outsourcing was to benefit from partnering with a commercial provider and utilising that specialist expertise. Respondents with an in-house delivery displayed greater overall satisfaction with their FM provision, which included standards of workmanship and meeting completion timescales. Respondents recognised the strategic importance of FM as a function and believed it was more than just a support service to the organisation’s objectives. Concerns were raised over an external providers ability to uphold and work towards an organisations strategic vision and associated pastoral care. What was clear from the research findings was that once an organisations portfolio offered over two thousand bed-spaces, respondents were more in favour of the principle of outsourcing, it was more commonly adopted, and it is was far more successful.

1.0 Introduction

Universities in the UK have a diverse range of property stock with varying operational requirements (Amaratunga & Baldry, 2000) with a need to constantly review in the face of economic and technological influences and pressures. Aside from research projects, UK higher education institutes experienced a forty six percent drop in direct funding between 2010-14 with tuition fees expected to make up the shortfall in funding (Alexander, Phillips and Kapletia, 2017). Uncertainty on student numbers with an increase in the cost of studying at university and 'Brexit' causing a reduction in applications from EU applicants, (UCAS, 2017) Higher Education Institutions (HEI) are having to focus more on recruitment of students and the attractiveness of their "product". Universities are facing global competition in recruiting students and one method of gaining a competitive advantage is to provide high quality facilities and campus services (Douglas *et al.*, 2006; Nasser, Khoury & Abouchdid, 2007; Kärnä and Julin, 2015). The 'Student Experience' has become more important with the increased competitiveness in the UK Higher Education market, and students becoming better informed about their options in this sector.

Higher education leaders have shared concerns with the increasing financial resource challenges faced with aging and expanding facilities, and uncertainty on student numbers as some of the main drivers for change in strategic thought (Marmolejo *et al.*, 2007; Turner, 2015). A growth in Purpose Built Student Accommodation (PBSA) in the private sector has created an increased pressure to remain competitive and offer modern, contemporary accommodation on campuses. Jones Lang LaSalle (2016) estimate that universities in the UK require upwards of five billion pounds in investment to address the quality and standard of accommodation. The Association of University Directors of Estate (AUDE) Higher Education Estates Management Report in 2017 states that the cost of running UK university estates totals over two billion pounds.

Some of the largest costs which sit within the facilities management service are: -

FM Service	Cost (millions)
Repairs and Maintenance	701
Cleaning	244
Security	154
Management Costs	304

Table 1: FM Costs on University Campuses (AUDE, 2017)

Ensuring core business objectives of the university are focused on may mean that the outsourcing of non-core business elements is a consideration worth reviewing (Weller, 1995; Varcoe, 1995; Amaratunga & Baldry, 2000). Universities UK (2016) suggest that for universities to be sustainable in the long term they need to meet the 'full economic costs' of teaching. These costs involve not just staffing, but equipment, operational services and the building fabric infrastructure.

Previous academic research has offered the benefits and cost savings of outsourcing facilities management services, but what are the associated risks? Are the benefits and risks identified in other sectors mirrored within the student accommodation sector?

1.1 Aims

To develop a framework model for identifying best practice when deciding on an in-house, or outsourced Facilities Management service.

1.2 Objectives

- Identify current drivers for outsourcing in the student accommodation sector.*
- To analyse types of delivery method, performance of facility management services and satisfaction levels within the university accommodation sector.*
- To determine if there is a link with the success of outsourcing of facility management services, and the size of the accommodation portfolio.*
- To develop a strategic framework model for decision making on outsourcing within student accommodation*

1.3 Key Questions

What are the critical success factors in delivering an FM service in student accommodation?

What links are there if any, between the size of the accommodation portfolio and level of success when outsourcing?

What are the facilities management services most commonly outsourced?

LITERATURE REVIEW

2.0 Introduction

The literature review was undertaken to provide a brief overview on what facilities management (FM) encompasses. The review was to look at the concept of outsourcing, how it related within the FM sector and the perceived risks and benefits. It then focused on FM outsourcing within the higher education sector, looking to identify any gaps in previous research undertaken; namely in relation to student accommodation. The key point to any successful literature review is to distinguish what has been done, from what needs to be done (Hart, 1998).

Research was not limited to the UK university sector as outsourcing and FM practices have been researched across the globe from leading practitioners across various industries. This review showed that there were gaps in the literature concerning FM delivery and outsourcing in the UK student accommodation sector. Where reports from authorities had been reviewed and referenced, every effort was made to ensure these were the most recent available. Some of the original reports used had been renewed during the process of writing this paper and data was amended accordingly.

2.1 Facilities Management Origins

Facilities Management (FM) has gathered pace as a recognised discipline within the property and construction industry since the 1980's (Tay & Ooi, 2001), the term believed to have originated in use from North America. This led to professional FM institutions being set up in recognition of this profession. The British Institute of Facilities Management was founded in 1993 promoting professional standards, and currently has approximately 17,000 members across the world (BIFM, 2018). It has recently changed its name to Institute of Workplace and Facilities Management (IWFM). The International Facilities Management Association (IFMA) was founded in 1980 and is now the largest and most widely recognised association, having over 24,000 FM professionals in over 100 countries (IFMA, 2018).

2.1.1 Facilities Management Standards and Definitions

There are a multitude of variations on what leading practitioners define FM as within the industry. This highlights the task involved in creating a common platform, with multiple definitions used and differing viewpoints on the practice (Drion, Melissen and Wood, 2012).

The International Facilities Management Association (IFMA) have adopted the International Organization for Standardization (2017) description:

“organizational function which integrates people, place and process within the built environment with the purpose of improving the quality of life of people and the productivity of the core business”.

The Royal Institute of Chartered Surveyors (2013) definition is:

“the effective management of place and space, integrating an organisations support infrastructure to deliver services to staff and customers at best value whilst enhancing organisational performance”.

2.1.2 Importance of FM to an Organisation

It is clear from understanding and interpreting these definitions that an efficient FM service should be a necessity for any organisation. Research carried out (Williams, 1996; Bon *et al.*, 1998; Amaratunga *et al.*, 2000) showed that FM spend can account for up to 30-40% of an organisation's budget, second only to staffing costs. With these costs contributing towards a large percentage of an organisations budget, a successful FM service provision should reduce costs that can be utilised elsewhere within the organisation. Myeda (2014) believes that an efficient and successful FM service enhances its business value and contributes to its organisational success. FM may be considered a support service to an organisation, but it must link strategically and operationally to other support and primary activities to create value (Kincaid, 1994). Given the costs involved and importance of FM in supporting business objectives, decisions on managing or procuring an FM service need to be taken with care to ensure the right management, partnering or contracting approach are taken (Lehtonen and Salonen, 2006).

2.2 What Is Outsourcing?

Ellram and Billington (2001, p.16) describe outsourcing as:

“the transfer of the production of goods or services that had been performed internally to an external party”.

Similar descriptions relating to tasks passing to an external contractor or supplier were also found during the literature review (Brochner, Adolfsson, and Johansson, 2002; Espino-Rodriguez and Rodriguez-Diaz, 2008). Li and Choi (2009) describe outsourcing services as a conscious decision to replace internal service functions and utilise external contractors to perform these. Lewis (1999) defines it further as:

“contracting with vendors to expand the facility department’s capabilities and resources without expanding its workforce”.

This further develops what outsourcing entails and is not as simple as a contractor or supplier undertaking basic tasks or processes for an organisation. Previous research and case studies have been carried out on the benefits and disadvantages of outsourcing across different sectors such as information technology (IT), contact centres, manufacturing, and finance. There has been an increase in industry and organisations in the public sector exploring various supply and procurement routes, creating a unique mix of in-house and outsourced services (Usher, 2004). Outsourcing within the IT sector surged in popularity following Kodak Eastman’s decision to outsource its IT infrastructure to IBM in 1989. The decision was made to focus on its core business and was ground breaking and revolutionary at the time. Conservative estimates of the global value of IT outsourcing alone at the end of 2014 were around \$700 Billion US dollars (Oshri et al, 2015). Outsourcing today is regarded as a viable measure to reduce costs and increase performance levels within an organisation, but it is not always a straightforward decision to undertake.

2.3 Outsourcing: Core and non-core considerations

A trend over recent decades is for organisations to focus on core processes within the business and consider outsourcing non-core elements (Brown and Wilson, 2005; De Toni, Fornasier and Nonino, 2012). Sharpe (1997, p.538) describes this as:

“turning over to a supplier those activities outside the organisations chosen core competencies”.

Outsourcing non-core processes can heighten the focus on core functions internally, which may lead to improvements that offer protection to organisations against current and future competitors (Campbell, 1995; Gilley and Rasheed, 2000). Potential benefits of outsourcing non-core elements may not just be cost savings as enhancements to non-core processes that are outsourced to a specialist provider may occur which can further enhance the growth of an organisation (Dess *et al.* 1995). An improvement to the core business functions may offer more opportunity of growth to an organisation, but it is important not to lose sight of the feed-in of support services to the overall success. Barrett (2000) developed a model that highlighted how FM is closely aligned with the core business operation and would only make sense as a service in that support capacity. It is key that FM practitioners have regular interaction with counterparts managing the core business, to identify the FM requirements, strategy and objectives.

FM is generally considered as a non-core process within a business that supports the operational “core” parts. Alexander and Young (1996) identified core activities of a business as being those that are traditionally performed, critical to the business performance, and that can create a competitive advantage or future growth for the organisation. Quinn and Hilmer (1994, p.43) described “non-core” elements as those parts which have *“neither a critical strategic need nor special capabilities”*. FM does play an important strategic part in delivering an organisation’s strategic objectives so should be considered closer to core (Harland *et al.*; Tucker and Pitt, 2009). This understanding of FM clearly defines its importance to an organisation, so whilst not considered a core business process, plays an integral part in strategic operations.

Barrett (1995) questioned how easy it was to truly define and divide “core” and “non-core” parts of a business when considering outsourcing. If considering Barrett’s statement in relation to this research paper, universities will cite education and research as is its core business. However, campus facilities and student accommodation play a large part in a student’s university experience so how should FM be defined? Alexander and Young (1996) reviewed why organisation’s were reluctant to outsource core activities, citing a fear of the unknown, a potential increase in costs, and disruption to business processes. This may explain why predominantly it is non-core elements of a business that are outsourced more regularly.

2.4 Delivery of Facilities Management Services

There are many options for procuring and delivering an FM service. Teng-Hee (2014) discusses the growing awareness of workplace and occupancy costs within the FM sector, and why this has changed the thinking and procurement of facilities services to ensure the optimum FM solution is chosen to meet an organisations’ objectives.

2.4.1 Outsourcing in FM

FM as a service is often considered for outsourcing within an organisation. A survey by Arditi and Nawakorawit (1999) examined the trends of property management organisations with the delivery of its maintenance services. Results showed that corrective maintenance, servicing, and deferred maintenance were commonly outsourced. Minor routine and preventative maintenance were often retained as an in-house service. This indicated the use of specialist contractors for technical or specialist work, whilst retaining in-house technicians to carry out minor works. Minor repair works can typically be carried out at a lower cost in-house in comparison to an external contractor where call out charges, uplifts on material costs, and higher hourly rates would apply. A market trend survey carried out by Johnson Controls Global WorkPlace Solutions examined by Wilson (2015) showed that at least one workstream of an FM service was outsourced by 82% of respondents. Trend analysis suggested that this figure would continue to grow.

Outsourcing FM functions can range from single services to a “Total FM” approach where the entire matrix of services is delivered by a single contractor.

The IFMA outline five methods of FM delivery in **Table 2**.

FM Delivery Method	Description
<i>In-House</i>	Will involve a directorate within the organisation managing and carrying out the FM tasks with specialist M&E equipment being outsourced on service contracts.
<i>Out-Tasking</i>	The organisation will have an FM team to manage several outsourced contracts. The FM department may also have maintenance technicians to oversee certain M&E Plant.
<i>Outsourced Managing Agent</i>	The organisation will outsource the majority, if not all its services and appoint an FM company to manage the performance of these contracts on behalf of the client. The organisation will need to have the expertise in-house to procure and select the right sort of contract for each discipline.
<i>Outsourced Managing Contractor</i>	This method of delivery sees the managing contractor deliver the FM services through its own resources and on a sub-contracting basis. The client will have a single contract with the supplier, and the supplier will manage its own risk in delivering the services.
<i>‘Total-FM’</i>	The FM provider will deliver the majority, if not all of the FM services to the client, acting almost as a ‘one stop shop’.

Table 2: IFMA FM Delivery Methods

2.4.2 Out-Tasking in FM

The outsourcing methods listed above describe various methods of delivering FM and the terminology adopted for these. Hui and Tsang (2004) identified four sourcing strategy options for the delivery of facilities management services, including “out-tasking”, which phrase was not as commonly known. Their research involving focus groups, found that out-tasking was a more popular solution than outsourcing. This was also noted in other articles (Kleeman, 1994; Anon, 2004). Out-tasking offered greater flexibility and enhanced partnering with contractors who were motivated to provide a better service to ensure a continuation of work. It should not be confused with outsourcing, as FM services are allocated to providers or contractors but remain under the management of the in-house FM team (Usher, 2004; Maechling & Bredeson, 2005; Lok & Baldry, 2015). Out-tasking

single contracts managed in-house could be considered an in-house FM delivery method. Non-specialised works such as cleaning, security and minor maintenance may often be resourced and managed in-house as is relatively unskilled work and is easier to recruit and manage staff. However, these services are also often considered for outsourcing (Moore and Finch, 2004), as costs can be reduced on scalability with large contractors' resources, and account for peaks and troughs in requirements by the client.

Williams (1996) believes that if companies make the decision to out-task services, it is solely to support the devolution of non-core activities from the core business operation. Appointing individual contracts for single elements of an FM service (out-tasking) can ensure that specialist service providers are used at point of source and can reduce costs and increase efficiencies given their specialist capabilities. If these specialist contractors were appointed by an outsourcing provider for the client there would likely be an additional uplift on their costs retained by the provider for organising. Disadvantages with out-tasking are that it is time consuming administratively to monitor and manage the individual contractor's performance (Atkins and Brooks, 2009). If the FM provision of an organisation is that of individual or "bundled" contracts that are out-tasked, an in-house FM directorate may have little time for stepping back and taking a more strategic approach in the delivery of these services (Williams, 1996). The time resource in managing in-house services and individual FM contracts can minimise the amount of time to reflect and look forward in a constantly evolving and fast paced environment. It is managing in this type of working environment that can allow costs to rise and efficiencies lessen.

2.4.3 Other considerations in FM delivery

Sia *et al*, (2008) suggest that flexibility in outsourcing FM services is a must. The areas defined that make up the flexibility terms are detailed in **Table 3**.

Flexibility Term	Definition
<i>Robustness</i>	Defined as a measure of which operational changes can meet an unforeseen resource capacity within the existing service
<i>Modifiability</i>	The provider can scope and make changes to an existing service, such as work processes or reporting requirements within the contract.
<i>New capability</i>	If new legislation or regulations come into force post commencement of a contract, this allows the provider to address to ensure compliance.
<i>Ease of exit</i>	The ability to allow services to be brought in house or terminated from the point of other providers.

Table 3: Flexibility in outsourcing FM services (Source: Sia *et al*, 2008)

When considering outsourcing, the contract and specification must make allowances for an ability to make these sorts of changes (**Table 3**) during the contract period. FM is a dynamic industry and an organisation will not want to be tied into rigid parameters that may be of detriment to it.

Jensen (2017) carried out a case study of an organisation that had historically out-tasked parts of its FM provision successfully. Upon moving to a new headquarters, they adopted a 'Total FM' outsourcing arrangement. An evaluation study post-contract completion highlighted risks and actual failures in outsourcing all elements to a single contractor, namely competence of the single contractor's ability to manage all FM disciplines. New contracts and sourcing options were undertaken, with further analysis undertaken on expiration of those contracts, concluding that a combination of in-house, bundled outsourcing, and out-tasking was a better method for success. The case study highlighted that a combination of FM sourcing solutions, rather than a single "Total FM" approach can achieve better results. The

company who had successfully outsourced single elements and services for several years appeared to change a successful delivery method for change sake.

2.4.4 Partnering for mutual added-value

There is a risk that a divergent model may occur due to the wants and needs of both client and supplier when outsourcing takes place. A client may desire the best possible service at low cost with removal of any performance related risk to itself in the running of the contract. The supplier may attempt to administer and run the contract meeting the minimum obligations to avoid defaulting, and maximise the potential profits in return (Usher, 2004). This way of interpreting the outsourcing arrangement by both client and supplier is unlikely to provide added value to the work streams for either party. Short term financial gains from outsourcing may be ruined by issues developed over the course of an agreement (Kavic and Tavcar, 2008) and the aim should be for a mutual long-term partnership (Finch, 2012). Working in cooperation is likely to aid both parties and avoid potential disputes and costly mediation in time and money. Assaf *et al.* (2011) believe the decision to outsource should take account of many issues including expertise of the contractor, scale of economy, the strategy, the driver(s) for outsourcing and control over operational costs and quality. Kok *et al.* (2011) speculate as to which FM delivery provision has the potential to increase the level of 'added value' and this is what the research aim's and objectives seek to identify.

2.5 Drivers for Outsourcing

Decision making on outsourcing in its infancy appeared to be based solely on anticipated cost savings but has over time developed, with decisions now also based on the quality of services (Benjaafar, Elahi, & Donohue, 2007). Campbell (1995) suggested companies could benefit from the capabilities and expertise of an external contractor, including innovation, investment and an improved service and quality to the customer. Realising these benefits is a positive, however utilisation of an external contractor can create a lack of in-house innovation which can reduce the competitive advantage of an organisation. This can increase the risk of a company losing sight of the network and market it operates within, and a decline in its innovation (Quinn and Hilmer, 1994; Hoecht and Trott, 2006).

Outsourcing can bring market discipline to an FM service, where in-house salaries and staff levels tend to drift above a competitive market level over time (Maechling & Bredeson, 2005). This can occur when departmental or organisational reviews are not carried out regularly, despite how unpopular these may be for staff morale in the short term. It can often be easier to manage performance levels of an external contractor than de-motivated in-house staff.

Brown and Wilson (2005) believe that decisions to outsource can be separated into three categories:

Type of Outsourcing	Description
<i>Tactical outsourcing</i>	First stage ordinarily undertaken, where organisations look to save operational costs, reduce staff or overheads or identify that significant internal investment may be required to grow the business.
<i>Strategic outsourcing</i>	Takes place when an organisation recognises the need to focus on its business objectives, allowing a 'partner' or contractor to carry out non-core elements of work.
<i>Transformational outsourcing</i>	Considered when a company wishes to align its business processes with strategic goals and create value, often considered by start-up companies who need to grow quickly to meet demand.

Table 4: Types of Outsourcing (Source Wilson and Brown, 2005)

Transformational outsourcing may also be employed by organisations that have stagnated or seen a decline in their fortunes (Linder, 2004). Alexander (1996) identified several drivers which companies may experience when deciding to outsource. Skill or manpower shortages are major factors, and with the advances in innovative buildings and complex mechanical and electrical (M&E) equipment, the capabilities to run these systems may no longer be feasible or economic to retain in-house. There appears to be clear advantages to outsourcing this type of work, as it may be difficult to justify employing a full time operative to look after specialist equipment which may not require the resource level of a full-time employee (Harland *et al.*, 2005). This is often a key issue in the university sector, with spikes in workloads around vacation and inspection periods. A further risk is that when staff leave the organisation there is not enough time to recruit adequate

replacements to maintain service delivery, and that experience and knowledge of M&E systems gained by the individual is lost.

The main drivers for deciding to outsource center around greater flexibility, efficiencies in cost savings and reductions in staffing levels. There is no fixed method or conclusive proof to support the theory that outsourcing is a complete success in FM, and many studies offered conflicting results (Lordi and Tucker, 1998; Lee *et al.*, 2003). There is also a notion that organisations are reluctant to report publicly on outsourcing failures so a true analysis on the practice may be difficult to ascertain (Baithelemy, 2003).

2.6 Risks in Outsourcing

Choosing to outsource any business process will carry an element of risk to an organisation. Ikediashi, Ogunlana and Boateng (2012, p.302) define this risk as

“the likelihood of occurrence of uncertain, unpredictable and undesirable outcomes that can impact on the success or failure of an outsourcing relationship between a principal (client or its representatives) and its agents (outsourcing vendors).”

When outsourcing a service, the onus often falls on the provider to make business decisions. Poor decision making cannot be ruled out and this may raise challenges that have not been predicted (Lok and Baldry, 2015). This may be especially true if a provider is unconcerned with, or not aware of an organisations strategic vision. Outsourcing to a specialist provider may reduce expenditure on a service but companies should be wary of the hidden costs and risks in this exercise (Dhar & Balakrishnan, 2006). The initial cost in identifying suitable providers, and thereafter supervision, communication, and monitoring progress and standards will all attract a cost. If an organisation reviews the true cost of setting up with a new provider will it sway any decision to move away from that provider, knowing the costs and effort of starting the process again?

Baithelemy (2003) describes seven major risks that can affect the viability of outsourcing, drawn from respondent's feedback in a wide-ranging survey. Two of the most common responses and which had greater risk to the organisation were *“outsourcing activities that should not be outsourced”* and *“losing control over the*

outsourced activity". The potential loss of this control is also cited by Alexander and Young (1996) who believe a dependency on a provider can occur. Harland *et al.*, (2005) ask how readily can work streams be 'insourced' back into the organisation when this very type of dependency occurs. This may go some way to explain why companies are so reluctant to outsource their "core" business activities given how common place this issue occurs in outsourcing practice. Any organisation must ensure that an assessment has been carried out to determine whether outsourcing is an opportunity worth considering (Campbell, 1995; Loosemore and Hsin, 2001). Are there issues within the business that could be resolved by outsourcing, or is investment in equipment or infrastructure required? Is there a skills shortage within the organisation or a need to free up time to allow for management focus on core competencies?

Atkin & Brooks (2009) describe the outsourcing of FM services as a means or method of increasing the organisations efficiency and effectiveness. Value cannot be based purely on cost, and organisations should set objectives relating to both cost and quality. Williams (1996) suggests that an increase found in performance levels or cost savings by a contractor may not necessarily be down to the qualities of the contractor, and more to do with the previous poor service delivered within an in-house structure.

Risks can include critical failures or service interruptions which can be detrimental to the core business of the company. If servicing or cyclical maintenance standards are reduced without the client's knowledge to save on costs by the FM provider, this may cause premature failure of equipment or increased reactive maintenance costs (Redden, 2007). A report from the Boston Consulting Group within The Economist (1991) suggested that from over one hundred major western companies that outsourced, the primary objective was to save on costs. The findings suggested that this approach rarely offers true value, and with many sub-contractors to manage, costs would be better utilised by delivering in-house. Ren and Zhou (2008) feel that it's a lack of understanding of the economics of outsourcing and how to manage these contracts that leads to failed expectations.

Other issues may arise that are not considered initially. A sub-contractor may not have the same desire or inclination to improve processes further to reduce costs, such as investments in technologies that impact on the core business processes (Blaxill & Hout, 1991). With the vogue for outsourcing FM services during the 1990's, organisations were outsourcing perfectly functioning activities, to then find that service delivery was adversely affected (Loosemore and Hsin, 2001). That is why it is critical to evaluate fully before deciding to outsource, and not undertake for the sake of it. Outsourcing of an FM service may be politically sensitive or against a company's HR strategy or policy. This can sometimes be overcome by transferring these in-house services into a fully owned subsidiary where costs can be made more transparent (Ventovuori & Lehtonen, 2006). There will be pros and cons for any method of service delivery, each organisation must take full account of the implications and true costs of each option before deciding (Atkins and Brooks, 2009).

2.7 Outsourcing in Universities

Universities see their staff, students, research and education programmes as its main core business elements (Hassanain *et al*, 2015). The university campus provides facilities and space to support these activities and the campus estate plays a significant role in supporting the institutional goals (den Heijer, 2011). FM is often seen as a support service within the university sector but plays an important strategic role in ensuring the campus is fit for purpose. The university estate within the UK currently stands at over 22,000,000m² with the average cost of managing the estate at £95/m²gross internal area (AUDE, 2018).

With a reduction in funding, HEIs (Higher Education Institutes) have been forced to look at alternative revenue streams whilst at the same time striving to make cost savings and efficiency measures (Parker, 2012). Estates directorates face challenging times as decisions are required to be made in how they allocate or invest income to increase quality, compliance or running costs. Aside from research and teaching income which has increased slightly, other university income fell by 2% in 2017 (AUDE, 2018). Outsourcing any services which have an "absolute" or "direct" value to the university is thought to be too great a risk to be considered

(Loosemore and Hsin, 2001). Phillips and Kapletia (2014) found universities were selective in what they outsourced, with services such as cleaning, security, accommodation and facilities management, all non-core business elements.

University managers see FM as a key priority that can make a telling and positive strategic contribution towards core business objectives (Loosemore and Hsin, 2001; Kärnä and Julin, 2015). The versatility and quality of the facilities can support the institution in achieving its strategic goals. Students will be provided with or use services that sit outside of the core business such as campus residential accommodation, cleaning services and catering facilities. Poor performance of these services will all directly or indirectly affect or influence decisions by the student (Kok *et al.*, 2011). Is there a risk in outsourcing these, and losing that control with an external provider? Or should it be considered that ‘partnering’ with external organisations can enable and enhance cost saving strategies which will allow more money to be spent on the core business objectives (Ender and Mooney, 1994).

Strong competition in Hong Kong’s higher education sector in the nineties was a driver for seven universities to outsource their maintenance and operational work to reduce costs (Lok & Baldry 2015). Their research looked at determining an appropriate outsourcing model within the FM and higher education sector. The model looked at outsourcing relationship types and how when matched to the appropriate service had proven statistically significant. Loosemore and Hsin (2001) found that the main drivers for universities considering outsourcing non-core services were an inefficient in-house workforce, to refocus on core business activities, off-loading ‘risks’ and cost savings. Similar findings were identified by a PricewaterhouseCoopers report commissioned on behalf of Universities UK (2011). The main reasons identified in the report for outsourcing in universities were cost reduction, improving quality of the service, to focus on core capabilities, accessing market leading talent and partnering to increase innovation. Whilst the perceived benefits for outsourcing are clearly defined, post-evaluation assessments to identify the success of these arrangements are less known.

Research undertaken by Universities UK (2011) established that many HEIs in the UK have undertaken outsourcing arrangements but experienced limited success from the objectives set out initially. The Task Group found that there was still an appetite for outsourcing within the sector, and that a more strategic approach was required. Phillips and Kapletia (2014) report found that most HEIs outsourced, and 41% of respondents “Agreed Completely” with the statement they had “benefitted in the past from outsourcing or shared services” with 37% stating “Agree Slightly”. Alexander, Phillips and Kapletia (2017) survey with 131 higher education institutes was designed to capture information that drove “*outsourcing behaviour, services outsourced, contractual arrangements*”. The strategic and perceived benefits included improved productivity (33%), risk reduction (28%), and student satisfaction (25%). Front line support services were most commonly outsourced, with single service contracts out-tasked. The separate reports appear to conflict somewhat in terms of respondent’s satisfaction levels with outsourcing, perhaps explained by the gaps in time between the published reports. Ultimately, managing the outsourcing process correctly will greatly assist in ensuring a positive outcome (Lok and Baldry, 2015). Based on the findings of Alexander, Phillips and Kapletia (2017) that whilst HEIs have engaged in outsourcing, low adherence to a market logic will limit the development and growth of further outsourcing.

2.8 FM performance and effect on the ‘Student Experience’

UK universities typically respond to hundreds of requests for data from organisations (UUK, 2016) on students, and these surveys tend to limit their focus to a single point on the student experience journey. Research has been undertaken to identify whether there is a link between the quality of FM services in educational premises, and the direct effect on students’ academic achievements (Crampton, 2009; Kok *et al.*, 2011). The surveys focused primarily on FM performance in the academic environment such as classrooms and libraries. Standards of accommodation, decoration and soft FM services all had an indirect influence on the educational process, and more significance on attracting and retaining students (Kok *et al.*, 2011). FM plays a part in an overall image for the university which is important in attracting new students. Temple *et al.* (2014, p.19) findings suggested

that the advent of tuition fees reinforced students views that they were a paying customer, leading them to become more assertive consumers. This had an adverse effect of creating a “*mutually-reinforcing spiral of expectations*” and put more pressure on institutions to retain and supply a competitive offering.

Student housing facilities when planned and maintained well can promote social cohesion and responsible citizenship (Hassanain, 2008). A student’s daily routine being disrupted by a lack of heating, hot water or other maintenance issue in their accommodation may certainly feel aggrieved or distracted. The postponing, or poor delivery of maintenance to improve financial performance in universities can result in a decrease in staff motivation, student satisfaction and the ability to attract or retain students. A loss of income from falling student numbers due to reputational harm will cause a major financial issue for universities (de Vries et al., 2008).

2.9 FM Delivery in university accommodation

The most common FM delivery method amongst respondents in surveys undertaken in HEI’s was an in-house delivery (Buys and Nkado, 2006; Adegoke and Adegoke, 2013). However, Adegoke and Adegoke (2013) research indicated that FM was delivered more successfully when outsourced, calculated on a ‘Relative Importance Index’ and the efficiency scores from survey results. Hassanain *et al.* (2015) found from a survey of universities in Saudi Arabia that seventy seven percent were in favour of outsourcing.

2.10 The importance of FM in university accommodation

2.10.1 Campus Facility Services as a Decision Influence

Price *et al.* (2003) carried out research that looked at whether campus facilities influenced on a student’s choice of university. Findings suggested that when university campuses strategically invested in their estate students often cited this as a reason for the selection of that university. The report did note that respondents may have attached greater notional importance to this factor when perceiving it as being better supplied. Reynolds and Cain (2006) research looked at why campuses were rejected, with “on-campus accommodation” (69.6%) the

highest factor within the “poorly maintained facilities at rejected institutions” category. This was ahead of classrooms, libraries, and communal spaces showing the value and importance students place on the standard of accommodation against other facilities. Another study indicated mixed feelings on the importance of the campus appearance, but that it placed highly with both students and marketing and recruitment staff on open days (Temple *et.al*, 2014). Aspects that impacted most on the student experience in relation to accommodation were its suitability, quality and safety and security (Ammigan and Jones, 2018).

2.10.2 FM & University League Tables

University league tables are now a readily available method for students to consider options in selecting a university (Al-Juboori, Su and Ko, 2012). The first league table is believed to have originated in 1983 in the *US News* (Roberts and Thompson, 2007) and since then there has been a steady growth in the use of tables across the world. Tables produced by Times Higher Education and Quacquarelli Symonds provide world ranking scores which are considered accurate and industry standard (Chao, 2014). The introduction of the National Student Survey (NSS) in 2005, set up by the Higher Education Funding Council for England (HEFCE) meant students could identify universities with high ranking scores in all aspects of the business, including FM and accommodation (Vidalkis *et al*, 2013). High scoring universities are likely to see an increase in applications and reap greater economic rewards to invest back into the university (Douglas *et al*. 2006). An improvement in student satisfaction with FM services can increase scores, reflected in higher placement in tables which can increase revenue (Lok and Baldry, 2015). League tables can be perceived as a quick and easy way for prospective students to view performance ‘at a glance’. Caution should be applied as Hazelkorn (2014) argues that the statistics may simply present a gulf in financial resource between universities, and that the concept which originated for student choice has now become skewed with positive and perverse effects. League tables differ on what aspects they score, be it purely educational and research facilities, or the wider environment such as the student experience and facilities on campus (Usher and Savino, 2007; Roberts and

Thompson, 2007). It is clear from the findings of the report that students are putting a greater emphasis on these tables in their decision-making process.

2.10.3 Where does FM place in importance?

Research in North America showed that students placed “Overall quality of campus facilities” as fifth highest out of eighteen institutional characteristics they classed as ‘Essential’ or ‘Very important’ (Reynolds, 2007). The same report shows that the quality of residential halls placed 5th highest on university facilities within the “Extremely” or “Very important” categories in the selection decision process. The difficulty in getting valuable and meaningful data from the end client (student) in respect of facilities and FM is access to them (Matzdorf & Greenwood, 2015). Kärnä and Julin (2015) noted that most university student surveys only focused on the “core” functions, and that little attention was paid to facilities-based issues. Teaching standards, classroom environments and research facilities are very important, but does more research need to be undertaken to understand the relationship between the FM function and the satisfaction or otherwise of the students (Loosemore and Hsin, 2001). Data held by universities on performance of the FM function generally only went as far as records of student complaints. Estates departments may have little direct interaction with students, and academic registrars may be reluctant to forward on surveys for fear of overload on students. This scenario is likely to be more difficult if FM is provided by an external contractor. Price *et al.* (2003) asked how the FM service could be evaluated and measured by the provider when there is no direct interaction or feedback from its primary customers.

The findings of Douglas *et al.* (2006) student satisfaction survey confirmed previous research by Price *et al.* (2003) that campus facilities will play a part in the decision making of choosing a university by prospective students. Evidence suggested that once enrolled, student satisfaction focuses mostly around the academic or “core” functions. These research findings may have been swayed by the issue identified (Loosemore and Hsin, 2001; Kärnä and Julin, 2015) in a lack of surveys relevant to FM. Many HEIs have been reluctant to consider outsourcing as a means to improve services and in turn league table placements, by concerns relating to the “student

experience” (Alexander, Phillips and Kapletia, 2017). Their reasoning being that services central to core activities should remain in-house for closer control.

Reynolds (2007) believes that universities should ensure the estates strategic vision aligns with student recruitment and retention strategies. Facilities and infrastructure should be part of long-range planning and fit into the academic mission statement. This must mean that there is collaboration between the estates directorate and other leadership roles within the University to ensure the built environment provides the best possible “Student Experience”.

2.11 Partnering in Universities

A common theme across university campuses has been private providers taking management responsibility for university stock to carry out major refurbishment or demolish and redevelop. These decisions have often been driven by underinvestment in the stock, a lack of finances to modernise, and increasing financial pressures with falling student numbers (Marmolejo *et al.*, 2007; Turner, 2015; Jones Lang LaSalle, 2016; AUDE, 2017). Private Finance Initiatives (PFI) or Public Private Partnerships (PPP) have been sought to provide the necessary cash injection for these works. These agreements often include an FM agreement to maintain the stock for the length of the repayment term. This type of agreement can often mean the “risk” of FM delivery is passed onto the provider, with risk clauses that can include financial penalties for non-performance. To look at it differently, it can also mean a valuable partnering arrangement with a commercial FM provider who can add value to the university in performance levels.

‘Partnering’ should not be about handing responsibility or risk over to a contractor and should focus on the co-operation and successful delivery of the contract (Ender and Mooney, 1994). Outsourcing will mean a single point of accountability, but the client should still look to support the contractor in achieving objectives, and not work in a manner where disputes and mediation arise from contractual matters. Outsourcing FM disciplines to an organisation that specialises in that field should in theory reap rewards if managed correctly and with clear service level agreements in place. Ender and Mooney (1994, p.59) conclude:

“universities should focus more directly in the “business of the business” on the educational side and let others focus equally on the business of the business of campus operations and services.”

This should save costs allowing more investment into the primary tasks of the university.

2.12 Summary

In conclusion, UK universities appear to be receptive to further outsourcing of services as finances tighten. An increased dependency on tuition fees for funding, and falling student numbers means universities are needing to provide a premium product and service in an increasing competitive sector. University procurement methods need to be more commercialised to ensure that outsourcing programmes realise the efficiencies and economic benefits that are sought. Management information such as student satisfaction surveys need to be aligned with university campus decision making and developments (Karna and Julin, 2015).

The literature review has examined findings from previous research relating to outsourcing FM in student accommodation and university campuses. It has identified the key drivers and risks in outsourcing, and how these can impact the university or organisations reputation. It has identified gaps in previous research undertaken, which has not focused on how these outsourcing arrangements may impact on residential services staff or students. The research objectives also set out to identify if the bed space portfolio that an organisation offers has any bearing on the desire to outsource by senior management, and if this has any bearing on the successfulness. There was very little data to support this objective and the following chapter will propose how this data can be gathered to meet the research objectives.

Research Methodology

3.0 Introduction

This chapter reviews the rationale for the research methodology undertaken, taking account of gaps in the literature review identified, justification for the methods used in data collection, those disregarded, and how this was analysed.

3.1 Literature Review

Literature was sought from secondary sources such as industry journals, research papers, and reports written by recognised authorities such as IFMA, BIFM and the RICS. Books published by leading practitioners in outsourcing and FM were used in moderation. Research papers were accessed through online libraries using keyword search methods. Further searches were undertaken from reference lists within these journals. Data collected from the survey and interviews was to be reviewed alongside findings in the literature review to inform recommendations.

3.2 Aim of the data collection

The purpose of the data collection was to gather information related to the objectives set out in the research proposal. The research data collected was to be analysed to develop a conceptual model and set of recommendations to aid decision making when considering outsourcing in student accommodation.

3.3 Research Methods

Methods of research can include experiments, ethnographic, case studies and surveys to include data collection for qualitative and quantitative research. There are many methods and techniques for data collection as detailed by Naoum (2013). Each method will have its own positives and negatives.

3.4 Alternative methods of data collection for research project

A comparative case study was considered but was felt in this case would be too limited. The aim is to get a wider understanding of performance levels of in-house and outsourced FM services across the UK. Targeting a small number of universities for case studies with alternative FM services may be flawed as results could be owing to poor contractor performance or contract management rather than the actual format of FM delivery.

3.5 Target Population

For this research, information was sought from accommodation and residential services staff within the university and higher education sector. The target population have a direct relationship with students, and an awareness of current FM performance levels within the accommodation they manage. As a member of the Association for Student Residential Accommodation (ASRA) access was provided to a group email address which would be received by all individual members – 912 in total at the time of sending. The email provided an introduction and explanation of the research being undertaken with a hyperlink to an online survey.

Most UK universities have membership with ASRA, and their members will typically work as accommodation managers or residential services staff. The target population also included respondents from privately run student accommodation halls as organisations outside of the HEI sector often seek accreditation with ASRA. It was particularly important to get a good representative sample of staff within the three brackets of FM delivery to meet the objectives of the study.

There was consideration initially to include university estates staff within the research target population. This was ruled out as if FM functions had been outsourced entirely to an external provider from the in-house estates' directorate this may have resulted in biased viewpoints. The estates team may not have direct interaction with students to provide any meaningful feedback on student satisfaction as identified in the literature review (Matzdorf & Greenwood, 2015; Price *et al.*, 2003).

3.6 Research Design

To obtain data to meet the objectives of the research it was decided to use two methods of primary data collection:

- Online Survey;
- Semi-structured interviews

The use of a survey has several positives for collecting data. Fowler (2009) cites a 'low cost per return' ratio as a benefit of sending self-administered surveys out electronically to respondents who are likely to be literate and interested in the research proposal. The attractiveness of a research proposal to respondents also aids with the return ratio, and the introductory email aimed to show the potential benefits of this research to the sector. A self-administered survey also ensures consistency with the question's respondents are asked.

3.6.1 Pilot Study - Reliability & Validity

A pilot questionnaire (**Appendix A**) was drafted and sent out within an excel document to ten colleagues and associates working within FM or the university sector. They were asked to complete and provide constructive feedback on the questionnaire including understanding of the questions, grammar and how engaging it was. Oppenheim (1992) discusses the importance of ensuring the questionnaire works for the target population, with the design of questions providing the data applicable to the research objectives. Questionnaires were returned (70%) and analysed to identify if data would provide meaningful information for the research. The literature review had further developed in the interim, and several questions were amended within the final survey to provide a better opportunity for obtaining data that would meet the research objectives. Minor alterations were also made to the sequencing and grammar used.

3.7 Data Collection Process

The use of a questionnaire is one of the most widely used and efficient methods for obtaining quantitative data (Saunders *et al.* 2009). Consideration was made as to the most effective format of sending out the questionnaire. Emailing the questionnaire as an excel document attachment was considered but it was felt respondents would be more likely to complete an online survey. Another advantage to this would be the ability of the online software to collate, filter and cross-tabulate electronic information as required. The questionnaire was designed and built in Survey Monkey. The survey was designed to take around only five minutes and it was felt that this would reduce the risk of people not fully completing it.

Online surveys can carry a risk of low uptake on responses, but as it was sent out to a relatively high number of people, a low percentage uptake was still likely to provide enough meaningful data. Testing of the online survey was conducted prior to sending out, with all closed-ended questions tested ensuring respondents could not answer or select more than one choice. The questionnaire included some questions which had a simple skip logic function, to ensure respondents did not answer questions which would not have been applicable to them from previous answers. This was also tested to ensure it functioned correctly. This was in accordance with guidance from Baker, Crawford & Swinehart (2004).

An email was sent out on 14th November 2018 to all ASRA members (**Appendix B**) with an introduction, and to explain the purpose and importance of the questionnaire for the research process (Fink, 2017). A weblink to the survey was included within the email which also advised how long the survey was likely to take. This meant the survey was sent out electronically directly to the target population in high volume at no cost. The survey collected quantitative data which could be structured, analysed and cross tabulated. The questionnaire consisted of seven sections and twenty-two questions in total. It commenced with several demographic questions surrounding the respondents job role, geographical location, the type and size of university accommodation they work within, and number of years' experience in the sector.

The questionnaire then looked at the type of facilities management provision that is provided, allowing respondents to only select one:

- In-house provision
- Combination of in-house & outsourced
- Outsourced entirely

A definition and example of each of these options was provided to ensure respondents fully understood the delivery method within their organisation. As respondents were likely to be non-technical staff it was felt important to include this within the survey. A commentary box was provided to allow detail to be

included to ascertain what services have been outsourced if applicable. The remainder of the questionnaire was split into sections, with 5-point Likert scales and sliding scales being utilised to gather respondent's opinions on the delivery and management of FM within their organisation. A five-point Likert scale was adopted as research has found this may be less frustrating to complete for respondents than a seven- or nine-point scale and increase the return rate. (Sachdev and Verma, 2004). On completion of the questionnaire respondents had the ability to provide contact details should they wish to be considered for a semi-structured interview. Semi structured interviews were conducted with willing participants following collation and analysis of the survey data. This was to gather additional information, discuss theories identified within the literature review and to seek thoughts on assumptions made from the survey results.

A further email reminder to undertake the survey was sent out on the 5th December 2018 to the mailing list, a technique encouraged by Dillman (2007) prior to the online survey then being closed on 2nd January 2019. The questionnaires were sent out initially in November as this is traditionally a less busy period for accommodation staff and may have offered a larger uptake in participation.

3.7.1 Semi-structured interviews

Respondents who had provided contact details and granted permission to be contacted were sent an email requesting a convenient date and time to undertake an interview. Unstructured, semi-structured or formal interviews can be advantageous as may gather additional detail, provide an opportunity to elaborate on survey questions or evaluate the data set. Interviewees may also express their opinions or representations more freely (Byrne, 2004). The disadvantage of solely using an interview method for this particular research to collect data would be the time-consuming nature, with people also less likely to take the time to participate in this format.

Respondents were provided with a list of questions in advance and advised that further discussions may develop outside of the question set as the interview proceeded. Respondents were advised their details would remain anonymous, including the name of their organisation. This was in line with guidance by

Silverman (2011) on the importance of interviewees understanding the purpose of research, and their right for anonymity.

The questions were structured thematically in line with the literature review for referencing readily. Patterns that had emerged from the data were analysed, with questions developed around these. In advance of the interview respondents individual survey answers were printed out as a reference and to aid discussions surrounding their FM delivery should it be required. Most interviews took place face to face at the respondent's workplace or a location of their choice. Some of the interviews were conducted over the telephone as respondents were located too far away to practically undertake interviews in person. A table of the respondents' demographic data, job role, experience and other data is in **Appendix C**.

3.7.2 Ethical & Bias Considerations

Care was taken with the wording of the questions to ensure they avoided any bias. Burgess (2002) warned of over familiarity or friendliness when carrying out interviews which could lead to biased answers from the respondent. This was considered, and whilst interviews were not made formal, respondents could answer freely without being prompted or led towards adopting a subordinate role. For the survey and semi-structured interviews participants were advised of the research objectives and advised that data would only be used anonymously in consideration of ethical principles (Creswell, 1994).

3.8 Reviewing the Methodology

The survey was emailed to 912 ASRA members with 106 responses received with 56% fully completed. The uptake on the survey from members was around 11.6%, with the number of responses back more than satisfactory to provide meaningful data. Undertaking a pilot study was important as it provided an insight into what the original question sets would have provided data wise. Some of the original questions were altered or removed as were not capturing meaningful data that had been identified as likely to be relevant from the literature review. There were limitations to the research, not least being unable to survey the actual "customers"

of these FM services, although the reasoning for this has already been documented within the paper. On reflection, a reduction in the number of questions may have resulted in a higher completion rate of the survey once started. A small number of questions went into technical detail which ultimately were not altogether relevant to obtaining data to meet the objectives set within the research project. The following chapter presents results from both methods of data collection, and analyses key points and trends discovered, and how these ties in with the literature review findings.

RESULTS AND DISCUSSION

4.0 Introduction

This chapter provides results from the research methodology adopted in the previous chapter, and how the key data found compares to findings within the literature review.

4.1 Demographics

There were 106 total respondents with 56% fully completing the questionnaire. Respondents were mainly from within the UK (96%), with three from the Republic of Ireland and one from Australia. Seventy seven percent work within the traditional university accommodation sector, 18% Purpose Built Student Accommodation sector (PBSA) and 4% for housing associations who are involved in student accommodation and affiliated with ASRA.

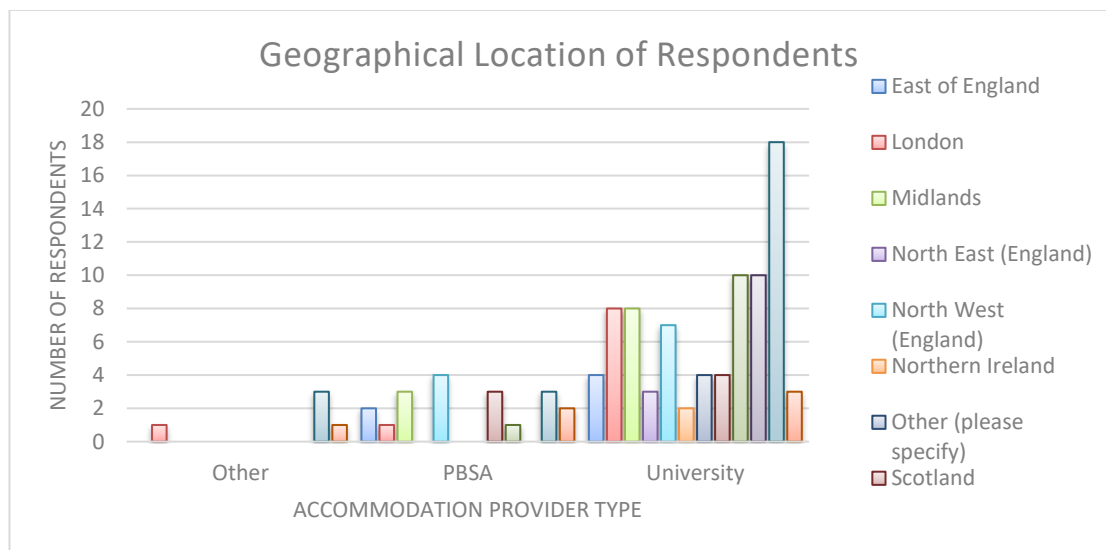


Figure 1: Geographical Location of respondents across accommodation type

The survey data shows that 74% of respondents occupy middle or senior management positions. ASRA were asked to provide any demographic data relating to members job roles to see whether this return was a fair reflection on membership, or whether there may be any other reason for this trend. ASRA Chair (Wilson, 2019) stated that each institution that has membership appoints designated person(s) to be included within the mailing list. It is therefore assumed that generally universities and other institutions are selecting persons of seniority.

Figure 2 shows the study sample to be mainly highly experienced personnel, occupying senior roles within their institutions.

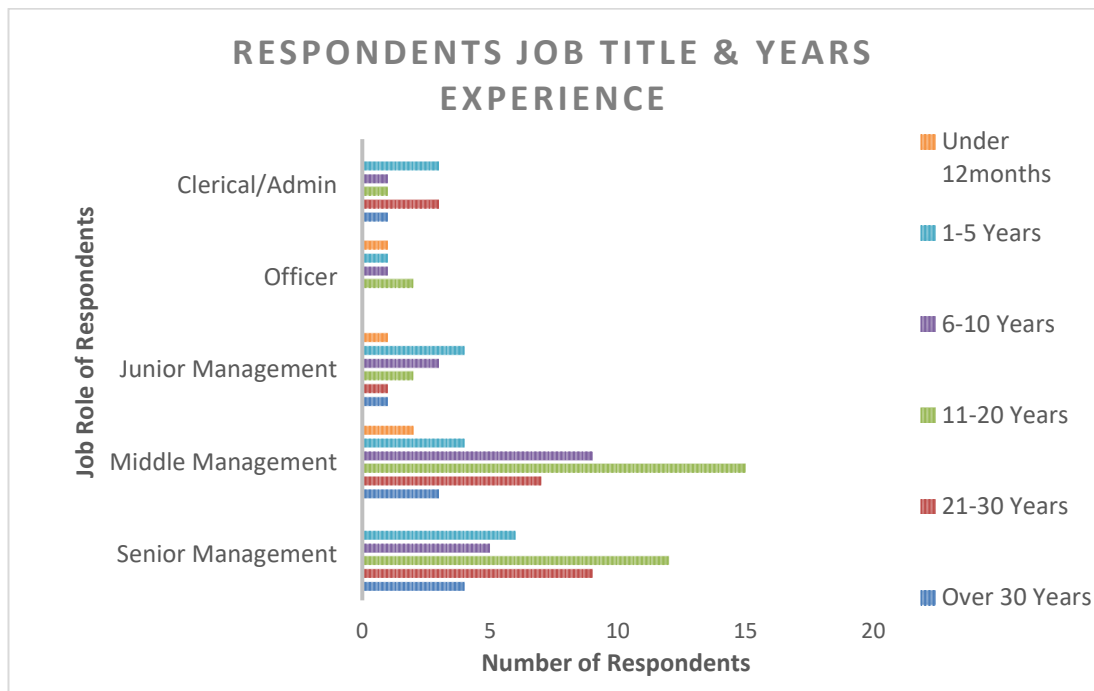


Figure 2: Respondents job roles and years' experience

4.2 Delivery of FM services

The questionnaire asked respondents to confirm how FM was delivered within their organisation using a tick-box selection. A commentary box was provided to add further details if necessary. This question was fundamentally linked in with the research objectives.

Type of FM Delivery	Respondents
In-House	41
Combination of in-house and outsourced	47
Outsourced entirely	8
Total Respondents	96

Table 5: FM Delivery Breakdown

The type of FM delivery method was not always consistent across a site portfolio, with some respondents citing individual accommodation blocks had different delivery methods. The combined FM delivery method was the most common response, and this supports the views of Usher (2004) within the literature review who explained how outsourcing arrangements were now becoming more diverse

and bespoke to suit the organisation. Adegoke and Adegoke (2013) findings showed an in-house delivery method was most common, and whilst the results of this survey conflict with that, the margins between “combined” and “in-house” delivery are close in range.

The survey results show that from the sample population, 57% of respondents’ organisations are outsourcing at least one element of their FM services. This ties in with research data from Universities UK (2011) and Phillips and Kapletia (2014) that identified outsourcing as becoming more common place in HEI’s. Twenty-nine respondents provided additional data identifying the specific services outsourced within a combined FM delivery method (**Fig 3**).

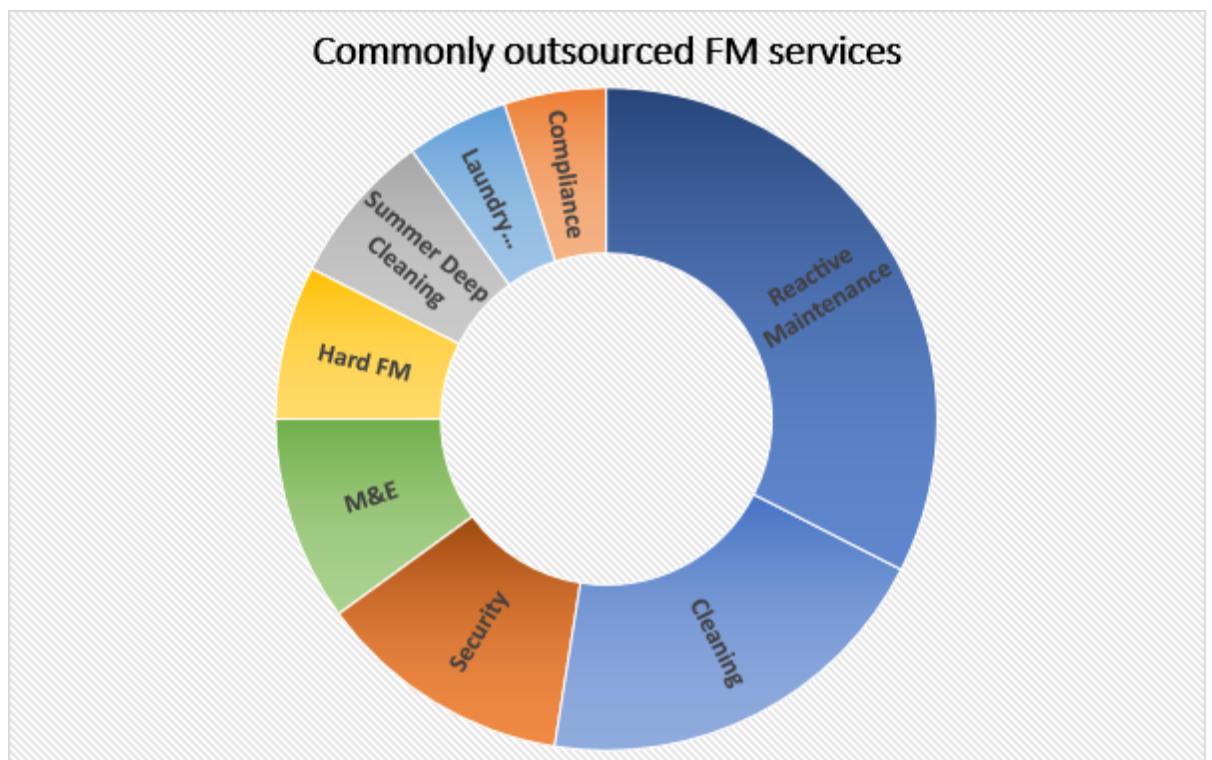


Figure 3: Commonly outsourced FM services within research study

These results support findings from Arditi and Nawakorawit (1999) on the FM services which are most commonly outsourced.

4.3 Core and non-core considerations

Question ten of the survey asked respondents for their thoughts on how the existing FM delivery allowed them “to focus on the core business objectives and day to day operation”. Williams (1996) believed that outsourcing was often considered

by organisations to allow senior management to focus more strategically on the core business. Would removing the managerial burden of supervising numerous ‘bundled’ or out-tasked maintenance and service contracts achieve this? Does outsourcing allow senior management more time to focus on core business processes?

Type of FM Delivery	% of respondents occupying middle or senior management positions	Weighted average score of delivery method allowing focus on core competencies
In-House	78%	3.59
Combined	72%	3.74
Outsourced	75%	3.67

Table 6: How the FM delivery method allows focus on core competencies

The research data in **Table 6** shows that demographically over two thirds of respondents were of a managerial grade that theoretically would be required to focus on core business and strategic objectives within their job role. The weighted average score was based on a scale of 1-5 (Poor – Excellent). This indicates that staff with outsourcing delivery methods (combined; outsourced) believe they are better able to focus on core business objectives as the literature review identified (Brown and Wilson, 2005; De Toni, Fornasier and Nonino, 2012). There was no clear explanation as to why ‘Combined’ respondents scored higher than ‘Outsourced’ which in theory should mean less management supervision again. The small sample size for ‘Outsourced’ may be a potential reason.

The literature review offered differing viewpoints as to whether FM was a core or non-core part of an organisations process (Quinn and Hilmer, 1994; Barrett, 1995; Alexander and Young, 1996). Respondents taking part in qualitative semi structured interviews were asked whether they thought FM was a core or non-core part of the business. Respondents F, G, H J all felt that FM should be considered as a core part of the university business as shown in **Table 7**.

Respondent	Commentary
Respondent F	<i>"I understand why universities may see FM as a support service, but without FM there is nothing to run the business. I feel that this would adversely affect the students should it be poorly executed."</i>
Respondent G	<i>"Without the services that E&FM run, the university would not function, so must be classed as core."</i>
Respondent H	<i>"The FM service should be treated as "core" as it assists in delivering the university's aspirations."</i>
Respondent J	<i>"Within my role in residential services FM is certainly core to my objectives and day to day operations."</i>

Table 7: Respondents thoughts on FM as a function within university strategy

These statements show the importance that is placed on FM by residential services staff and ties in with the theory of Harland *et al.* (2005).

4.3.1 Specialist expertise and knowledge

Dess *et al.* (1995) explained how outsourcing non-core elements could enhance an organisation despite not directly relating to core business objectives, by gaining specialist expertise through a provider. Respondents with a combined, or outsourced FM service were asked to express their opinion on several statements using a 5-point Likert scale:

- Services were outsourced to utilise specialist expertise
- Services were outsourced due to a lack of in-house specialist knowledge

71% of respondents answered "Agree" or "Strongly Agree" that services were *"outsourced to utilise specialist expertise"* with only 3% disagreeing which shows a clear weighting supporting the theory of Dess *et al.* (1995). Utilisation of specialist contractors or tapping into the expertise of external providers was a common theme within the literature review (Campbell, 1995; Alexander, 1996; Assaf *et al.*, 2011).

The same respondents were divided on whether another driver within their organisation for outsourcing was owing to *"a lack of in-house specialist knowledge"*.

Forty three percent agreed with this statement, forty six percent disagreeing and the remaining eleven percent selecting “Neither Agree nor Disagree”. Comparing results for these two questions, it would appear they conflict with each other. Most respondents (71%) believed that outsourcing took place to utilise specialist expertise, but just under half believed this was due to a lack of in-house knowledge. Respondents were perhaps less willing to identify weaknesses with internal staff resources. Respondent B thought that decision making on outsourcing in their experience should centre on two overriding factors. These were the core business needs, and decision making based on a cost/benefit analysis which is also raised by Benjaafar, Elahi, & Donohue (2007) in the literature review.

4.4 Drivers for Outsourcing

The literature review examined a brief history of outsourcing, and a main driver was to save money by reducing the number of in-house staff (Brown and Wilson, 2005; Maechling and Bredeson, 2005). It was not felt appropriate to ask such a question directly within the research questionnaire. The target population would also not necessarily be privy to such information as the outsourcing service (FM) would sit within a different directorate (Estates) to residential services.

4.4.1 Staff resource and flexibility levels

Two statements were put to respondents with a combined or fully outsourced FM delivery to gauge their opinion using a five-point Likert scale:

- Services were outsourced due to a lack of internal staff resource
- Services were outsourced to allow for greater flexibility of staffing levels within the organisation.

Forty seven percent of respondents felt that outsourcing had taken place due to a lack of internal staff resources, thirty percent disagreeing, and the remainder neither agreeing or disagreeing. Forty eight percent of respondents also believed the decision to outsource was to enable greater flexibility on staffing levels, with thirty one percent not agreeing with this statement.

4.4.2 Outsourced as part of PFI/PPP agreement

The same respondents were asked whether the current FM delivery method originated from a PFI or PPP agreement. This would indicate whether the decision to outsource was taken strategically by senior management or formed as part of a PFI/PPP agreement. A PFI/PPP agreement would clearly have been a strategic decision, but drivers for this may have centred around refurbishment or renewal of building stock rather than a desire to outsource services or reduce staff levels. Fourteen respondents (48%) did not believe that the existing outsourcing arrangement developed from a PFI/PPP agreement, ten believed that it had (35%), with five (17%) unaware. Reviewing the data from the fourteen respondents who categorically did not believe the outsourcing arrangement was due to a PFI/PPP agreement:

- Seven agreed or strongly agreed (54%) this was due to a lack of an internal staff resource.
- Five agreed (38%) services were outsourced for flexibility of staffing levels.

This shows that over half felt the decision was due to a lack of an internal staff resource which is an increase of 7% in comparison to the original score. Respondents did not appear to feel strongly that outsourcing was driven by a need to retain flexibility in staff numbers. The percentage dropped (10%) when focusing on those who believed outsourcing was not undertaken as part of a PFI/PPP agreement.

4.5 Risks in Outsourcing

4.5.1 Lack of investment or cost saving measures

Blaxill and Hout (1991) pointed to an issue where outsourced services suffer from a lack of investment in technology or a desire to seek cost savings for the client within the contract period. A third of respondents with a fully outsourced FM delivery felt that the provider was “Poor” in identifying cost saving measures, or improvements to the accommodation. Only 16% felt that the provider was “Good” at identifying these.

4.5.2 Loss of control in the outsourced service

Baitheimy (2003) identified a potential risk of losing control of the outsourced activity. Respondent F, H, J & K all shared similar concerns but felt with good communication and management these risks could be minimised. Respondent J concerns with the potential for a poor working relationship developing were also cited in the literature review (Usher, 2004; Redden, 2007).

Respondent	Commentary
Respondent F	<i>"There is always an element of risk in being reliant on an outside provider who may not fully understand the business."</i>
Respondent H	<i>"When FM services are outsourced, the main contractor may sub-contract elements to other contractors making it difficult to manage with several layers of responsibility and bureaucracy to deal with."</i>
Respondent J	<i>"There is an element of risk when outsourcing to a large FM provider that they could go into receivership as has been seen in recent months with Carillion, and profit warnings with other national providers. Poor working relationship could develop where costs and profits are put before service and care."</i>
Respondent K	<i>"A risk of loss of control when outsourcing short duration contracts such as summer deep cleans. If the contractor does not perform it is difficult to cancel or remove the contractor, when balanced against the need to complete works and the short window of opportunity. Only certain services should be considered for outsourcing, and any service that involves daily direct interaction with students is too great a risk."</i>

Table 8: Perceived risks in outsourcing services

The general perception from interviews appeared to be that close management of providers could reduce this risk to an acceptable level. Most risks identified by respondents with outsourcing appeared to be with short duration contracts such as deep summer cleans, where there was little time or opportunity to put rectification measures in place.

4.6 Quality of Maintenance Services in University Accommodation

The research aimed to determine if there was a link between outsourcing and the quality of FM services in university accommodation. Quality can be defined in several ways in relation to maintenance, from standards of workmanship, planning, health and safety, choice of materials, and efficiencies. Does the importance of delivering maintenance services and maintaining a certain standard of accommodation define if FM is core or non-core to university objectives? Does outsourcing these services place risk on universities being able to manage service delivery and standards? The difficulty in evidencing or providing any theory is that the FM delivery model does not absolutely dictate quality standards. Variables such as the type of contract, budgets available, contractor performance and contractor management will all play a part in the quality output. The survey and the semi structured interviews aimed to gather more information.

4.6.1 Maintenance Delivery

The literature review identified key drivers considered by university management (Loosemore and Hsin, 2001; Universities UK, 2011), with increased efficiencies often cited with an outsourced model. A reactive maintenance provision is one of the most important workstreams in student accommodation, and respondents were asked to rate on a 5-point Likert scale of 1-5 (Poor-Excellent) several characteristics associated with it.

Respondents with an in-house delivery had greatest satisfaction with both “Initial response times” and “completion of reactive maintenance jobs within service level agreements (SLA’s)” compared to the two other delivery methods.

FM Delivery Method	Weighted average score of initial response times for reactive maintenance attendance against SLA's	Total Responses
In-House	3.68	25
Combined	3.21	34
Outsourced	3.4	5

Table 9: Performance of response times to reactive maintenance

FM Delivery Method	Weighted average score of completion of reactive maintenance jobs against SLA's	Total Responses
In-House	3.64	25
Combined	3.21	34
Outsourced	3.5	6

Table 10: Performance of reactive maintenance completion times

The “Outsourced” delivery method had a far smaller sample size so whilst the percentage for “initial response times” being selected as “Good” or “Excellent” was 80%, the remaining 20% marked the service as “Poor”.

Looking at possible explanations for these scores, an in-house workforce is likely to be based on site enabling a quicker initial response time. However, an external provider may have stricter or more formalised SLA’s to comply with in comparison to what may be an informal arrangement with an in-house team. This was evident in responses to ‘Question 10.3’ of the survey where outsourced and combined delivery methods scored higher than an in-house delivery on “provision of reports and data on key performance indicators in relation to the FM service”.

Respondent E felt that each facility and establishment differed in its requirements and there isn’t a one fit solution for FM delivery. They believed that maintenance should be procured only after careful thought as to the requirements of the institution, which was identified by Lehtonen and Salonen (2006) as a key measure. Respondent A shared concerns regarding the reactive maintenance contract at their institution which had been outsourced. A lack of a direct IT interface between the university maintenance system and the contractors operating system prevented real time data being provided to students on repair requests. Errors had occurred with missing data in communication methods adding further delays. Respondent A added that:

“the provider is at the end of their contract and a new tender will be published early 2019 stipulating an interface as an essential criterion”.

This area was covered within ‘Question 10.4’ of the survey asking respondents to rate the “ability to check status of repair requests through electronic portal or CAFM

(Computer Aided Facility Management) software” using a Likert scale of Poor (1) to Excellent (5).

FM Delivery Method	Weighted average score of ability to check status of repair requests through an electronic portal or CAFM system	Total Responses
In-House	3.03	29
Combined	2.74	38
Outsourced	1.83	6

Table 11: FM Contractors ability to electronically communicate with university

Results (**Table 11**) were quite predictable in the sense that communication methods were poorer when liaising with an external provider. A higher average score for an in-house service might have been expected, but possibly explained by a lack of formalised SLA’s as per question 10.3.

Data from the survey shows that an in-house FM delivery method is more efficient compared to other FM delivery methods. Increased performance in attendance to reactive maintenance and completion of works goes against the notion that outsourcing can streamline and increase efficiencies (Atkin and Brooks, 2009; Adegoke and Adegoke, 2013).

Respondent	Commentary
Respondent H	<i>"We experience difficulties in dealing with internal estates function and getting timely solutions to project works".</i>
Respondent J	<i>"Our service is currently better with an external Hard FM provider. I still interact with our estates department on capital expenditure projects and often feel frustration with the way matters are dealt with. I dont feel that I have a voice when dealing with the in-house function, whereas with the outsourced provider they treat us as a true client and I have more control and cooperation."</i>
Respondent K	<i>"Have experience of two Hard FM outsourced arrangements with different providers, and an in-house service. The in-house service is the poorest of the three with no recognised SLA’s in place and consequently poor response times. One of the outsourced contracts had defined financial penalties in place and the service was better as a result."</i>

Table 12: Respondents viewpoints on FM providers

Respondents interviewed did however appear to be satisfied with outsourced providers (**Table 12**) and often cited better measures of control compared with previous in-house experiences.

4.6.2 Maintenance budget control

Assaf *et al.* (2011) cited control over operational costs and quality in relation to maintenance is often a driver for outsourcing. Respondents with outsourced services were asked to rate their opinion using a 5-point Likert scale on whether they believe outsourcing had taken place to “allow for better control of maintenance budgets”. Fifty percent of respondents “Agreed” or “Strongly Agreed” that this was the case, with twenty seven percent “Disagreeing” and the remaining respondents neither agreeing or disagreeing. Respondent J said that the costs for an in-house service may appear cheaper, but often did not take account of absenteeism and efficiency of in-house staff. Alexander and Young (1996) cited a potential for cost increases in outsourcing and Respondents’ F, H and K agreed with this, believing the type of contract could play a significant role in how costs were managed.

4.6.3 The accommodation quality and influence

Using a Likert Scale 1 – 5 (Poor – Excellent) to rate standards of workmanship, there is less satisfaction when outsourcing when compared to the other FM delivery methods which score similarly to each other. It was not clear how a combined delivery was so much closer to in-house than outsourced, when by its nature would involve elements of outsourcing.

Standards of Workmanship carried out	Weighted Average	Total Responses
Outsourced Delivery	3.00	6
Combined Delivery	3.62	34
In-house Delivery	3.68	25

Table 13: Standards of workmanship performance

Table 14 provides feedback from respondents on how important the standard of accommodation is in the student decision making process.

Respondent	Commentary
Respondent F	<i>"The standards and condition of student accommodation along with facilities has a huge 'first impressions' impact on swaying a student's decision to enrol in university and stay in halls. Parents of prospective students visit on 'Open Days' and are less inclined to be swayed by this and look more at security and cleanliness issues."</i>
Respondent G	<i>"Student accommodation plays a vital part in the recruitment process. I think that for some students it can make or break a student's decision on where they opt to study. Internal student satisfaction surveys include questions on support services as the University recognises the importance of 'getting it right'".</i>
Respondent J	<i>"I think students see accommodation as of secondary importance in comparison to the academic side in decision making. Our university has become more prestigious over several years due to its increased research and facilities funding, so the course is more important compared to around perhaps twenty years ago when the accommodation played more of a factor. People are still heavily influenced by first impressions of accommodation and they feel it is still important to ensure rooms are maintained as there is an expectation of a certain standard."</i>

Table 14: Accommodation influence in decision making process

4.7 Partnering and Risk Removal

On asked whether an outsourcing arrangement was undertaken for the benefit of “Partnering” with an external FM organisation, 50% of respondents selected either “Agree” or “Strongly Agree”, 11% selected “Disagree” with the remainder neither agreeing nor disagreeing (39%). From the 50% that agreed with this statement, respondents’ job roles consisted of middle (57%) or senior management (36%) positions. This indicates that senior management do recognise the benefit of partnering with external organisations who can offer expertise (Campbell, 1995; Alexander, 1996; Assaf *et al.*, 2011), increased productivity, and removal of risk (Phillips and Kapletia, 2014) as identified in the literature review. Brown and Wilson (2005) believed this to be ‘Strategic’ outsourcing, with senior management recognising the need to outsource to focus on core business objectives.

Respondent F & H saw one of the big positives of partnering with an external provider as the removal of risk to the university. They cited examples where this

had proven beneficial such as resolution of technical issues relating to maintenance and having specialist knowledge at their disposal in compliance matters.

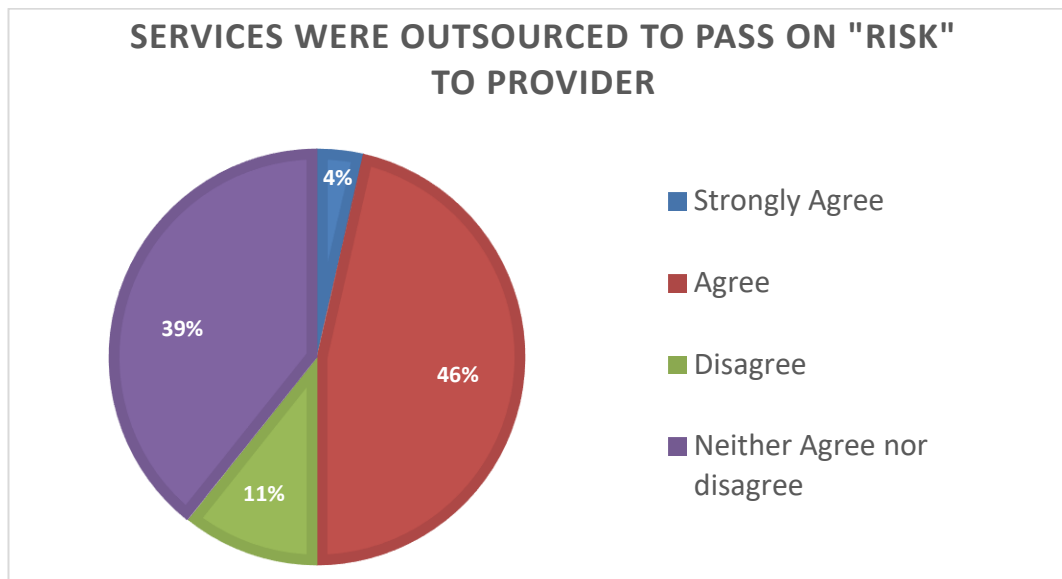


Figure 4: Passing risk to provider – driver for outsourcing

Respondent J has worked for the same university for twenty-six years, for a long period as residence manager. The university currently has a combined FM delivery with soft services such as cleaning and security carried out in-house, and Hard FM being outsourced. The university's driver for outsourcing was an inability financially for the university to maintain and refurbish accommodation. Outsourcing created an investment to improve residences as the provider was also contracted to demolish some of the existing accommodation and redevelop. The biggest plus point with this agreement is that the FM provider needs to maintain the stock and is fully responsible for all maintenance and capital expenditure. The respondent reflected to when they had an in-house delivery and the maintenance 'pot' meant several departments or business areas could be vying for the same money. This often-meant estates put on hold or postponed non-critical repairs to meet budget demands. This created heated internal discussions and a backlog of maintenance issues which became a driver for the original outsourcing decision. This type of scenario was identified by de Vries *et al.* (2008) within the literature review. The survey data suggests universities and organisations prefer an in-house FM delivery

for efficiency, but there are trade-offs where benefits can outweigh or provide some comfort against the “risk” of outsourcing.

Respondent F felt that the main drivers for outsourcing was the ability to pass the risk, management, and resource of staff onto a provider. An example of this was managing an in-house cleaning team where there was a high level of sickness and absences which made it very challenging. The respondent did not feel there were any real cost savings associated with outsourcing and that it felt more expensive but passing the risk onto a provider carried other benefits not associated with cost savings.

4.8 FM and the impact on ‘Student Experience’

The literature review explored how the FM service can impact on a student’s time in university. Most of the literature focused on FM in relation to research or learning facilities than accommodation or campus services (Douglas et al., 2006; Crampton, 2009; Kok et al., 2011). Research undertaken did show evidence that the performance of FM can and does impact on students who stay in student accommodation (Hassanain, 2008; de Vries et al. 2008). FM can make a positive contribution towards the core business objectives (Karna and Julin, 2015) and thus the ‘Student Experience’.

The survey set out to get residential services staff thoughts on how the current FM service contributes to or detracts from the ‘Student Experience’. It was decided at an early stage of the research design that students should not be included within the target population given the difficulty in obtaining permission to communicate with them. Another factor in this decision was the timing of the research survey, with most of the accommodation residents being first year students who would not have had time to evaluate or compare FM performances. Typically, residential services staff are their direct point of contact for all matters relating to their accommodation including complaints or compliments about services, so will be well placed to assess performance and satisfaction. Limited or no access to students was a common theme noted within the literature review (Loosemore and Hsin, 2001; Price *et al.*, 2003; Matzdorf and Greenwood, 2015). Respondent J said their university claim that there can be ‘student fatigue’ with survey requests and so do

not get enough data locally from students other than what can be filtered from the NSS results. Respondent K thought there were gaps in the surveys sent out nationally focusing on the overall “Student Experience”, but that more students and parents focus on league tables than “five years ago”.

Asking respondents to use a sliding scale from 0-100 to measure how “*the existing FM provider(s) contribute towards a positive ‘Student Experience’*” fifty-nine of the respondents answered. The overall result for this question showed that respondents had an average score of 68.11 indicating there was a good level of satisfaction with the FM service. Breaking down the scores into more detail showed a marked difference in satisfaction levels.

The existing FM provider(s) contribute towards a positive "Student Experience"	Responses	Average Number
Outsourced FM delivery method	5	57/100
Combined FM delivery method	28	66/100
In-house FM delivery method	26	73/100

Table 15: Current FM providers contribution to a positive "Student Experience"

Those with an outsourced FM delivery scored on average 57.40, combined 65.80 and an in-house delivery method at 72.65. The results show that respondents with an in-house delivery believe this method adds more positively to the ‘Student Experience’. Clarification was sought as to why during semi-structured interviews (Table 16).

Respondent	Commentary on the 'Student Experience'
Respondent C	<i>"External organisations have no concept of the importance of pastoral care in student accommodation and are more concerned with financial savings. I feel only directly employed in-house teams have the ethos to ensure that students are looked after in every aspect."</i>
Respondent D	<i>"My organisation have brought 99% of the FM services back in-house to manage consistency, particularly with the delivery of the student experience".</i>
Respondent F	<i>"The national NSS surveys do not appear to focus altogether on the direct relationship between FM and its impact on the student experience".</i>
Respondent K	<i>"As a member of the board of governance for the UUK I believe that accommodation and 24/7 campus services play a strong part in the decision making, and can often be the difference when students have several offers to consider".</i>
Respondent M	<i>"FM and accommodation play a significant part in the overall 'Student Experience', the environment and accommodation all feed into it. Students may not specifically cite FM as a reason for a poor student experience, but subconsciously it would factor and influence their perception or score in the overall experience."</i>
Respondent N	<i>"External providers could be driven by finances. A large new PFI type campus development within my organisation does not seem to fit or align with the 'student experience' model. The contract is very financially driven, looking to penalise students for minor repairs whilst taking a hands-off approach to the pastoral and well-being care of students which sits within their FM agreement."</i>

Table 16: Respondents viewpoint on "Student Experience"

Research undertaken by Moore and Finch (2004) found similar viewpoints as those of Respondent C, with organisations (70%) having a direct preference for an in-house FM delivery.

4.9 Staff Satisfaction with FM Delivery

Respondents are considered the first point of contact for students when issues arise with accommodation, repairs or FM delivery. Staff will have to deal with complaints and liaise with tutors or parents surrounding students concerns which could manifest from poor FM delivery. Using a sliding scale from 1-100 respondents were asked to score how they thought the *"overall service provided by the FM provider(s) in accommodation contributes towards staff satisfaction"*.

FM Delivery Method	Staff satisfaction with current FM service (01/100)	Total Responses
In-House	76.5	24
Combined	56.6	22
Outsourced	46.8	5

Table 17: Staff satisfaction levels with FM service

The results show a marked difference in satisfaction levels. Of the five respondents with an outsourced delivery three were at senior management level and had worked within the university sector for a minimum of twenty-one years. This suggests a wealth of experience in management seniority and number of years' experience working within the sector. Four of the five respondents had answered they agreed with the principle of outsourcing, but only two believed that the current outsourcing arrangement had been a success for their organisation which explains the below average staff satisfaction score.

Forty five percent of the twenty-two respondents with a combined FM delivery had spent at least eleven years working within the sector and many of these (72%) also occupied middle or senior management positions. Respondents with an in-house delivery method were very satisfied with their FM delivery and over eighty eight percent of the respondents occupied middle or senior management positions.

Staff satisfaction can be influenced as detailed by de Vries *et al.* (2008) who identified how poor delivery of an FM service such as postponement of maintenance could result in a decrease in staff motivation. These factors would often increase the workload of front-line staff and management in dealing with complaints surrounding accommodation or services.

4.10 Respondents opinion on outsourcing in student accommodation

Separate reports by Universities UK (2011), Phillips and Kapletoa (2014) and Alexander, Phillips and Kapletia (2017) established that outsourcing was prevalent across higher education institutes. There was some discrepancy within the reports as to the successfulness of these outsourcing arrangements, and this research

wanted to focus on residential services staff viewpoint who are arguably closest to the frontline services that students receive.

4.10.1 Viewpoints in outsourcing FM services

Respondents were asked whether they agreed in principle with the idea of outsourcing FM services. Fifty-nine respondents answered the question with 66% answering “Yes” and 34% “No”. The survey data was further analysed to identify how these figures altered between the three delivery methods. Those with a combined FM delivery method were clearly in favour of utilising an outsourcing arrangement, with in-house respondents suggesting just under half were in favour.

Do you agree in principle with the idea of outsourcing FM services?	Yes	No
Outsourcing	75%	25%
Combined	90.9%	9.1%
In-house	41.7%	58.3%

Table 18: Respondents view on principle of outsourcing FM

When looking at the same question according to the size of the portfolio the respondent works within, the figures increase significantly once the institution offered over two thousand bed spaces.

Do you agree in principle with the idea of outsourcing FM services?			
Bed spaces of Institution	No	Yes	Number of respondents
51-299	1	2	3
300-699	2	1	3
700-999	1	1	2
1000-1999	8	7	15
2000+	8	28	36
Total	20	39	59

Table 19: Respondents view on principles of outsourcing according to bed spaces

The research wanted to determine if there were any trends between the size of the accommodation portfolio and the FM delivery method adopted. The table below shows that on sites with up to two thousand bed spaces, the delivery methods of in-house, or combined / outsourced are almost identical. When bed-spaces go above two thousand there is a marked difference where a combined, or totally outsourced delivery method are more frequent than an in-house delivery. This

along with the data in **Table 19** shows a clear trend that respondents agree with the principle of outsourcing, and that their organisation is outsourcing.

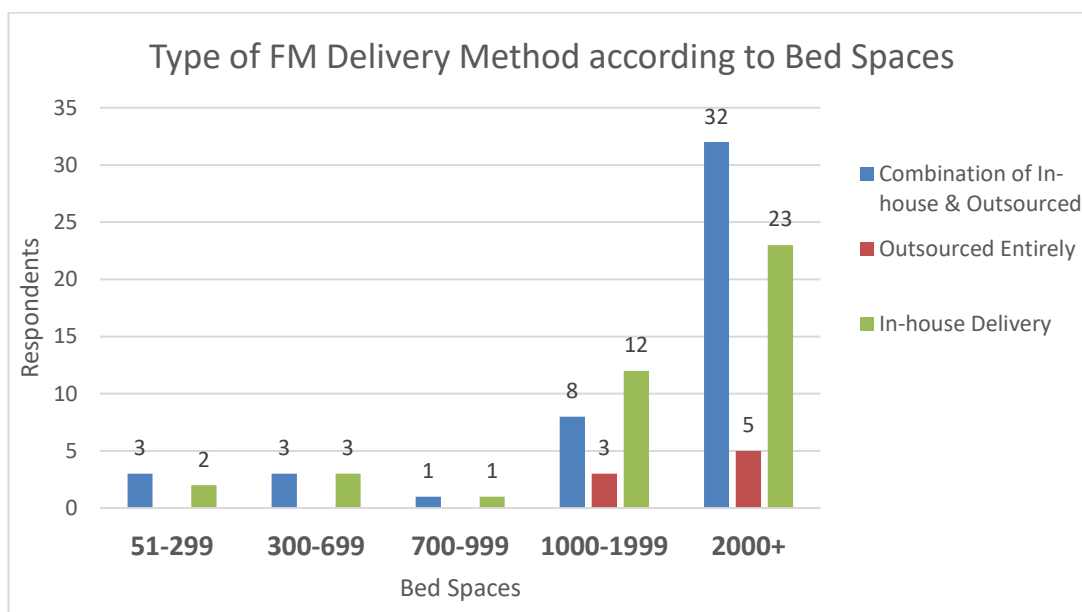


Figure 5: FM delivery methods relating to bed spaces of institution

4.11 Success of outsourcing to the organisation

The final question within the survey asked respondents for their opinion on whether outsourcing has been a success for their organisation. The question was available to answer for those with an in-house delivery as they may have had experience of an outsourcing relationship in the past. The question allowed for a “not applicable” response to ensure the results were accurate and true. Further sorting of the results (**Table 20**) removed respondent’s data from the percentage figures where they had indicated “not applicable”. This allowed for true data on respondents’ perceptions, albeit from a smaller sample size.

In your opinion has outsourcing FM service(s) been a success for your organisation?	Percentage	Total Responses
Yes	64%	29
No	36%	16

Table 20: Outsourcing success for organisation

When the data was analysed according to delivery method (**Table 21**) it indicates that respondents with a fully outsourced arrangement (Total FM) do not appear to

think outsourcing has been successful for their organisation. Those with a combined delivery method appear to experience a high degree of success. Half of respondents with an in-house delivery method had some experience of outsourcing within their organisation, and generally did not feel outsourcing was a success.

In your opinion has outsourcing FM service(s) been a success for your organisation?	Yes	No	Total Responses
Outsourced	40%	60%	5
Combined	81%	19%	27
In-house	34%	62%	13

Table 21: Outsourcing success for organisation by FM delivery method

The Universities UK (2011) task group indicated limited success with outsourcing for university institutions and analysing the figures for “outsourced” and “in-house” methods the result would appear to reflect previous research findings. Phillips and Kapletia (2014) study of higher education institutes showed 78% of respondents agreed they had benefited in some way from outsourcing. When looking at the “Combined” FM delivery method in **Table 21** in isolation the success figure of 81% is also very close. The overall figure of 64% (**Table 20**) would indicate that there has been a degree of success, but that there is further scope to improve.

Table 22 compares respondents’ thoughts on the principle of outsourcing, against how they believe current or previous outsourced activities have performed. Results indicate that a completely outsourced delivery method has failed to meet expectations with a significant difference.

	Respondent agrees in principle with idea of outsourcing FM services	Outsourcing has been a success for my organisation	Percentage difference
In-House	42.31%	34.00%	-19.60%
Combined	85.71%	81.00%	-5.50%
Outsourced	80.00%	40.00%	-50.00%

Table 22: Comparison across FM delivery methods of perceived and actual success

Whilst there may be many variables that account for these results, a key trend was identified in **Fig 6**. This shows that respondents who have experienced outsourcing

in organisations with up to two thousand bed spaces are split almost equally on whether outsourcing has been a success for their organisation. Where an organisation offers more than two thousand bed spaces there is a marked swing in respondents (69%) who believe it to be a success.



Figure 6: Success of organisation by bed-spaces

4.12 Summary of research findings

It is clear that outsourcing is being embraced by organisations in the student accommodation sector, with over half (57%) outsourcing FM service(s). This percentage figure correlates with Universities UK (2011) and Phillips and Kapletia (2014) reports on university outsourcing. Data from the sample population indicates a combined FM delivery method is the most common approach taken. The data showed the most common services outsourced were 'reactive maintenance' (30%), 'cleaning' (18%), and 'security' (11%).

Respondents saw the main benefits of outsourcing as access to specialist expertise, coupled with the advantages of partnering with a commercial FM provider. The passing of "risk" onto an external provider also featured, which was identified by Loosemore and Hsin (2001) within the literature review. Concerns relating to in-house staff resourcing, and flexibility with staff numbers to account for quiet and peak periods also figured.

Residences staff believe outsourcing FM services does provide more opportunity to focus on core business objectives (Campbell, 1995; Gilley and Rasheed, 2000). Interviews that took place showed staff placed great importance on FM delivery and considered it “core”, rather than a support service. This ties in with Harland *et al.* (2005) who believed that traditionally thought of support services can be “closer to core” when looking at the strategic importance of the service. Staff that were interviewed did not generally have complaints with working alongside external providers, and in most cases cited this type of relationship worked better than with an in-house estates team where their voice may not be heard as strongly. An in-house FM delivery method scored highest when it came to reactive maintenance response times, completion of works within SLA’s, and the quality of workmanship. This led to greater staff satisfaction, with respondents also feeling it added more value to the “Student Experience”. Respondents felt external providers were often more focused on financial performance and place less focus on student satisfaction or wellbeing. What was evident from the survey data and interviews was that staff experienced frustration with external providers methods of communication which was one contributory factor as to why an in-house method was favoured. During interviews with respondents it was discussed that most academic literature suggests that FM was generally seen as a support service to core functions. Although respondents core processes related to accommodation and residential services they all described the importance of the FM function in relation to residential services.

Many outsourcing arrangements from this research study originated from a PFI/PPP agreement (35%), with accommodation being refurbished or redeveloped and FM agreements created to be managed for the term of the contract. University campuses have accommodation that requires modernising, exacerbated by increased student expectations and what developers are offering in the private sector. Around 20% of university accommodation is in “less than good” condition (**Appendix E**), with just over 30% of the stock built prior to 1979 (AUDE, 2018). When analysing data from respondents who believed outsourcing was not part of a

PFI/PPP agreement, 54% believed this was due to a lack of internal staff resource over anything else.

The results showed that 66% of all respondents agreed with the principle of outsourcing, and when results were broken down further showed that respondents with an in-house service were not totally against the principle (41%). One of the aims of the research was to identify whether there was any relationship between the frequency of outsourcing, the number of bed spaces an organisation provides, and the perceived success of these services. The data provided in **(Table 19)** showed that respondents appeared to be divided equally on the principle of outsourcing, up until the bed spaces offered by an organisation increased to over two thousand. Here the figure rose to 78% of respondents agreeing.

Data was analysed to look at the actual FM delivery methods against the number of bed-spaces an organisation offered. The data showed an almost equal split within each bed-space category between an in-house delivery, and those with some form of outsourced service, up to two thousand bed spaces. At two thousand plus bed-spaces the figure lifts to 62% of respondents with a form of outsourcing arrangement.

This could suggest several things:

- Smaller institutions feel that work can be resourced and managed in-house without the need to outsource;
- Outsourcing is seen as being more efficient when there is a larger volume of work to undertake.

When looking at the success rate of outsourcing arrangements within this study, sixty four percent of respondents believed outsourcing had been successful for their organisation. Further analysis of these results showed that respondents whose organisation offered over two thousand bed spaces (69%) were more satisfied than those with a smaller bed-space portfolio (54%).

4.13 Conceptual Model for Outsourcing

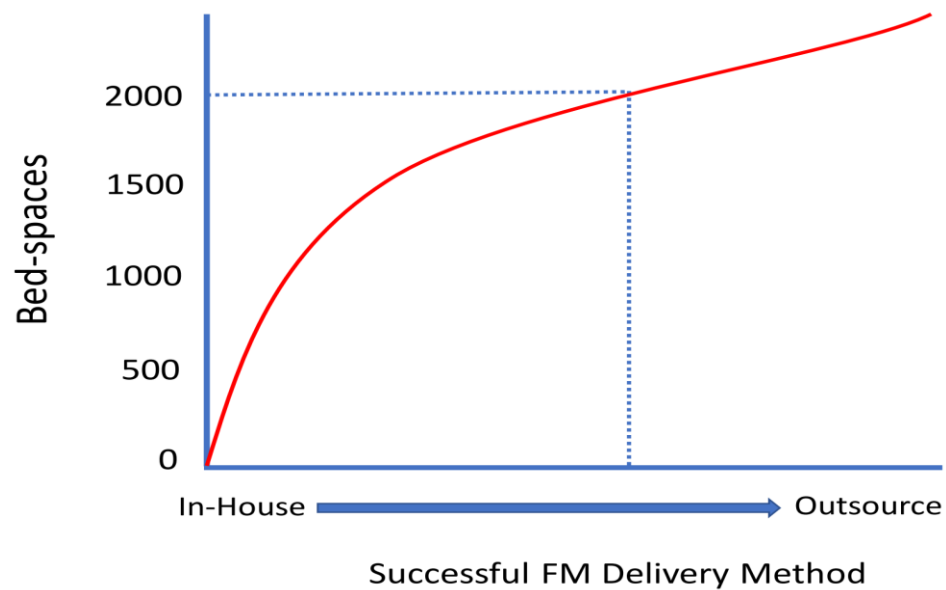


Figure 7: Conceptual Model showing successful outsourcing trend

A conceptual model (**Fig 7**) was created to illustrate how outsourcing becomes far more successful at the point where the number of bed-spaces an organisation portfolio offers goes above two thousand units. This offers demonstrable evidence linked to the research objectives and provides strategic decision-making guidance on outsourcing FM services.

4.14 Strategic Framework Model

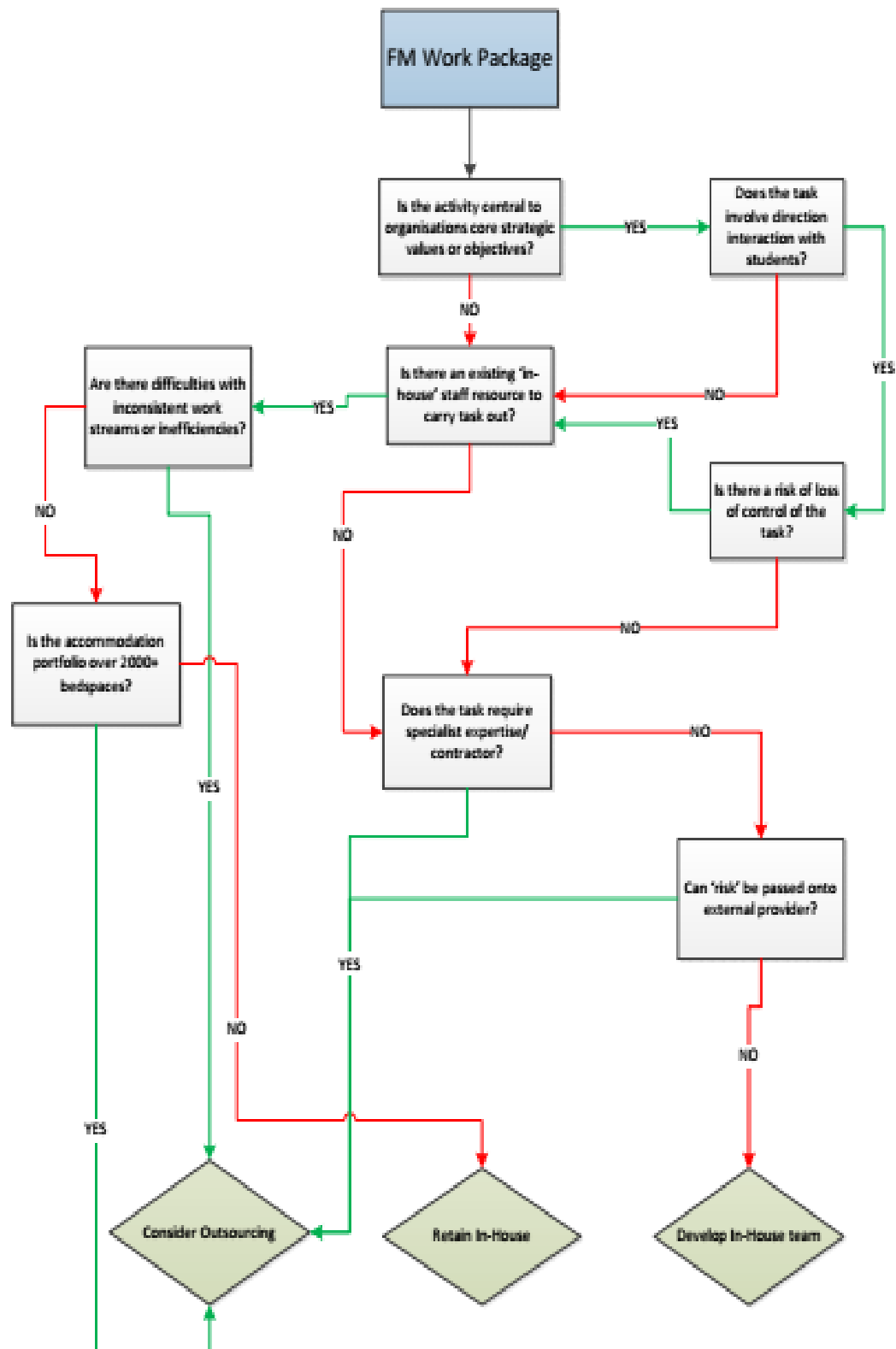


Figure 8: Strategic Framework Model for outsourcing decision making

A strategic framework model was designed which allows a user to make strategic decisions on whether to outsource FM services in university and PBSA accommodation. Following a sequence of YES/NO questions, the model framework will inform best practice, based on research and performance data gathered during this research project. The strategic framework model could be created as a software programme or mobile app for further usability. A larger copy of the strategic framework model is available in **Appendix D**.

Conclusion

5.1 Objectives of the research project

The research project objectives were to identify the critical success factors in delivering an FM service in student accommodation. Factors included the type of FM delivery method utilised, identifying the risks and drivers for engaging in any outsourcing activity and analysing satisfaction levels.

5.1.1 Identifying current drivers for outsourcing in the student accommodation sector.

The main driver for undertaking an outsourcing arrangement within student accommodation is to benefit from the specialist expertise of a contractor, with over seventy one percent of respondents who outsourced citing this as a reason. Respondents believe that partnering with external commercial providers can create efficiencies that may not be achieved with an in-house work force. FM in university accommodation is dynamic, with short timeframes to carry out large volumes of work during vacation periods, interspersed between less busy periods. The research showed that organisations outsourced to adequately resource staff during peak periods due to a lack of in-house personnel. Respondents felt that outsourcing allowed for a greater flexibility on staffing levels for this type of work pattern. The final main driver identified related to partnering and risk. Respondents acknowledged the benefit of partnering with an external FM provider, but also saw an added benefit of passing operational 'risk' onto the provider. Types of risk passed included staff resource to manage absenteeism and meeting reactive maintenance and compliance work timescales. External FM providers would remove this burden from senior management responsibility.

5.1.2 To analyse types of delivery method, performance of FM services and satisfaction levels within the university accommodation sector

The objective was to gauge respondents' opinion on their current FM delivery method and gather data on whether any of the drivers or risks of outsourcing identified in the literature review occurred in practice. A 'combined' FM delivery method was most common (49%), followed by 'in-house' (43%) and 'outsourced' (8%). The research data provided an analysis of performance on how each delivery method impacted positively or negatively towards the 'student experience' and staff satisfaction. Survey data showed respondents with an 'in-house' service experienced greater satisfaction levels with their services, including standards of workmanship, quicker response times and completion of work against SLA's. Respondents were generally satisfied with their outsourced services, and often cited these as just as efficient, if not more so than an in-house delivery. Explanations for this included formal SLA's being in place with contractual agreements that had financial penalties in place for failure of service.

Two reasons that appeared consistently with respondents who had outsourced services that reduced the positive benefits:

- A lack of an IT interface and poor communication methods between the external provider and the university to relay real time information on reactive maintenance job statuses.
- The external provider not understanding the importance of the "student experience" and managing the contract(s) focused on finances. Respondents highlighted concerns that universities strategic objectives and vision relating to the student experience were rarely adopted by FM providers, which could be damaging to the university itself.

5.1.3 To determine if there is a link with the success of outsourcing of facility management services, and the size of the accommodation portfolio.

Outsourcing is often considered for the potential benefits of cost savings and efficiencies. The research gathered demographic information for each institute, and measured satisfaction of staff with the FM arrangements. Respondents in institutions ranging from between 51-1999 bed spaces were split almost equally when asked if they agreed in principle with the idea of outsourcing. The type of FM delivery method employed also showed an almost equal split between those with an in-house delivery, and those that outsourced part or all of their services. The results show that respondents from organisations that had over two thousand bed-spaces were more in favour of the principle of outsourcing, it is more commonly adopted, and it is considered far more successful within this bed-space bracket than all others as seen in **Fig 6**. This indicates that outsourcing is truly worth considering when an accommodation portfolio sits above two thousand bed-spaces. This may be because to succeed a provider requires a certain volume of works to streamline or make worthwhile in mobilising the contract. Further research is warranted on this, although the success margin is clearly defined within these results.

5.1.4 To develop a strategic framework model for decision making on outsourcing within student accommodation

A strategic framework model was designed following analysis of the survey results and interviews. Where clear trends were presented in the data which were likely to impact positively or negatively on outsourcing, these were configured within the strategic model to provide best practice. The framework model can be used as a decision-making tool, and could be produced in a basic script software programme or mobile app. The model has the potential to be built on and extended should further research be undertaken.

5.2 Principle findings contributing to practice

The main findings of the research show that an in-house FM delivery method benefits the organisation in creating a more positive 'student experience' and increased staff satisfaction. FM is seen as a major contributor towards an organisation's strategic objectives and day to day business activities within this sector. The sample population are in favour of outsourcing, and generally have seen some success in these arrangements. Satisfaction levels with outsourcing increases markedly when the accommodation portfolio size is above two thousand bed-spaces.

Organisations appear reluctant to deliver a 'Total FM' outsourcing approach where all services are passed to an external provider. The qualitative data obtained identifies concerns relating to how an external provider would provide the pastoral care and wellbeing of students and represent the university strategic objectives and values.

The research developed a framework for strategic decision making and guidance on whether to outsource FM services or retain in-house in student accommodation. The framework picked out key points within the research findings which are likely to affect the successfulness. The framework is designed to be used by facilities managers, residential services management and other stakeholders.

5.3 Recommendations

Recommendation	Description
Consider	Outsourcing should not be undertaken for the sake of outsourcing. A true cost analysis of the service being delivered in-house should be carried out. Consider what added value the in-house operatives may bring to the service function. Look at the risks of outsourcing to an external provider and only then make a strategic decision.
Information Technology	Universities or institutions considering outsourcing services should factor in the ability of the provider(s) IT systems to interface and communicate with the Clients systems to provide real-time information. This was one of the main concerns and frustrations of respondents with outsourcing.
Partnering	Outsourcing relationships should be entered into on the basis of building a mutual long term working relationship with the provider. This will increase the potential for true added value for the client, provider and beneficiaries of the FM service.
Value	Ensure a weighted 'value' element is factored into tender documentation specifications when outsourcing critical services. Take account of demonstrable added value from tenderers which supports the 'Student Experience', pastoral care and wellbeing.

Table 23: Table of recommendations

5.4 Future research

- Research to extend the work of Kok *et al.* (2011) to measure the affect and importance of FM solely within student accommodation, rather than academic buildings would be valuable. This would necessitate a direct interaction with the students, a potential issue which was documented within the literature review and methodology chapters. The students are the end customer, and currently most respondents didn't believe their organisation captured enough relevant survey information in this field.
- Future research should build on previous work undertaken by Amaratunga and Baldry (2000) who devised a performance evaluation framework for FM services. This could be developed further to identify if there are specific FM

services that provide enhanced client satisfaction, or less 'risk' in the university accommodation sector. Are certain services more readily outsourced by universities to external providers? Measuring individual services by balance score card may add further weight, and refinement to the strategic model framework created within this research paper.

- Financial savings are a clear driver for outsourcing services. It would be useful to look at FM costs at universities with similar demographics but different FM delivery methods. Variables would need to be considered when making a comparison, but the research could define a true cost on 'added value', when measured against financial costs and student and staff satisfaction.

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Appendix

Appendix A – Pilot Questionnaire

Sex	Male	Female						
Age	18-25	26-35	36-45	46-55	56-65	66-75	76+	
What type of accommodation do you work within	University	Private Student Accommodation Provider	Other (Please Specify)					
How many bed spaces does the Accommodation provide	1-50	51-200	201-500	501-999	1000+			
Years of Experience in Job Role	0-5	6-10	11-20	21-30	31-40	41-50	51+	
Current role position	Therapist/Advisor	Officer	Senior Officer	Manager	Senior Manager	Director	Other	

How are facility management services currently provided within the Accommodation? (See Descriptions Below)	In-House delivery	Combination of in-house & outsourced	Outsourced Entirely
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An in-house FM service is where all services are managed by the organisation, but may "Out-Task" individual contracts to external contractors but continue to supervise and manage these.

An outsourced FM service passes total responsibility for the service to an external provider.

If your organisation has a combination of in-house and outsourced FM services please detail which services are outsourced in the box below:

e.g. Portering, Cleaning, Maintenance, Security

Section One

On a scale of 1-5 (1=Poor, 5=Excellent) rate how the existing facilities management provider(s):

	1	2	3	4	5
Allows you to focus on your core business operations and objectives					
Methods and means of reporting repairs or reactive maintenance requests (Helpdesk, online system, email)					
Provide reports and data on KPI's in relation to the FM service					
Check status of repair requests or electronic records through IT Portal / Software					

Section Two

On a scale of 1-5 (1=Poor, 5=Excellent) how well do you think the following are delivered by the FM provider(s):

	1	2	3	4	5
General Health & Safety management					
Statutory & Legislative Compliance management					
Organisation & delivery of planned servicing and compliance works					

Section Three

On a scale of 1-5 (1=Poor, 5=Excellent) rate the facilities management provider(s):

	1	2	3	4	5
Quality standards of maintenance					
Initial response times for reactive maintenance attendance against any SLA's or guidance of timescales					
Completion of reactive maintenance jobs within Service Level Agreements					
Willingness or undertaking of "Recalls" to previous work carried out on a defect basis					

Section Four

On a scale of 1-5 (1=Poor, 5=Excellent) rate the facilities management provider(s):

	1	2	3	4	5
Proactively suggests innovative upgrades or improvements to benefit your organisation					
Proactively identifies cost saving measures or value engineering					
Planning, forecasting and delivery of PPM (Planned Programmed Maintenance)					

Section Five - If your FM service is managed in-house please go directly to Section 7

If part, or all of the FM service was "Outsourced" please express your opinion on these statements?

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Service(s) were outsourced to utilise specialist expertise					
Service(s) were outsourced due to a lack of in-house specialist knowledge					
Service(s) were outsourced due to a lack of internal staff resources					
Service(s) were outsourced to reduce management workload					
Service(s) outsourced will allow for better control within maintenance budgets					
Service(s) outsourced will pass the risk onto Contractor (e.g. Service Level Agreements, Financial Penalties)					
Service(s) outsourced will bring a reduction in labour or operational costs					
Service(s) outsourced bring the benefits of 'Partnering' with a FM Provider					
Service(s) outsourced allow for greater flexibility of staffing levels within the Organisation					

Section Six

Indicate your opinion on the effectiveness of outsourcing Facilities Management services

	Not Effective	Fairly Effective	Effective	Very Effective
How do you rank your personal experience of an outsourced FM service from an Organisation perspective				
Do you agree with the idea of outsourcing Facility Management Services	Yes	No		

Section Seven

Would you agree or disagree with the following statements

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
The existing FM provider(s) contribute towards a positive "Student Experience"					
Do you believe the overall service provided by the FM provider(s) in accommodation contributes towards staff satisfaction					

Appendix B – Email to ASRA Mail Group

Hello,

My name is Andrew Poole and I work as an Asset Manager for Pobl Group, in South Wales. Pobl Group currently provide a Hard FM service to over 4000 University bed spaces across Wales. I have worked in various FM roles within the student accommodation sector for approximately eleven years. I am currently carrying out research for my MSc dissertation in Property & Facilities Management.

Briefly, the research is focused on the following:

AIM

To develop a framework model for identifying best practice when deciding on an in-house, or outsourced Facilities Management service

Objectives

- To analyse performance of facility management services managed directly in-house, or outsourced in the University accommodation sector.
- To determine if there is a link with the outsourcing of facility management services and the quality of maintenance services in University Accommodation
- To analyse satisfaction levels of Accommodation Staff with the Facilities Management Service provided.

I appreciate we all get bombarded with emails on a daily basis, but hope you can take the time to complete the questionnaire in the web link below. The survey should take less than ten minutes and respondents can remain anonymous as there is no need to provide contact details.

I have focused the survey sample on ASRA members as you will have valuable knowledge and first-hand experience of how the Facilities Management services are delivered at your accommodation. Whilst the academic aspects of University are clearly most important to students, accommodation and facilities all contribute to the overall 'Student Experience' as academic research has found.

https://www.surveymonkey.co.uk/r/UniAccommodation_FM

Please also feel free to circulate this email to other colleagues in the Student Accommodation sector who may not be on this circular.

Thank you in anticipation,

Andrew Poole

Asset Manager – Student Accommodation

Pobl Group, 7-13 The Kingsway, Swansea, SA1 5JN

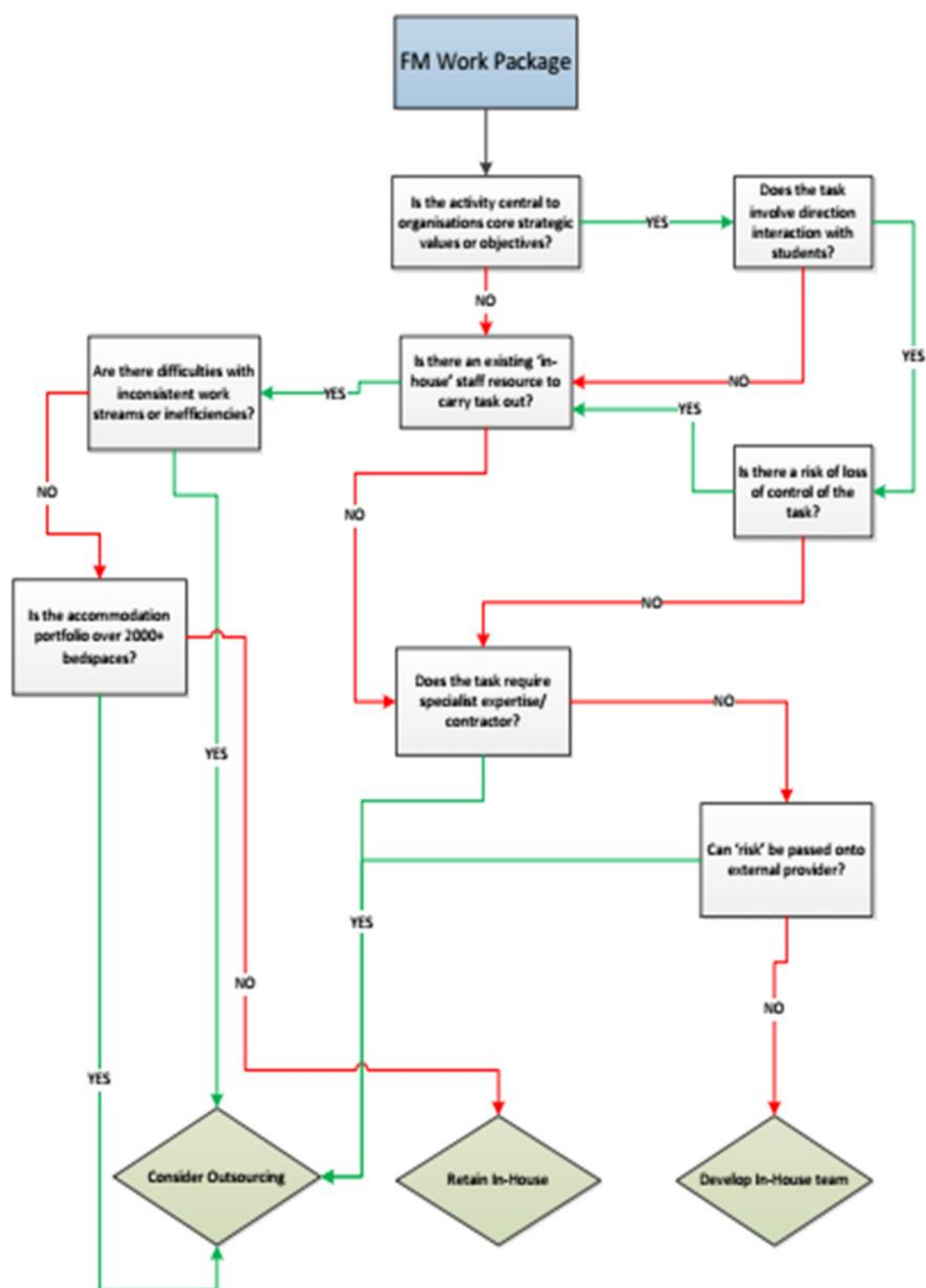
andrew.poole@poblgroup.co.uk | 01792 488197 | 07766 252493

Visit our website www.poblgroup.co.uk

Appendix C – Respondents Interviewed

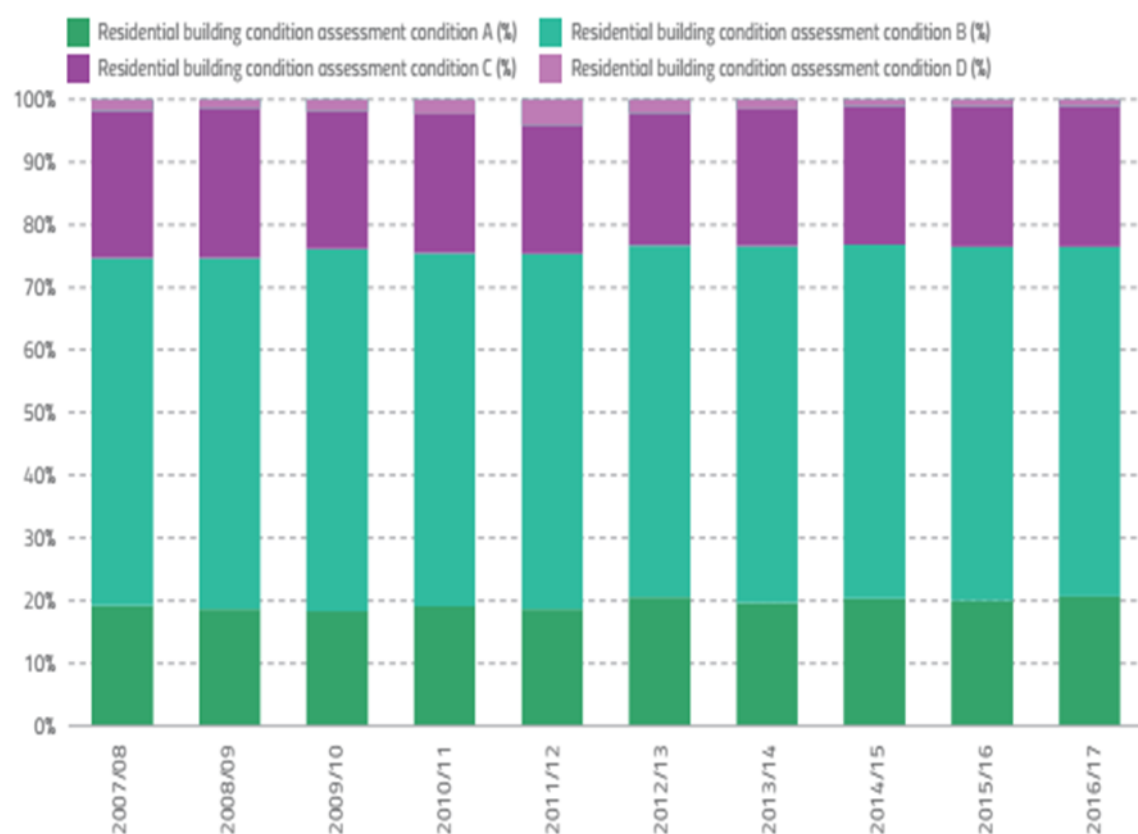
Respondent	Type of Accommodation	Bed spaces	Current Job Role	Years Experience	FM Delivery
Respondent A	University - Russel Group	2000+	Senior Management	11-20	Combination
Respondent B	University - Post 1992	2000+	Senior Management	11-20	Combination
Respondent C	University - Post 1992	700-999	Middle Management	11-20	In-house
Respondent D	PBSA	300-699	Middle Management	6-10	In-house
Respondent E	University - Russel Group	1000-1999	Senior Management	21-30	In-house
Respondent F	PBSA	2000+	Middle Management	1-5	Combination
Respondent G	University Post-1992	1000-1999	Senior Management	11-20	In-house
Respondent H	University Pre-1992	2000+	Middle Management	11-20	Combination
Respondent J	University Pre-1992	2000+	Junior Management	21-30	Combination
Respondent K	University Pre-1992	2000+	Senior Management	6-10	In-house
Respondent L	University Pre-1992	51-299	Middle Management	30+	Combination
Respondent M	University Post-1992	1000-1999	Senior Management	11-20	Outsourced
Respondent N	University Pre-1992	2000+	Senior Management	21-30	Outsourced

Appendix D – Strategic Framework Model



Appendix E – Residential Building Condition

7.7. Condition, percentage in condition A, B, C and D



Appendix F – Research Survey Questions

University Accommodation - Facilities Management Delivery

About Yourself

1. What is your gender?

☐ Female

☐ Male

2. What is your age?

☐ 18-25

☐ 26-35

☐ 36-45

☐ 46-56

☐ 57+

3. Geographical Location you work within

☐ South West (England)

☐ North East (England)

☐ South East (England)

☐ Yorkshire & Humber

☐ Midlands

☐ Wales

☐ London

☐ Scotland

☐ East of England

☐ Northern Ireland

☐ North West (England)

☐ Other (please specify)

University Accommodation - Facilities Management Delivery

Accommodation Provider

4. What type of accommodation sector do you work within

☐ University

☐ PBSA (Purpose Built Student Accommodation)

☐ Other (please specify)

University Accommodation - Facilities Management Delivery

University Type

5. What type of University do you work within?

- ☐ Pre-1992
- ☐ Post-1992
- ☐ Russell Group
- ☐ Other (please specify)

University Accommodation - Facilities Management Delivery

Accommodation Size

6. Please describe how many bed spaces the Organisation offers across its Portfolio?

- ☐ 0-50
- ☐ 51-299
- ☐ 300-699
- ☐ 700-999
- ☐ 1000-1999
- ☐ 2000+

University Accommodation - Facilities Management Delivery

Your Job Role

7. What is your current role position

- ☐ Clerical/Admin
- ☐ Officer
- ☐ Junior Management
- ☐ Other (please specify)
- ☐ Middle Management
- ☐ Senior Management

8. How many years experience do you have in this sector?

- ☐ Under 12months ☐ 11-20 Years
- ☐ 1-5 Years ☐ 21-30 Years
- ☐ 6-10 Years ☐ Over 30 Years

University Accommodation - Facilities Management Delivery

Facilities Management Provision

An In-House FM service is where all services are managed directly by the organisation, but may "out-task" individual contracts to external contractors but continue to supervise and manage these.

An example of a combination of FM services may be where the maintenance is outsourced but cleaning and portering is delivered by an in-house team.

An Outsourced FM service is where the entire matrix of service delivery is outsourced under a single contract to a single provider organisation that may subcontract or self-deliver some or all of the services

9. How are facilities management services currently delivered within the Accommodation?

- ☐ In-house Delivery
- ☐ Combination of In-house & Outsourced
- ☐ Outsourced Entirely

Please list what services are outsourced if Combination selected:

--

University Accommodation - Facilities Management Delivery

How the existing FM Provider(s) perform:

10. Using a scale of Poor to Excellent, rate the Facilities Management provider(s):

	Poor	Fair	Average	Good	Excellent
Allows you to focus on your core business objectives and day to day operations	☐	☐	☐	☐	☐
Ease and method of reporting repairs or reactive maintenance requests (Helpdesk, online portal)	☐	☐	☐	☐	☐
Provides reports and data on KPI's in relation to the FM Service	☐	☐	☐	☐	☐
Ability to check status of repair requests through electronic CAFM or IT Portal	☐	☐	☐	☐	☐

11. How well do you think the following are delivered by the FM Provider(s):

	Poor	Fair	Average	Good	Excellent
Health & Safety Management <i>e.g.</i> <i>Permits to Work, CDM,</i>	☐	☐	☐	☐	☐
Statutory & Legislative Compliance Management	☐	☐	☐	☐	☐
Organisation and delivery of planned Servicing & Compliance works	☐	☐	☐	☐	☐

University Accommodation - Facilities Management Delivery

How the FM Provider(s) perform

12. Using a scale of Poor to Excellent rate the FM Provider(s)

	Poor	Fair	Average	Good	Excellent
Standards/workmanship of maintenance carried out	☐	☐	☐	☐	☐
Initial response times for reactive maintenance attendance against any Service Level Agreement or agreed timescales	☐	☐	☐	☐	☐
Completion of reactive maintenance jobs within SLA's e.g. <i>first time fix, re-visit</i>	☐	☐	☐	☐	☐
Willingness or undertaking of "recalls" to previous work deemed unsatisfactory on a defect basis	☐	☐	☐	☐	☐

13. Using a scale of Poor - Excellent rate the FM provider(s) ability to:

	Poor	Fair	Average	Good	Excellent	N/A
Proactively suggests innovative upgrades or improvements of the accommodation to benefit your Organisation	☐	☐	☐	☐	☐	☐
Proactively identifies cost-saving measures or value engineering	☐	☐	☐	☐	☐	☐
Involvement in planning, forecasting and delivery of PPM (Planned Programmed Maintenance)	☐	☐	☐	☐	☐	☐

University Accommodation - Facilities Management Delivery

14. To determine which question you see next, please advise again how your FM service is delivered:

- ☐ Managed **in-house**
- ☐ Combination of in-house and outsourced
- ☐ Outsourced entirely

University Accommodation - Facilities Management Delivery

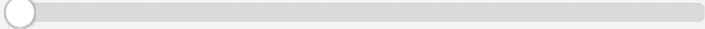
15. If part, or all of the FM service is outsourced express your opinion on these statements:

	Strongly Disagree	Disagree	Neither Agree nor disagree	Agree	Strongly Agree
Service(s) were outsourced to utilise specialist expertise	☐	☐	☐	☐	☐
Service(s) were outsourced due to a lack of in-house specialist knowledge	☐	☐	☐	☐	☐
Service(s) were outsourced due to a lack of internal staff resource	☐	☐	☐	☐	☐
Service(s) were outsourced to allow management to focus on core competencies	☐	☐	☐	☐	☐
Service(s) were outsourced to allow for better control of maintenance budgets	☐	☐	☐	☐	☐
Service(s) were outsourced to pass 'risk' onto provider(s) <i>e.g. Service Level Agreements</i>	☐	☐	☐	☐	☐
Service(s) outsourced bring the benefits of "Partnering" with a FM Provider	☐	☐	☐	☐	☐
Service(s) outsourced allow for greater flexibility of staffing levels within the organisation	☐	☐	☐	☐	☐
Service(s) were outsourced as part of a PFI or Nomination Agreement	☐	☐	☐	☐	☐

University Accommodation - Facilities Management Delivery

16. The existing FM provider(s) contribute towards a positive "Student Experience"

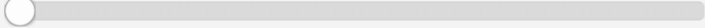
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17. Indicate your personal opinion on the effectiveness of outsourcing facilities management services

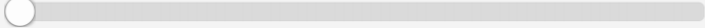
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18. The overall service provided by the FM provider(s) in accommodation contributes towards staff satisfaction

0 100



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19. Do you agree in principle with the idea of outsourcing facilities management services

- ☐ Yes
- ☐ No

20. In your personal opinion has outsourcing Facilities Management service(s) been a success for your organisation

- ☐ Yes
- ☐ No
- ☐ N/A

University Accommodation - Facilities Management Delivery

21. If you have any thoughts or comments on outsourcing not covered within the survey please use the box provided



A rectangular text input box with a thin black border.

22. Should you be happy to provide contact details please do so below

Name

Company

Email Address

Phone Number

Glossary

AUDE – Association of University Directors of Estate

BIFM (British Institute of Facilities Management) – Professional membership body for FM practitioners – now known as IWFM

Built Environment – Surroundings that are built by humans including all types of buildings and civil engineering infrastructure.

CAFM – Computer Aided Facility Management

Combined delivery – A combination of FM services some of which will be managed in-house and outsourced within the same organisation.

FM (Facility Management / Facilities Management) - a profession that encompasses multiple disciplines to ensure functionality, comfort, safety and efficiency of the built environment by integrating people, place, process and technology.

Hard FM – Hard services which relate to the building fabric and building systems.

HEFC – Higher Education Funding Council

HEIs – Higher Education Institutes

IFMA (International Facilities Management Association) - World's largest and most widely recognized international association for facility management professionals

IT – Information Technology

In-house delivery – FM services and functions resourced and managed within the organisation itself.

IWFM (Institute of Workplace and Facilities Management) - pioneering body for workplace and facilities management professionals

M&E – Mechanical and Electrical

NSS (National Student Survey) – A widely recognised authoritative survey that surveys students on all aspects of the 'student experience'.

Outsourced delivery – FM services that are outsourced and managed by an external provider.

Outsourcing - is a business practice in which a company hires another company or an individual to perform tasks, handle operations or provide services that are either usually executed or had previously been done by the company's own employees.

Out-Task – FM services outsourced on individual or single contracts to multiple contractors or providers, managed by the FM department within the organisation

PBSA – Purpose Built Student Accommodation

PFI – Private Finance Initiative

PPP – Public Private Partnerships

RICS (Royal Institute of Chartered Surveyors) - The world's leading professional body for qualifications and standards in land, property, infrastructure and construction

SLAs – Service Level Agreements

Soft FM – Soft services typically relating to cleaning, portering duties, security and waste

‘Student Experience’ - encompasses many aspects of the academic and social experiences of university life.

Total FM - The integration, management and delivery of all support services with one point of responsibility for the outsourced services.

UCAS – University and Colleges Admissions Service, based in the UK.

UUK (Universities UK) – Their core purpose is to maximise the positive impact for students and the public both in the UK and globally through teaching, research and scholarship. We are led by our members and act on behalf of universities.