



# THOUGHT LEADERSHIP

The Changing Focus of the CEO  
David Smith, CEO Bellrock



INNOVATIVE. TRANSPARENT. COMPLIANT.



David Smith  
CEO, Bellrock FM

## THE HISTORIC AGENDA

Organisations exist for a clear primary purpose. In companies this is to make a return for shareholders, in Education establishments to impart knowledge or in Hospitals to make people well. Whilst in Government, alongside the legislative defence and public service agenda it is to provide value for money services that the private sector either cannot or will not produce for all citizens.

Despite these differing priorities all have the same responsibilities in law to keep everyone safe in their buildings and to ensure the physical assets that they utilise are properly maintained to carry their modus operandi.

This month marks my first full year as CEO at Bellrock, my fifth time as a CEO following over more than a dozen years with ten previous years in the c Suite as CFO and Finance Director. That time has taken me across numerous sectors and industries and more Board meetings than I could ever remember. I have also served organisations across all sectors and have some empathy with the challenges they face.

In each we have talked share price, strategy, finance, customers, operational performance, labour relations, employee engagement, marketing, pricing, IT, acquisition,

disposal and in the more enlightened companies about health and safety through accident stats and near miss reporting.

We have also regularly reviewed capital spend projects and property portfolios. I have to say that in almost all of those meetings the Board focus upon facilities management and statutory planned maintenance compliance has been a rare event. We have generally been content to discharge the day to day to a facilities manager or external outsource provider.



## CHANGING COMPLIANCE LANDSCAPE

That is until this year with the recent events in London, our Board and that of many of our fellow directors have had their focus sharpened upon maintenance of our buildings.

At the same time a number of high profile commercial difficulties with the larger facilities providers have left CEO's with some difficult challenges to add to their ever bulging in tray.

How do we know that we are safe, and compliant with the laws governing, fire, water, electricity, gas and numerous other related areas of managing and maintaining the facilities inside which we work?

What evidence do we have that the equipment used has been properly maintained? How do we know what the forward plan of work looks like?

Which suppliers are we reliant upon to do the work and how does their performance compare with others?

How can we be sure that what those suppliers are telling us is supported by relevant statutory *compliance certification*?

## IF THE HSE VISITED YOU TODAY WHAT WOULD THEY FIND?

In any company on a single site such questions will be a challenge. Most of us would go to our Facilities or Property manager and ask and take comfort from what they have said. But do you have any evidence that their assessment is valid?

Whilst in larger multi site companies, the recent drive to Total Facilities Management has led to a single supplier providing some level of assurance around these types of question.





## BALANCED SCORECARDS AND DASHBOARDS

Most organisations these days have some form of balanced scorecard, few if any would have a tracker of statutory compliance on that KPI schedule. Curious as this is a Statutory requirement don't you think?

Can you as CEO see a real time report on your desktop that shows you in an instant what the position is now? Do you know what status each maintenance event is at on it's journey to refreshing compliance? Has the job been raised? Is the supplier booked in? Has the job been done? Can you see a certificate or remedial work?

I am sure that many of you will say no to a number of these steps.





## THE CHANGING SHAPE OF COMPLIANCE MANAGEMENT

Customer knowledge of their property and facilities asset list has historically been very challenging to maintain. Few customers we have worked with start with a complete and up to date list of sites and associated facilities. Without this how can you know that you are compliant?

Asset tagging and surveys linked back to a central repository provide the solution and a number of us in the FM world can help here.

Even with such tagging until recently real time visibility of your estate would have been impossible, as the

entire industry ran on paper based certification processes that could take weeks or even months to update.

Happily the industry is rising to this challenge through improved use of technology and supplier and customer apps companies such as Bellrock are able to provide systems, processes and supply chain best in class expertise that demonstrably manages and tracks your compliance position.

Snapshots of real time compliance by asset category can be drilled into to give electronic record trails of every asset and it's status, whilst attached to that asset is a copy of the current certificate.

For the two hundred or so organisations using Concerto that adds a layer of management assurance that was not possible even 5 years ago. For the many thousands who don't and have not got similar systems in

place, then the C suite penalties in the event of an accident caused by poorly maintained assets can be as severe as a corporate manslaughter charge.

Transparency, risk management and clever use of technology can all lead to peace of mind and assurance that your organisation is the good corporate citizen it should be.



**At Bellrock our ambition is to support you in ensuring that you have a compliant property and facilities estate. My team would be delighted to hear your challenges and how we can support you.**

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