

# AN INTRODUCTION TO THE FACILITIES MANAGEMENT IN UK SHOPPING CENTRES

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High streets are traditionally the main focus of most retailing in the UK but shopping centres represent a very important format for shoppers, retailers and investors. Today, shopping centres have become firmly established as an important component of the UK retail environment. However, the success of shopping centres depends on how well they are managed and on how well management strategies cope with maintaining a balance between the income generated and the cost incurred in managing these properties. Therefore, when operational costs become an issue, the management tend to change the way a centre's infrastructures are managed and services delivered. This is the reason that better solutions are sought from the FM provider market. Since FM is a relatively young industry, there is a lack of research and studies on FM services in shopping centres. As a result, awareness of the FM market in the retail sector is poor. This research aims to define FM service delivery in UK shopping centres based on review of available literature.

Keywords: UK shopping centre, shopping centre formats, operation and management, FM services and FM service delivery

## INTRODUCTION

Since the 1960s shopping centres industry has grown considerably in the UK. Nevertheless, the growth is not only seen in the numbers of shopping centres development but also in the size and format of the shopping centres scheme. Today, this sector is identified as a major contributor to the UK economy. Moreover, the success or failure of shopping centres is depending on many factors; but the operation and management is one of the factors are vital to its success. Therefore, it is important to understand how the operation and management system in shopping centres is and how FM can add value to the management of shopping centre.

On the other hand, facilities management is a relatively new discipline and thus still evolving, and yet much has been written on meeting these sector-based demands, but one area that has received relatively little attention is the retail sector. Most of the previous research on facilities management is focuses on issues of workplace that relates to the commercial office building, medical, hotel, educational, and industrial. So, how is FM in the shopping centres industry? Since FM is a relatively young industry, there is a lack of research and studies identified on FM services in UK shopping centres.

Therefore, this paper aims to define FM service delivery in UK shopping centres. In order to achieve the aims, the objectives are

- (1) To understand the background of UK shopping centres
- (2) To understand the operation and management system of shopping centres

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(3) To identify the current condition on FM services in UK shopping centres.

However, the study is based on available literature only and supporting by widely internet search information on FM services in the retail property sectors. Later, this information is needed to validate through survey or case studies.

## SHOPPING CENTRES IN UNITED KINGDOM

Since the 1960s the number and type of managed shopping centres have grown considerably in the UK. In the last forty eight years shopping centres have become firmly established as an important component of the UK retail environment. This is because almost all of the UK's major towns have at least one shopping centre scheme. Therefore, this sector is identified as a major contributor to the UK economy. Today, there are a total numbers of 387 existing shopping centres in the United Kingdom. However, this figure does not include retail parks. (see table 1).

**Table 1: The Numbers of Shopping Centres in United Kingdom**

No.	Countries and Regions	Numbers of Shopping Centres
1.0	England	290
1.1	Greater London	54
1.2	East Anglia	16
1.3	East Midlands	14
1.4	North East	12
1.5	North West	40
1.6	South East	59
1.8	South West	30
1.9	West Midlands	31
1.10	Yorkshire and Humber	34
2.0	Northern Ireland	25
3.0	Scotland	47
4.0	Wales	25
Total numbers of UK Shopping Centres		387

Source: BCSC Research, 2008

During the period of forty eight years, the growth does not only see an increase in the numbers of shopping centres development but also in the size and format of the shopping centres scheme. Investor increasingly favours large size shopping centres development because they see an opportunity to dominate the location and to create or maintain prime pitch adds. They find the attractiveness of shopping centres schemes as an investment asset (NRPF, 2000).

Similarly in US, the shopping centre format in UK also has been evolving since the early 1960s. This is because the shopping centre industry has seen considerable innovation. Most of the innovation, however, occurred in out of town locations where new formats have been created in the form of Regional Shopping Centres, retail warehouse or retail parks and outlet centres (NRPF, 2000). The shopping centre industry has grown and changed and more types of centres have been created and evolved while the existing classifications are no longer adequate.

At the end of 2005, ICSC Research published a study that reviewed national definitions currently used to describe shopping centres throughout Europe with the goal of refining the common centre types and their characteristics into a Pan-European International Standard. However, this new international framework does not replace any existing national definitions. As a working definition, the study defines a European shopping centre as a retail property that

is planned, built and managed as a single entity, comprising units and “communal” areas, with a minimum gross leasable area (GLA) of 5,000 square metres (m<sup>2</sup>) (Lambert, 2006).

A framework was created after extracting common elements from centre types throughout Europe. This new framework classifies shopping centres into 11 broad based international types of centres, which can be grouped into two broader categories i.e. traditional and specialised as shown in table 2.

**Table.2: Pan-European Centre Standard**

<b>International Standard for European Shopping Centre Types</b>			
Format	Type of Scheme		Gross Leasable Area (GLA)
Traditional	Very Large		80,000 m <sup>2</sup> and above
	Large		40,000 – 79,999 m <sup>2</sup>
	Medium		20,000 – 39,999 m <sup>2</sup>
	Small	Comparison-Based	5,000 – 19,999 m <sup>2</sup>
		Convenience-Based	5,000 – 19,999 m <sup>2</sup>
Specialised	Retail Park	Large	20,000 m <sup>2</sup> and above
		Medium	10,000 – 19,999 m <sup>2</sup>
		Small	5,000 – 9,999 m <sup>2</sup>
	Factory Outlet Centre		5,000 m <sup>2</sup> and above
	Theme-Oriented Centre	Leisure-based	5,000 m <sup>2</sup> and above
		Non-Leisure-Based	5,000 m <sup>2</sup> and above

Source: ICSC Research, 2005

According to the Pan-European Centre Standard (2005) the types of shopping centre are as follow;

A traditional centre is an all-purpose scheme that could be either enclosed or open-air and classified by size i.e. very large, large, medium and small. There are two types of small traditional centres: comparison-based and convenience-based. Comparison-based centres include retailers typically selling fashion apparel and shoes, home furnishings, electronics, general merchandise, toys, luxury goods, gifts and other discretionary goods. Comparison-based centres are often part of larger retail areas, most likely found in city centres and not anchored. Convenience-based centres include retailers that sell essential goods (those items consumer buy on a regular basis) and are typically anchored by a grocery store (supermarket or hypermarket). Additional stores usually found in convenience-based centres include chemists (drugstores); convenience stores; and retailers selling household goods, basic apparel, flowers and pet supplies. Those centres are typically located at the edge or out of town.

Specialised centres include specific purposed-built retail schemes or shopping centres that are typically open-air and could be further classified by size. There are;

Retail Park, also known as power centre, is a consistently designed, planned and managed scheme that comprises mainly medium and large scale specialist retailers (big boxes or power stores). Meanwhile Factory Outlet Centre is a consistently designed, planned and managed scheme with separate store units, where manufacturers and retailers sell merchandise at discounted prices that may be surplus stock, prior-season or slow selling.

**Table 3: Examples of Retail Properties According to Pan-European Centre Standard**

<b>EXAMPLES OF RETAIL PROPERTIES ACCORDING TO THE ICSC PAN-EUROPEAN SHOPPING CENTRE STANDARD</b>			
<b>PAN-EUROPEAN STANDARD</b>		<b>EXAMPLES BY COUNTRY</b>	
Format	Type of Scheme		United Kingdom
Traditional	Very Large		Bluewarter(Kent); Bullring (Birmingham); MetroCentre (Gateshead); The Trafford Centre (Manchester)
	Large		The Bentall Centre (Kingston Upon Thames); Buchanan Galleries (Glasgow); Golden Square Shopping Centre (Warrington); The Harlequin (Watford); West Quay (Southampton)
	Medium		Cascades Shopping Centre (Portsmouth); Castle Court (Belfast); Ocean Plaza (Southport); Princess Quay (Hull); Two Rivers (Staines)
	Small	Comparison-Based	Cathedral Lanes (Conventry); St. John Centres (Leeds); The Triangle (Manchester); Victoria Quarter (Leeds)
		Convenience-Based	Arndale Centre (Leeds); Chalfont Square (Reading); Chineham Centre (Basingstoke)
Specialised	Retail Park	Large	The Brewery (Romford); The Fort (Birmingham); Roaring Meg (Stevenage)
		Medium	Boulevard (Peterborough); Central Retail Park (Manchester); Forbury Retail Park, Reading Riverside Retail Park (Norwich)
		Small	Kew Retail Park (Richmond); Lady Bay (Nottingham); Taunton Retail Park (Taunton)
	Factory Outlet Centre		Bicester Village (Bicester); Freeport Fleetwood (Fleetwood); MacArthurGlen Designer Outlet Cheshire Oaks (Ellesmere Port); MacArthurGlen Designer Outlet (Livingstone); Sterling Mills Designer Outlet Village (Tillicoultry)
	Theme-Oriented Centre	Leisure-based	O2 Centre (Finceley, London); Printworks (Manchester); Tower Park Centre (Poole)
		Non-Leisure-Based	

Source: ICSC Research, 2005

Theme-Oriented Centre however is a consistently designed, planned and managed scheme that can either be leisure-based or non-leisure based. This scheme includes some retail units and typically concentrates on a narrow but deep selection of merchandise within a specific retail category. On the other hand a leisure-based centre is usually anchored by a multiplex cinema and includes restaurants and bars with any combination of bowling, health and fitness and other leisure-concept uses while a non-leisure-based centre concentrates on a niche market for fashion/apparel or home furnishings or can target specific customers such as passengers at airports.

## SHOPPING CENTRES OPERATION AND MANAGEMENT

The operation and management of a shopping centre are vital to its success. Hines (1988) identified that shopping centre is management intensive. Efficiency, astuteness and sensitivity to people and their needs are essential qualities in successful management and operation. Morgan and Walker (1988) added that the quality of its management is one of the most important which can affect the success or failure of a shopping centre.

Property manager and the centre management teams have the responsibilities to achieve towards that success. Their roles are imperative in contributing to the success of the operation and management of shopping centres. Okubo (1999) points out the most important role of property manager are to achieve the shopping centre owner's goal and objectives. Therefore, to accomplish the many facets of centre management and operation, Kaye (1989a) states that the property manager has to be capable of assembling a team who will be able to produce a first class standard in the basics of housekeeping, maintenance and security, at acceptable cost. The property manager may have a number of assistants to cover such narrower management areas as record keeping, marketing, landscaping, maintenance, security and etc (Hines, 1988).

Pitt and Musa (2009) observed that shopping centre management teams include general manager, centre manager, marketing & PR manager, human resource & administration manager, operational manager, I.T manager, event manager, retail liaison manager, customer service manager and etc. Management teams in shopping centres may vary from one shopping centre to another shopping centre. This is because they seek and attempt to establish the right teams to face the challenges in shopping centres in today's environment. London (1999) states that one of the most consistent challenges in shopping centre management has been to identify understand and meet the ongoing needs of consumers, retailers and owners.

When defining the management challenges, Pitt and Musa (2009) classified the operation and management of shopping centres encompass three main aspects (see Figure 1). These are property, facilities and tenant mix. Managing property and facilities of shopping centres are very important for the management teams to maintain and organise especially the image and the physical aspects. Aside from this it is also important to retain the value of the property and optimising the operational cost. The Operations basically oversee day to day housekeeping, emergency repairs, ongoing maintenance that includes landscaping and usually long-term maintenance, as well (London, 1999; Paul 1999).

Muhlebach and Alexander (2005) stated that having all lighting, security, cleaning, heating, ventilation, and air-conditioning (HVAC) and any other systems in the best condition possible is critical to the success of any shopping centre. Otherwise, this could affect on consumer's expectation and they will go elsewhere if amenities such as parking, security, cleanliness and landscaping are issues. Typically, the way their managing the property and facilities of shopping centres are more likely to be contracted through a third-party resource rather than be in-house staff, or owner's employees (London, 1999; Martin, 1982).

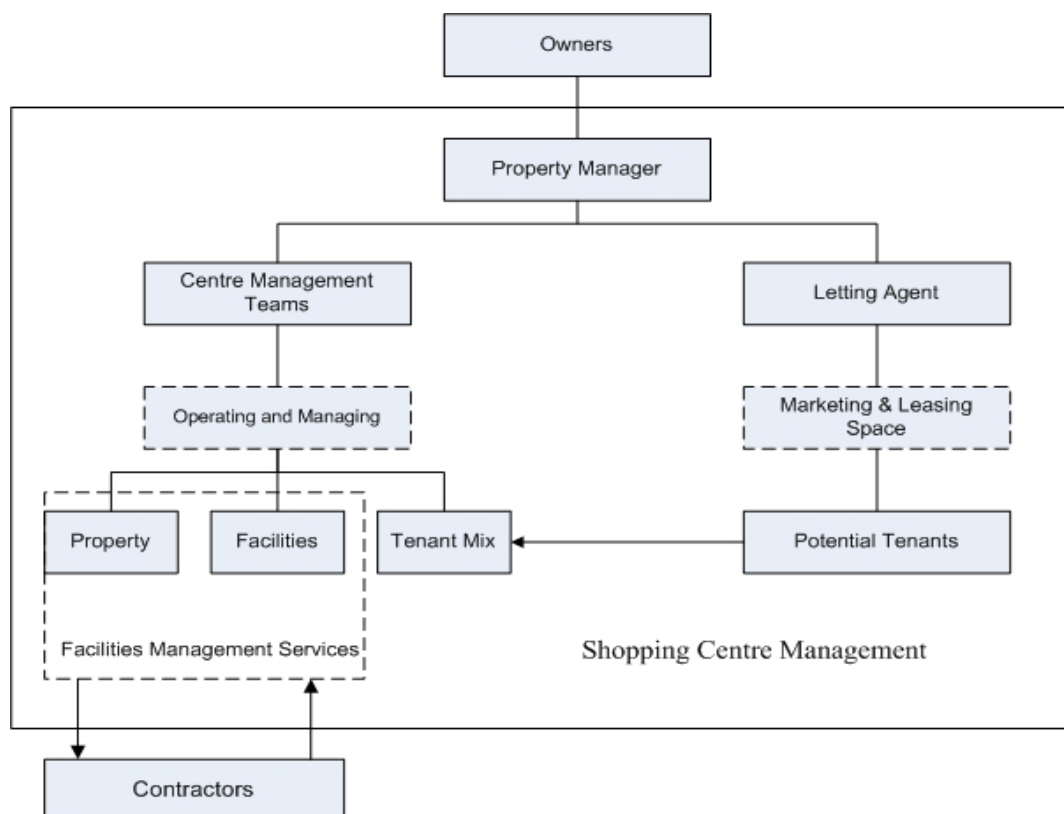
Meanwhile, managing a tenant mix of a retail property, such as a shopping centre, is also important. Muhlebach and Alexander (2005) describe that tenant mix is much more critical to a shopping centre than to an office building or an industrial property because retail tenants require customer traffic to generate the sales that are the measure of their success. Predominantly, having a good tenant mix is a crucial to the business of shopping centres. These are the main source of income from an investment of the shopping centres.

According to BOMI (2001) the income streams of shopping centres are;

- Typically, the largest of these is percentage rent. Such leases generally provide for payment of a fixed minimum rental computed against a percentage of sales. Generally, the percentage of sales is negotiated as part of the original leasing process.
- Common area maintenance charges pass on to each tenant a pro-rata share for exterior maintenance, certain utility costs, and other related to areas used by tenants' retail customers.
- Advertising funds and merchants associations: often controlled by the tenants of major retail centres, active merchants associations and advertising funds provide a benefit to the retail centre through customer recognition and increased traffic flow. The presence of these entities may provide both revenue and expenses to the property manager.
- Income derived from seasonal or temporary activities might include kiosk rental, gift wrapping or sidewalk sales during warm weather.
- Retail pad rents: a retail pad is a freestanding parcel of property generally within the confines of a larger project parcel. It is generally developed for use by such businesses as bank and restaurants.

It was pointed out by McGoldrick and Thomson (1992) that tenant mix has been identified as a critical factor in the success or failure of purpose-built shopping centres. McGoldrick and Thomson (1992) further suggest that management need to develop an effective business model for tenant location, tenant selection, and the structure of lease agreements so as to create value, increase the brand value of the property rentals, and achieve a long-term stability in the value of discounted cash flows given various uncertainties.

Pitt and Musa (2009) conclude that operational and management systems of shopping centres are different from one shopping centre to another shopping centre due to variance in the structure of the organisation, size of the centres, management strategy either in-house or outsource and facilities provided. Therefore, it is important to establish how the system would be from the beginning to ensure the quality and effectiveness at the end of the day.



**Figure 1: Operation and Management System in Shopping Centres**

Source: Modified Pitt & Musa, 2009

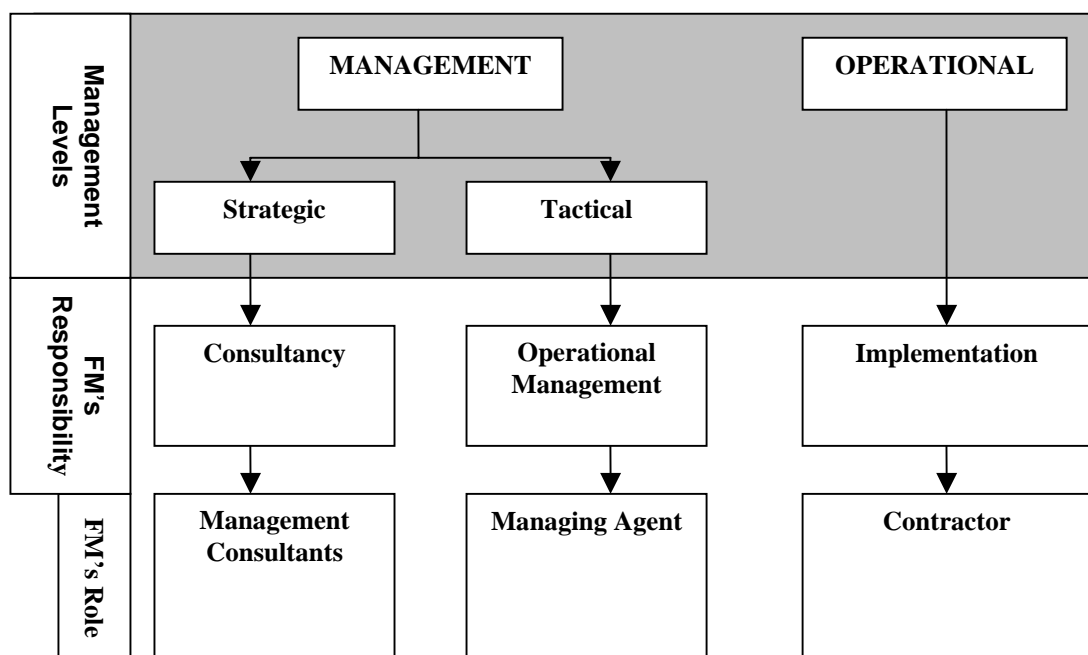
## FM SERVICES DEFINED

Facilities Management (FM) is a relatively young industry; however, its rapid development in the last decade shows the important growth of FM industry (Tay & Ooi, 2001). During its evolving, there are several number of definitions of facilities management have been defined by Becker (1990), Nourse (1990), NHS Estate (1996), Bridge and Baldry (1996), Alexander (1999), Hinks and McNay (1999), Nutt (2000), Atkins and Brooks (2005). Tay and Ooi (2001) found that these definitions give such confusion on the identity and the scope of facilities management. Conversely, these definitions have contributed to the theoretical development in facilities management.

When developing a working definition of FM, Bridge and Baldry (1996) accepted that facilities management is rapidly developing and that definition are, therefore, likely to come under pressure as circumstances change and some definitions might be lacking in one or more aspects. Underpinning this regards, it could be the best solution is to look at what perspective of FM that will be referred to. This could give answered to the confusion of FM later on.

Looking at operational management perspectives, Atkins and Brooks (2005) describe facilities management is an integrated approach to operating, maintaining, improving and adapting the buildings and infrastructure of an organisation in order to create an environment that strongly supports the primary objectives of that organisation. However, it is very important to understand on how facilities management is carried out.

According to Owen (1994) facilities management can be implemented at the management and the operational levels of an organisation (see Figure 2). He found that the split between 'management' and 'operational' in an FM context is reflected in the way 'suppliers' approach FM. Professional firms of consultants in the FM marketplace tend to approach matters from a consultancy viewpoint. FM contractors (e.g. P&O (now Granada), AMEY FM, BET, SERCO, etc.) tend to approach matters from an Implementation or *Operational Function* viewpoint. For either to become truly Total FM providers there is the need to add the other half of the equation. e.g. to manage a shopping mall, Granada TFM still need to add estates managers, M&E engineers, etc., (i.e. PSSS) to plan, control, direct etc.; whilst a management consultant would have to add Operational Functions to their service to offer TFM. They would probably do this by sub-contract, e.g. for cleaning, security, fleet hire, etc.



**Figure 2: How Facilities Management is Carried Out.**

Source: Modified Owen, 1994

However, the proper application of facilities management techniques enables organisations to provide the right environment for conducting their core business on a cost-effective and best value basis (Atkins and Brooks, 2005).

Atkins and Brooks (2005) conclude that, there is no universal approach to managing facilities. Each organisation will have different needs even within the same sector. Understanding those needs is the key to effective facilities management measured in terms of providing best value. In practice, facilities management can cover a wide range of services including real estate management, financial management, change management, human resource management, health and safety and contract management, in addition to building maintenance, utilities suppliers and domestic services i.e. cleaning and security.



## FM SERVICES IN UK SHOPPING CENTRES

It is very difficult to define FM services in UK shopping centres due to lack of study undertaken on the application of the subject matters. Most of the research on facilities management is focuses on issues of workplace i.e. commercial office building, medical, educational and industrial (Tay and Ooi, 2001), hotel (Jones, 2002), but only two academic articles are identified that related to FM services in UK shopping centres. One is written by Cant (2005) where his paper was considered about the story of the new Bullring and the role that the facilities management (FM) approach has played in the success of the development to illustrate the way that infrastructure services for the complex can add strategic value rather than use up operational cost. Another one was written by Pitt (2005) where his paper was specifically focus on one aspect of facilities management services i.e. waste management issue.

In order to support the lack of literature available, investigation has been made to widely internet search. This includes shopping centres website, FM service provider website, on-line newspaper, on-line magazine that related to FM and retail sector, conference website and etc. Unfortunately, the result is still poor. Therefore, a review is made from available literature and also from observation through internet search. Based on the literature available, it seems that FM services are relatively young profession in the retail shopping centre industry. Nevertheless, much has been written on meeting these sector-based demands, but one area that has received relatively little attention is the retail sector .It is assume that the perceptions of many investors and retailers are not cascade fully into the FM provider market.

Willis (2003) reports that many investors of shopping centres are now finding that they are not getting the level of FM service anticipated, and at cost originally sought. Retailers also feel they are not finding that their service charges necessarily equate to the level and quality expected. Again, it is difficult to determine the reason behind of this problem with a little information however, Cant (2005) identified the problem occurs due to the way shopping centres have been operated and managed. He explains that most of retail shopping centres in UK have been managed via in-house management teams and it is a relatively static and standard fashion. Moreover, by keeping all activities in-house apparently it's not very cost effective option.

With the traditional 'managing agent' led method in the retail shopping centre coming under increasing pressure, Cant (2005) suggests that there is a significant opportunity to consider changing the way centre infrastructure is managed and service delivered.

**Table 4: Some of the FM Service Provider in UK Shopping Centres**

FM SERVICE PROVIDERS	FM SERVICES	SHOPPING CENTRES
Europa Facility Services	Cleaning, total waste management, recycling, pest control, hygiene services.	Bull Ring, Birmingham
	All housekeeping, waste management, security, customer service support.	Metro Centre, Gateshead, Eldon Square, Victoria Centre, The Potteries, Chapel field.
Incentive FM	Security, cleaning, housekeeping operations, repairs maintenance and engineering, car park management, waste and environmental, health and safety	Blewater
Interserve	Security, cleaning and waste management	Crowngate

Source: Service Providers Website

However, facilities management services in UK shopping centres are varying in accordance to the shopping centres management needs. This is because different shopping centres have required a different facilities management services (see table 4).

Willis (2003) emphasis that there is a significant difference between providing FM services to a single store or portfolio outlets rather than the management and provision of services to a large retail shopping centre either in the centre of a city such as the new Bullring in Birmingham, Brent Cross in North London and West Quay in Southampton, or, in a huge reclaimed excavation site as in the case of Bluewater .

## **THE TRENDS OF FM SERVICE DELIVERY IN UK SHOPPING CENTRES**

There is no doubt that most of the shopping centres' infrastructures have been managed through a single source contract that are offered to several of individual service supplier. Many shopping centres currently operate this way and while technically it gives them the maximum amount of choice but it also involves a huge amount of management time due to the management of the vast array of reports, budgets and invoices that result from this.

As it is, the earlier trends of FM services in UK shopping centres are identified as a base level provider for the general cleaning and maintenance services which have traditionally been offered as a single source contract.

However, this trend has moved forward as the role of facilities management demands more than cleaning and maintenance. In spite of that more recent shift in investors' and major retailers perceptions have yet to cascade fully into the FM provider market (Cant, 2005). He explains that there are a few shopping centres that want to exercise freedom in their choice of suppliers while getting some of the benefits that would result from having a full FM management services. They believe that FM service provider which can offer a range of services from under one roof and enable them to benefit from a tailored but flexible package of services that can be adjusted to meet changing requirements.

From the observation through the owners of shopping centres websites, the multi-service contract is perceived as a better solution which can allow money to be saved in non-core areas and importantly, do not affect the main running of the shopping centre. Nowadays, the larger shopping centres are amongst the most buyer of multi-service offered by FM service provider.

Recently, a new model facilities management service delivery in UK shopping centres practices has developed from the US shopping centres experience. In the US, 'total facilities support' has become established as a key method of enhancing service delivery, controlling service charges and creating new revenue streams (Fenwick, 2007). Total facilities support provides economies of scale and a single service from a single provider. It will provide the day to day management elements such as maintenance, security and cleaning and where there is capacity to sell those services to tenants or nearby businesses (Fenwick, 2007).

This approach is soon to be extended by Europa Facility Services through a 50:50 JV with Control Group. Their 50:50 joint venture, called Origin. Origin is designed to offer integrated services and a single operational management to shopping centres, managing agents and property owners. Also, this model is designed to find efficiencies, share in the benefits and reinvest in the shopping centre. Partnership is an integral part of a model that brings efficiencies to the bottom line. They claim that this will free up centre managers to become business managers focusing on maximising revenue from tenants and the profitability of the centre including a new potential revenue stream for service provision (Fenwick, 2007).

It is encouraging to know that FM service delivery in UK shopping centres has evolved. This is because the shopping centres management perception towards FM services has previously fallen behind market expectations and is now increasingly becoming more challenging. The shopping centres industry is now evolving to a model that demands more directly to added valued and genuinely strategic contribution of its FM suppliers. Facilities Management providers are now seen to be an essential and integral part of some shopping centre strategy such as the Bullring shopping centre in Birmingham, and not merely a base level provider of general cleaning, security or mechanical and electrical support (Cant, 2005).

## **THE CHALLENGES OF FM SERVICE DELIVERY IN UK SHOPPING CENTRES**

It is increasingly challenging for FM service provider to deliver the FM services in the shopping centres. This is due to the fact that FM service provider needs to consider some provisions when working within the retail sector. The FM service provider needs to provide FM solutions in the retail environment with the specific requirements. These challenges includes (Willis, 2003)

- Maintaining a healthy and safe environment with large numbers of the general public present and considerable risk of litigation.
- The need to match support service activity with the footfall that varies daily, weekly and seasonally-without affecting service levels.
- The dual-funding mechanism, whereby asset repair and maintenance is supported through the service charge, but asset enhancement and replacement is funded through developer investment.

Therefore, delivering facility services to the shopping centres requires particular skills and systems that meet the needs of a public access facility, maintain critical services that affect public safety and business success, all within a constant downward pressure on costs in a volatile retail environment. Footfall through a shopping centre is a key metric for services providers as the more shoppers there are, the more facilities need to be cleaned and the more waste is generated (Fenwick, 2007).

Failure to consider the provisions stated would affect the successful of service agreements. This issue has been recognised by many of the major retail players in this market. Therefore, they perceive the delivered solutions to be wanting. In addition, innovation and expertise is what their need, not a blinkered or single solution focus. Meanwhile, the challenges are relatively different between providing FM services to a single retailer as against providing the full range of support services to a 100,000 m<sup>2</sup> retail centre, with 150-200 retail units and 4,000 parking spaces.

It is important that all parties take a fresh look, and perhaps consider the new models for the management and delivery of FM services in such a dynamic environment (Willis, 2003).

## **CONCLUSION**

FM services are a relatively young profession in the retail shopping centre industry. Not much has been studied on FM services in the UK shopping centres. Consequently, the shopping centres management perceptions of the FM market in the retail sector is considered poor. This is because only a few shopping centres are keen to buy a full FM

services. It is mostly the larger shopping centres who are amongst the frequent buyers of multi-service offered by FM service provider.

FM services in UK shopping centres are more likely to perceive the delivered solutions for operational matters rather than strategic matters. This is because shopping centres are considered the custodian of property manager to ensure the investment value of the property is optimised and the objectives of the investors are achieved. In other words, shopping centres are moving towards total property management oriented. In contrast, other property like office can be a total facilities management solution because it considered as an operational property rather than investment property like shopping centres.

With the operational cost in the retail shopping centre coming under increasing pressure, there is a significant opportunity to consider changing the way centre infrastructure is managed and delivered. Property manager has seen that FM is an avenue where money can be saved in non-core areas that do not affect the main running of the centre. By Outsourcing the non-core areas to the FM service provider are predominantly short terms solution. However, cleaning, house keeping, waste and security are considered critical services to the shopping centres. These services are crucial and needed every single day during the operation of the shopping centres. Therefore, a long term or strategic relationship is much better with FM service provider to undertake that services into better quality and cost anticipated.

It is more probable that collaboration is the key for FM service provider to involve at the strategic level. Working with a professional FM company will allow shopping centre managers and property manager be better able to focus on strategic and value-enhancing rather than trying to manage a diverse number of different service suppliers. It is important to realise that a good FM partner can be vital to the success and profitability of managing shopping centres.

## **FURTHER RESEARCH**

This study is based on available literature only in order to understand the current condition on FM services in UK shopping centres. Further study is needed to validate the information available and also to find out how FM can add value to the management of shopping centres. A proper research design on the subject matter is essential to establish this study. This study has potential to bridge the gap to the existing research on facilities management. The study will be contributed to the knowledge with regards to FM in shopping centres.

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