



Asset managers have an interest in the on-going health and wellbeing performance of a property, including making decisions regarding investments in response to occupiers' changing health and wellbeing needs. Property managers play a central role in co-ordinating the process of assessing stakeholders' health and wellbeing requirements, with input and support from facilities managers.

Assessing stakeholders' requirements involves consideration of the following general steps.

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## STEP 1: IDENTIFY AND ENGAGE STAKEHOLDERS

It is important to identify the range of stakeholders with a potential interest in a property's approach to health and wellbeing. This can be undertaken through a basic scoping study, involving mapping a property's different stakeholder groups and rating their likely interest in health and wellbeing.

Stakeholders with a health and wellbeing interest will include the asset manager, property's occupants and employees, visitors, contractors and members of the local community.

A number of different approaches can be adopted when assessing stakeholder requirements from a health and wellbeing perspective. This includes both informal and more structured assessment methods.

Informal assessment methods may include, for example:

- Occupier engagement meetings.
- A high-level review of the asset.

Structured assessment methods may include, for example:

- Dedicated health and wellbeing questionnaires.
- As part of more general occupier satisfaction surveys.
- Single issue questionnaires, for example, questions on commuter infrastructure.

Post Occupancy Evaluations provide a further source of information, relating to occupiers' feedback on a property's health and wellbeing features and initiatives.

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## STEP 2: REVIEW STAKEHOLDER INPUT

Reviewing the outcomes from stakeholder engagement is a key part of developing a clear understanding of occupiers' health and wellbeing requirements. This review should consider the current and predicted occupier mix and should be undertaken in the context of the long-term goals for the asset.

A property manager should work closely with the asset manager to prioritise the implementation of health and wellbeing improvements identified through a review. This will be influenced by:

- Available budget.
- Number of onsite team members and their roles.
- Asset location.
- Asset design features.
- Occupier makeup.

## STEP 3: STAKEHOLDER FEEDBACK AND CONTINUOUS IMPROVEMENT

Following the implementation and installation of health and wellbeing initiatives and infrastructure, occupier feedback should be collated. This can be undertaken through a combination of techniques, for example:

- Informal discussion in occupier engagement forums.
- Questionnaires and surveys.
- Uptake figures for specific health and wellbeing initiatives.

Occupier feedback should be accompanied by an assessment of the impact of any health and wellbeing initiatives, for example, improvements in ambient air quality or reductions in absence levels.

Feedback should be sought in an appropriate timeframe, which will depend on the nature of the health and wellbeing initiative.

This timeframe may range from:

- Short term, for example, requesting feedback on a healthy eating campaign as soon as the initiative has concluded.
- Longer term, for example, a year into an ongoing sustainable travel initiative.

The findings from stakeholder feedback should be incorporated into the next phase of the development of a property’s health and wellbeing strategy and can be used to update and drive new and existing plans.

The assessment of stakeholder requirements is an ongoing process and should be undertaken on a regular, cyclical basis.

