



Team of the Year

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Winner

AstraZeneca, Macclesfield Campus FM Team

The FM team at Macclesfield Campus is best thought of as an ecosystem. It comprises a 38-people-strong in-house governance team, with its direct reports, working together with six supplier partners totalling around 400 staff. The team covers traditional FM hard and soft services as well as utilities generation & management, scientific services & scientific instrumentation, waste management, and fire and supplier management.

The governance team manages supplier partners, aligning internal contract managers to specific suppliers and technical areas. Together, they operate under a formal Supplier Relationship Management. Customers see these members as one team not as individual suppliers.

Key to their successful working relationship is combining long-term strategy with shorter-term tactical plans that align with the AstraZeneca corporate strategy to “enable people to be brilliant every day for our patients”. And that sometimes means delivering outcomes and value beyond the scope of the contracts.

To achieve this collaborative working model, the team adopted and adapted lean approaches used in manufacturing to consistently meet the needs of a demanding customer group across hard and soft service lines. This has included lead and lag measures and visual management techniques to drive improvements in performance.

Key takeaways

Lead by example: The governance team led the way to ensure clear communication, accountability and a trusting and collaborative culture permeated team behaviours and processes.

Meeting behaviour checks: At each meeting, behaviours are scored according to how they align with corporate values. The scoring system aims to encourage attendees to arrive with the necessary information, attitude and behaviours.

Lean learning

Hoshin Kanri – align team direction — including that of the supplier partners — with corporate goals through an external facilitator reviewing performance, matching long-term objectives with corporate strategy, incorporating customer feedback and finding new ways to improve operations. They wrote this up in a project charter (A3) and shared it with the whole FM team for finalisation.

Genba Kanri (GK) – roughly translated to ‘workplace control’ that uses visuals to represent team performance. This is displayed on the GK visual management board, which shows the team’s annual FM Scorecard, with leading and lagging in-year measures (reviewed monthly), as well as a cascade of information from corporate vision, to yearly HK document, to monthly scorecard review and our weekly GK process.

GK meetings are tiered so local supplier teams hold a local GK meeting daily, which evolves a weekly supplier meeting, which, in turn, becomes a weekly FM meeting to report on lead measures, processes for escalating issues, concerns and calls for support. These are all ranked according to levels of urgency.

An example of GK in practice: The scorecard states the team will reduce injury accidents, GK will monitor activities such as audits, tool box talks, STOP cards, and at the tier three GK, ‘stars of the week’ are recognised and rewarded.

Communication tactics

SPoC (single point of contact) – Key customer stakeholders are allocated an FM SPoC to meet quarterly to share ‘news’ of any changes in demand or standards.

Whats new at Macc FM? – Bi-monthly face-to-face sessions:

- Monthly FM newsletter
- Campus FM intranet site
- Company Facebook platform

Results

- Task adherence – (scheduled and unscheduled hard and soft service tasks) went from 50 per cent to a steady >90 per cent completed on time.
- Improved atmosphere – supportive and inclusive meetings, with shared views on how to achieve the best outcomes.