

Category: Impact on Organisational Performance
Winner: UBS Integrated Facility Management
Sector: Financial Services

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Best Practice Learning Points

- ★ Creating a dedicated Integrated Facilities Management (IFM) team to manage the various FM suppliers and stakeholders throughout the initiative gave the project consistency, and helped to monitor and meet deadline expectations
- ★ The team set up a transition programme office to manage the complications, questions and concerns from clients and employees throughout the migration, which proved to alleviate any confusion about the changes being implemented and iron out any issues in its infancy. This team reported into a formal governance programme office led by senior management of UBS
- ★ By establishing “Change Makers”, the team used ambassadors to help champion and test the migration and assist with employee engagement levels, which rose to 86% after the migration, an increase from 64%
- ★ Integrating FM operations from the very start of the project ensured the IFM team had complete knowledge of the existing building and understood the vision for the new workplace and the importance of its time constraints
- ★ Taking in employee and client feedback before, after and during the migration was key to measuring the success of the move and the flaws of the existing legacy building system



Greg Daniel and Ed Hudson of UBS with their Impact on Organisational Performance Award.

About

UBS’s Group Corporate Services Integrated Facilities Management Team (IFM) embarked on an unprecedented change project in 2010 to create their new London office, 5 Broadgate (5BG), which involved migrating 6,500 UBS colleagues to their new workplace and decommissioning six legacy buildings at the same time.

The firm’s vision was to deliver the new London Campus and provide a world-class office facility. The IFM team recognised from the beginning that the change wasn’t just about location, but it was also about a progressive culture shift.

They set out key objectives for the new space, including creating a facility that enhances the client experience through world-class meeting and conference rooms, providing employees with high-quality working environments, a flexible and efficient structure throughout the life of the project and beyond that delivers a secure and reliable infrastructure now and in the future.

UBS’s incumbent service partners include ISS, Nuffield Health, BaxterStorey, Williams Lea Tag, CBRE and Harrow Green. Their contribution and performance was absolutely critical. All service partners worked in effective synchronisation with UBS, the outcome is an excellent example of the power of collaboration to achieve service excellence and sustainable performance.

UBS defined their ‘one team’ approach, putting the requirements of the clients, employees and stakeholders at the centre of the partnership for change. Every change implemented was focused on the end user and their experience.

Continued overleaf

The Judges said...

“ UBS’s 5 Broadgate FM transition is an exemplary demonstration of how facilities management can support a complex business in its transition to a new workplace. The complex move posed potential risk to the organisation as a whole, but thanks to the team’s planning from the beginning and conduct through the transition period the migration was a success. The team demonstrated the value of FM services to the client’s business operations – a genuine alignment of FM to the core organisational needs.”

About (continued)

The migration was an opportunity for facilities management to have a positive impact on the overall function of the organisation. The previous legacy buildings were occupied in the 1980s, and were end of life. The new London campus programme was an excellent opportunity to implement a workplace culture change, a new way of working and collaborating.

The goal was to deliver a seamless transition. A key performance indicator was to ensure every UBS colleague relocated across the London campus would be at their place of work and productive within the first 15 minutes of arriving on day one. This approach was all about the end user having the best experience possible, an ethos which would then reflect positively on the organisation as a whole.

IFM set up its transition programme office to coordinate and deliver a structured quality management approach within a set timeline. Their strategy included cross service partner ownership for critical programme milestones. These detailed plans were coordinated by the IFM transition programme office to ensure they had full visibility across the services at every point in the timeline.

A comprehensive readiness testing programme was designed and implemented, using the same touchpoints philosophy to ensure that the end user experience was always being catered for. Cross-functional scenario testing was carried out to demonstrate how services would work together and deliver the user experience.

The entire project was governed by the London Campus Migration Planning Committee (LCMP). This allowed the overall change programme governance committee, the Migration Planning and Risk Oversight Committee to be fully aware of the transition strategy. A UBS Internal Audit was also carried out prior to the migration to validate the IFM work stream.

The IFM team achieved its goals of creating a modern and more efficient workspace, by implementing the changes through a seamless transition, contributing best practice facilities management and increasing UBS's sustainability to meet its 2020 energy and waste reduction targets.

The numbers speak for themselves, the move managed to reduce overall energy usage by 21%, reduce the operating costs of UBS's new London office to deliver savings of at least 2%, increase desk to employee ratio from 1:1 to 1:1.2, and increase employee satisfaction levels from 64% to 86%.

The "TogetherNow" employee engagement programme also encouraged staff to interact with the new workspace, via the champions of the program known as "Change Makers".

The Change Makers helped to test new concepts and engage with employees before, during and after the transition. To this day, the Workplace Coordinators still connect with Change Makers in order to strengthen the link between the IFM Team and UBS Businesses.

UBS also measured their success in achieving a fit-for-purpose campus with a higher degree of infrastructure reliability from the employee point of view. When first surveyed six months before the project, the team found that 57% felt generally satisfied with their experience in arriving at work, while a lower percentage of 34% said that they were satisfied with their personal space and communal areas. After the migration, 86% of employees said they felt that their workplace had an impact on their satisfaction at work.

Had the migration not been a success it would have impacted negatively on the organisation, including their ability to operate financial services including trading effectively. By integrating FM operations from the start, establishing core management teams and undertaking extensive testing, the team were able to ensure the migration's success, gain a better understanding of the requirements and scope of the project and achieve cost-savings and FM best practice.