

PSPC – Workplace Strategies - Sonia

An internal service to support workspace provision in PSPC.

User Investigation – User Communities eg

- Functional communities eg Security functions
- Contracting Communities eg construction

'Playbooks'

How do we understand what we want?

Should be repeatable, should be easy to follow consistent approach

- Inspiration
- Ingredients
- Principles
- Client User manual
- Personas
- Day in the Life – today and in the future

The non-space components of smart working are the client's responsibility so not within PSPC responsibility

The project aimed to fill the gap between how people work now and how PSPC vision of how people should work in the future in their buildings

Agile approach – prototype cycle of testing and refining digital solutions, apps and work environments. Iterative and collaborative. Developed scenarios. Workplace Solutions Transition Team.

Comprehensive package –

- First the Playbook helps the client establish the strategic aim and the baseline of where they are now. This has to be done before they move on to the next stage
- Then the Playbook helps them define requirements against strands
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Working up on-boarding process for clients and suppliers

This is a 'service design' – designing a workplace service that helps the client reach an integrated workplace solution. The infrastructure elements eg furniture, designs fit in to solution view – menu of components

Action: Playbooks being published in around 3 weeks – obtain and share

Incentive – one year only – PSPC pay for the fit-out if they take the flexible solutions.

First establish the readiness of the client as a whole
Then playbook works through readiness and need and wants. The personas expose gaps in space, IT and behaviours

Action: Statsbygg – Setting up a toolkit of behaviours. Obtain and share

Talk to Kevin Montgomery about the experience of working through needs and wants in workshop groups.

INDAABIN – Shared Workplaces - Soraya

The first step for INDAABIN was to raise awareness and become part of the government's strategic planning – so that Indaabin's plans are mandatory.

Objective: Optimize use of federal resources – underutilized threshold

Action: Find out what people consider to be the trigger for 'under-utilised' designation

Objective: Promote modern and transparent management

Achievements!!

After 4 years of working with the tenants she has a clear picture of Government offices: 6128 offices. [slide] Operations, maintenance and custodianship is delegated to the tenants. Indaabin only manages 907 buildings directly. Planning a huge training programme to raise awareness and skills in tenants to how to manage and maintain buildings.

Office Utilisation measures and targets for federal owned offices and leased offices. [slide]. Under-utilised trigger is 60sqm/FTE.

In Mexico the HR policy body is a different Ministry from the RE and Finance policy. Need to work together. HR policy aligned with new ways of working.

Trial: Too much too quickly! In spite of support and training the size of the change to non-territorial working was too upsetting for people.

'Espacios.gob' - Shared Office Project - INDAABIN mobile app. Like Regus for Civil Servants

- Reservations and needs
- QR code generated to 'open' the space
- Record reservations and take-up – HR department needs

Shared Office building prototype: Centre of RE Patrimony. Beautiful building – modern avant-garde and unlike traditional Mexican government buildings. Projecting a modern transparent image + celebration of Mexican history. Mainly it's a public building – 4 separate buildings including museum, auditorium, café. Only one building is reserved for the shared office.

Beginning to expand shared offices around other facilities and working with local government as well – a floor in a new modern office building downtown – available for civil servants.

By seeing these changes coming into reality there is now more likelihood of changing HR policy.

Connecting RE data system and HR data systems as far as possible – not confidential information – but to plan requirements and locations eg touchdown close to the Government.

Questions from Dali:

- referring back to W4 visit to Vodaphone in 2013, asking about 'no-show' policy. Vodaphone penalizes people who don't show up for their reserved meeting rooms.
- Utilisation: Lack of clarity around the space measurement system. Considering BOMA and other measurement standards.

Questions from Halldora:

- Is this building a Hub for all Civil Servants? What is the overall vision? Originally it was simply to demonstrate its possible and show people better space and different way of working is possible. Now, moving on aligning with the estate strategy – especially buildings that are under-utilised but decision to keep [not to put in the surplus portfolio] based on location/condition/budget etc. Thinking these buildings could be used as shared offices.

Infrastructure Ontario – Tera

Real Estate portfolio – office buildings. 65000 staff, 45000 in offices.

Targeted Real Estate Investment Plan (TRIP) 2016 to 2026.

Workplace Solutions: Basically blending individual and shared space.

Standard: 160 useable (180 rentable) space per person

Internal workplace team.

Focus on readiness and engaging senior leaders – top level understanding and commitment.

Utilisation studies – evidence for senior managers.

IO is using desk sensors. Purchased and install for 3 months to monitor actual usage. Lots of engagement/engagement 'Lunch and Learns' to get people comfortable with the sensors.

Updating floor plans to show current fit-out and mapping utilization.

Utilisation example: Legal team... 28% utilization where the senior leader assumes occupation is at least 85%!!

Executive Workplace Study: Lots of fearfulness about losing offices and territorial space. Some very nice and generous executive suites. How can these be used better / changed? HOK advising. Agreement to reduce the footprint for Executives. The Executives were not leading by example – reducing space for the workers but retaining their own privileges. Space standards for Executives now much reduced and facilities simplified – eg individual washrooms and showers, Location now interior rather than round the exterior windows.

Ways of Working: behaviour change. Lots of people like to have the work from home option, but this is not yet resulting in reduced office space. They also keep their owned space in the office. Moving towards idea of sharing space in the office.

Various Case Studies: [Slides]

Question from Juha: How do you deal with ICT? Not within the same department, but good relationship and included early in planning. It's assumed that Gov't doesn't have the IT systems to support flexibility, but in fact IO does have sufficient systems but people don't know about it.

Question from Yvonne: Are you working together with Sonia? Yes!! Will be more so. Is IO using ABW or is it simply shared desking? Moving to ABW but some issues about people not self-identifying accurately so independent analysis need to get to future needs.

Social Responsibility: Senate Properties - Juha

Juha is Director for Corporate Social Responsibility. Very unusual position in Finland.

Good slides on portfolio make up and business management. Operates as a Ltd company that is guaranteed by the State. It also doesn't make an operating profit. Zero-margin. This is actually hard to manage. Building ownership has been centralized into Senate apart from Parliament, PM residence, Embassies.

They work on the cost-price principle rather than market rent principle. This new rent system is aimed at implementing the Government's policy strategy. Ambition for significant savings for the client – which means significant cut in income for Senate. Gov depts. Are obliged to use Senate for RE matters.

Ecological Awareness:

Example: Balance between student housing and the rare flying squirrel. Combined housing for the students and the squirrels. The squirrels can use the building to move through the forest. The important thing for the squirrels is that they can move around.

Questions from Morten: Is crime in construction industry a problem? A key question for CSR is combatting fraud / economic crime. In Canada 'Integrity Regime' – possible to cancel contracts if crime occurs elsewhere + suspicious activity is flagged if detected.

Question from Kevin: The process for the Flying Squirrel seems totally different from how it works in Canada. How did it work? The land is owned by Senate. Involve Municipality and Students. It's a compromise on space taking account of the needs of each animal.

Questions from Bridget and Toby: Would like to understand more about the move from market basis to cost basis and where, in the zero-profit arrangement, does the capital for investment come from? Senate was a market based organisation for many years and made a profit that was given back to the Ministry of Finance. This profit became increasingly unacceptable to tenants and politically. Challenging whether Senate properties organisation needed at all – considering devolution. New setup is to cut out the profit element. Very popular. In year 1 (2016) 15% cut to all tenant costs – split across all tenants. Now in year 2. The operational costs include setting aside provision for future investment.

Digitisation and Climate Change: Statsbygg - Anders

DIGIBYGG: Digitising construction – part of a wider digitalization.

KLIMA: Consortium of private, public and research institutions.

Zero Emission Buildings ZEB (from 2009 – research project to develop sustainable building systems and products) Residential, commercial, public. Several pilot buildings – possible and industry in Norway is capable of producing zero-emission buildings. www.zeb.no Some issues arising about how to look at buildings collectively rather than individually.

Zero Emission Neighbourhoods ZEN (from 2017) Much wider supply chain and interrelation of infrastructure. To develop competitive products and solutions – production, operation and transformation. All about long term sustainable living in communities. Smart Cities.

Nordic countries have for a long time a market in energy. Energy companies are very good at buying and selling energy. This results in an

intelligent grid where its possible to see who uses energy where. Now buildings are being brought into that system – and also as suppliers of energy generated locally. Data means its possible to see who is using energy and what type of energy. Statsbygg is pushing forward while politically movement is slower.

Toby: Vancouver has a well developed sustainable city plan. Close to Zero-emissions for the whole city public buildings – and this is going to be moved out to the private sector as well.

Yvonne: Netherlands also moving to zero-emission communities/neighbourhoods/portfolio.

Kevin: Is there an EU Smart Cities Fund? Morten: EU Research fund – Statsbygg has applied for funding for a project as part of a municipality consortium focused on energy generation / data / consumption planning / technology.

AURI: Planning Smart Cities in Korea in a broader context. Can energy efficiency be sustained throughout lifetime?

Calculate climate footprint of materials and building processes as well as lifespan. Internal tool KLIMA climate impact calculation tool. This tool now being commercialized by a Finnish company. www.KGR.no
The building sites are a large part of the emissions – so push for zero-emission building sites.

Halldora: How do you go from buildings to neighbourhoods? The consortium now includes municipalities and transport companies. 9 pilot areas. For cities – there are policy implications – and integration of data shows for example that the pollution created by buildings sites is much larger component and more harmful than diesel cars – so maybe policy push and incentives should be applied to building sites rather than electric cars? There are complex policy considerations.

OPW Member update - Maurice

Background in Irish Standards Board – TWN could have stronger links to standards making and international standards.

Flooding is a major problem – flood risk management.

Current issues:

- Internal organisation and governance - reorganisation
- Incentivising good utilization – should rent be charged? Other ways to incentivize good management?
- Smart Building Technology investment: BIM, Energy, Workplace Management
- National Property Database
- New property and heritage property – including responsibility to protect national monuments.
- Similar to other countries – difficult public relationship with the symbols of colonial oppression – country houses etc. Centenary celebrations are an opportunity to start to appreciate these assets as part of history. Less emotive at this distance of time.

District Heating Systems: PSPC

Not very popular in Canada generally, but PSPC has a district heating system for government buildings. Ultimately aim to expand the system to 600 buildings – not just public buildings. Once the energy is carbon neutral its attractive as a way to reduce the energy rating of old existing buildings. Linking 4 plants together – aiming to cover a wide area, including the redevelopment area around the Victoria Island (aboriginal experience place) where mixed residential commercial development area intended to be highly sustainable.

[Good slideset with lots of information relating to emissions reduction plans]

Noted again link to National Research Council.

Action: Should we be doing more to bring together the results of these research projects and pilots through TWN?

Yvonne: Why use biomass and gas as well as electricity? The reason is that biomass (timber) is available in huge amounts and can be used to generate heat. Gas is cheap and available. Electricity is valuable to use for uses that biomass and gas can't be used for. Running chillers on

electricity directly rather than using biomass to generate steam to drive turbines to generate electricity to run chillers is very inefficient!!!