

## **Using data in strategic decision making Presentations from Canada PSPC, National Research Council and Bridget Workman.**

### **PSPC – National Area Plan**

Daniela presenting the National Area Plan made it very clear that the plan is built up from the Moonshots aims – with strategies and measures relating to each area of ambition. It's a well structured plan, and because it contains all the elements financial, economic, society, community it can be flexed. It is clear how financial and social objectives are reflected in the strategy and KPIs.

Data is essential to good decision making.

They have a set of baseline data for building scenarios around differing levels of savings and supply/demand shifts.

Using the scenarios they have been able to set realistic targets within the plan and a realistic timescale for delivery – 15 years overall.

The financial savings aims take precedence, but the community aims are also recognized. They expect to achieve 30% savings from Workplace Solutions. Currently 17.4sqm/FTE utilization overall. Looking to reduce to 10sqm/FTE. They are funding the cost of refit for tenants that choose to move to desk sharing and smart working. Some teams operate effectively at 1:3 or 1:4. Eg Daniela's team of 50 people.

There are also constraints eg 25% of the portfolio must be located in Gatineau (Quebec) to maintain the vitality of that area.

They manipulate the scenarios to assess the impact of plans on wider commercial market – eg government is an important occupier downtown so important to be careful to maintain a vibrant downtown office market.

As part of creating the strategy they looked at data on employee residence using post code area and mapped the portfolio to residence. They are also clustering functions in these area – this was a trend anyway – so has been made explicit, creating Nodes that are clusters of functionally related activities. [good slide showing this].

### **Guy Newsham NRC**

Guy explained that scalability is essential to building measurement methodologies because measurements need to be taken over whole buildings repeatedly.

He showed how graphic representations are used to make anomalies visible and to compare performance of different buildings. The graphs raise questions that can then be investigated on the ground.

They also use clever algorithms to highlight particular faults and problems with equipment eg radiator valves. Anomalies become visible when comparing the actual data with expected results.

He also showed the results of various building occupancy sensing methods. Especially focusing on using data already collected in the organisation and repurposing eg card entry systems, wifi logins, motion sensor lighting.

On productivity he suggested the same approach be used bringing in data from different sources to build a balanced scorecard indicating aspects of productivity.

### **Bridget Workman Integrans Consulting TWN Coordinator**

Bridget described an approach to building evaluation framework for measuring contributors to productivity relating back to business goals.

She showed how we can work back from the overall business objectives to elements of behaviours and culture impacted by work environment that contribute to improved productivity. By identifying the contributors we can build a balanced scorecard of measures that baseline and assess change over time.

Ideally many of the measures can be derived from repurposing existing data, but in some cases specific interventions may be needed eg desk sensors to get rich data about how space is used.

### **TWN Annual General Meeting**

Following reports from President, Treasurer, Coordinator there was a discussion about future strategy and focus of TWN.

1) Improve the Brand:

- Recognise the influence and importance of public real estate and the impact organizations in TWN have in their respective countries.
- Show how these organisations are frequently at the forefront of innovation in new fields eg Workplaces / Sustainability / BIM
- Make TWN more visible to the wider non-public sector industry.
- Build credibility and be clear about aims and strategy.

2) Increase membership:

- Increased membership would enrich the network, but
- Members should be willing to participate in Conference meetings or working groups.
- Membership should remain Public Sector only

3) Introductory membership offer:

- To encourage new members it was proposed that there could be a two year introductory offer of reduced membership not including attendance at Conference. Concerns were raised that this could lead to members choosing not to participate in the Conferences and hence reducing the value to all members. The offer should be for limited period only. Attendance should remain as expected part of membership.

4) Survey:

- There was a discussion about how the Survey could be used as a basis for further in-depth work across the network. Suggestions included setting up a conference call or webex at which one of the questions or trend statements would be discussed 'What does this mean?'. This would allow people to get better understanding of the issues – pros and cons etc.
- To be discussed in GC – how to set up and run this kind of discussion group.

5) Topics:

- The topics of interest to members are not at the moment all well covered by the TWN – which has tended to focus on workplaces / offices.

- The network should cater more to construction procurement, building design and modeling, sustainability, and placemaking eg smart cities – where layers of government work together for wider social and economic aims.

#### 6) Financial Management:

- The current arrangements will continue for a further 3 to 6 months while alternatives are investigated.
- Creating a TWN identity and entity will be investigated

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### **Elections**

#### **Guidance Committee:**

**RVB elected**

**Kamco elected**

**Statsbygg re-elected**

**PSPC re-elected**

**Indaabin re-elected**

**RKAS re-elected**

#### **Officials:**

- **President: Soraya Perez Munguia elected**
- **Treasurer: Piia Kallas re-elected**
- **Secretary: Luis Del Morel elected**
- **Co-ordinator: Bridget Workman remains**

**A Vote of Thanks to outgoing President Kevin Radford concluded the meeting.**

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