

Auckland Council

CoreNet Global Auckland Symposium 2014

29 May 2014

Context

- Legacy portfolio: approximately 90,000sqm of space across 12 prime sites
- Inefficient and variable environments
- High cost of change
- A workplace not valued or reflective of our organisation's aspirations
- Limited integration of workplace and technology
- Static environment not supporting mobility or changing and different business requirements

Workplace evolution



1900

1955

1965

1985

1990

2015

density

30+ sq.m

20 sq.m

15 sq.m

<10 sq.m

fitout

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technology

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churn

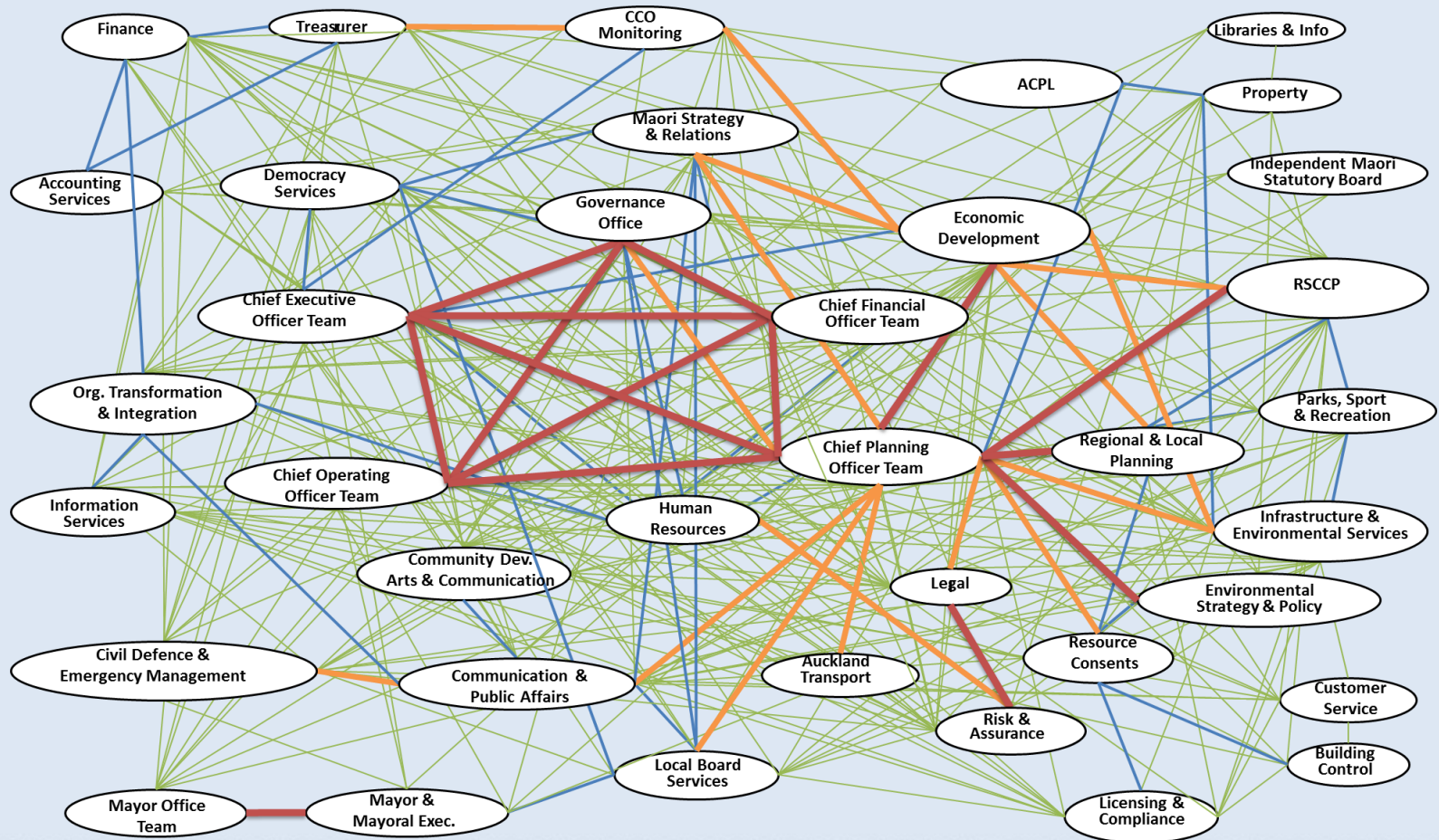
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Try working this out!



Biggest Risk

Missing the
Opportunity
to have the project make
a profound
and long lasting difference
to **our** organisation

Objectives

Objectives	Actions
Strategy	<ul style="list-style-type: none">• To provide an enduring framework for decision making in the creation, operation and management of the council's working environment
Reduce cost	<ul style="list-style-type: none">• Reduce duplication of support functions• Reduce number of sites leased and managed• Increase density of work points• Minimise inter-business travel
Increase effectiveness and productivity	<ul style="list-style-type: none">• Co-location of critical business units• Create a flexible workplace that is easy to change
Build a high performance team	<ul style="list-style-type: none">• Enhance collaboration between staff• Develop a vibrant business culture – an environment that helps to retain and secure staff• Reinforce the council's "brand"• Deliver superior customer services

Creating the Workplace Strategy

Discovery

What we expected...

- A project with big aspirations but limited means
- An organisation in flux with unsettled, change-weary people
- Multiple issues, multiple agendas and a long list of (other) priorities

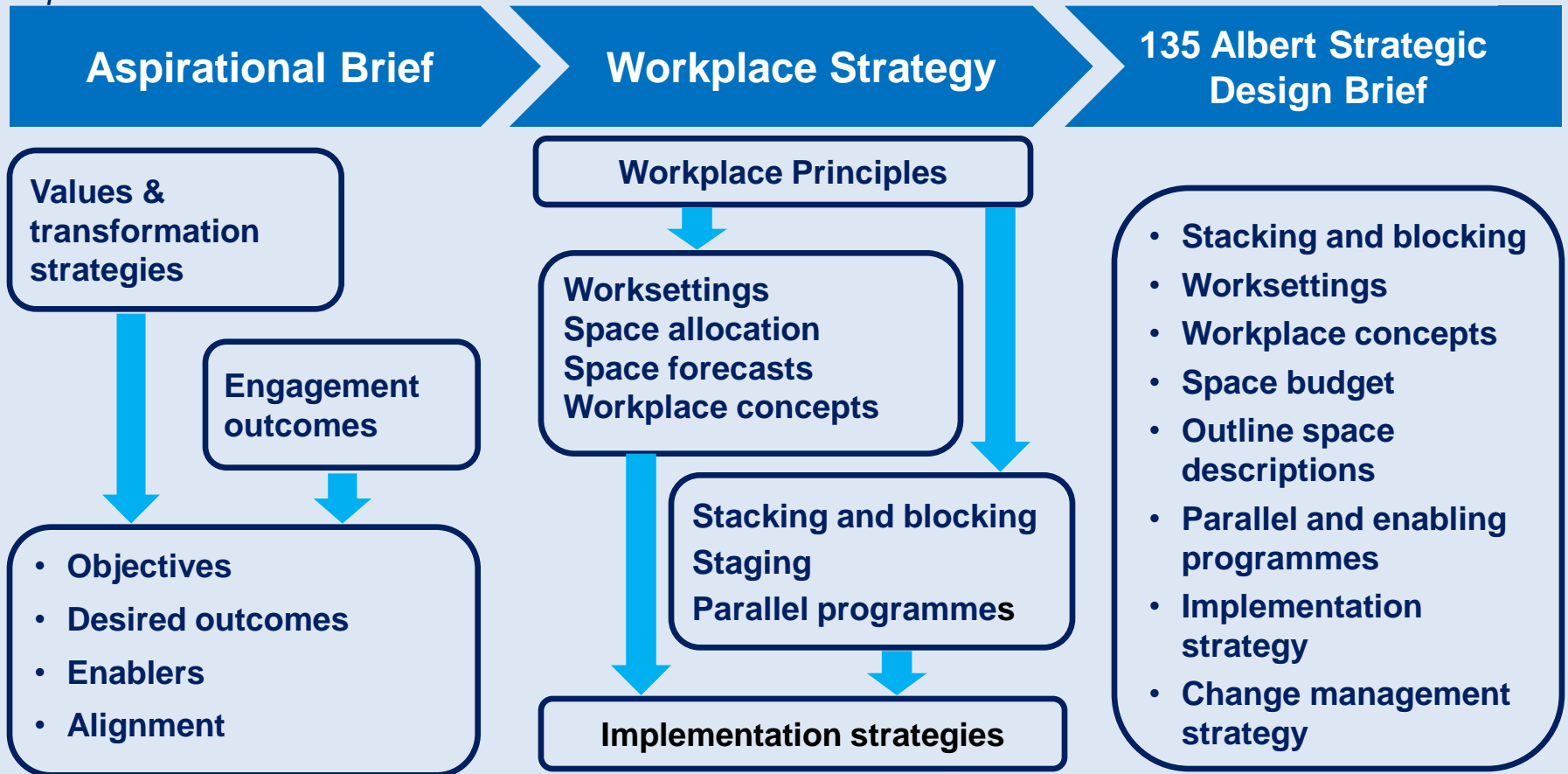
What we found...

- Enthusiasm, energy and a preparedness to listen and to change course if the case to do so was compelling
- A recognition of the value and importance of a workplace strategy

The Workplace Strategy process

September 2012

December 2012



The Workplace Strategy implementation

January 2013

May 2014

Design

May

Workplace Crew

July

Experience Centre

Documentation

Construction

Auckland
Council



The Workplace Strategy approach



People

Who we are and
what we value



Process

The things we do



Technology

The things we do
them with



Place

The places in which
we do them

The Workplace Objectives

One Council

Supporting the creation of a cohesive, connected and effective organisational community that supports the common purpose and manifests council's values

Outcomes focussed

Using workplace as an enabler of the council's transformation and business strategies and as a catalyst for change within a cost-conscious and value-for-money context

Agile and future ready

Facilitating the council's evolution and responsiveness to change

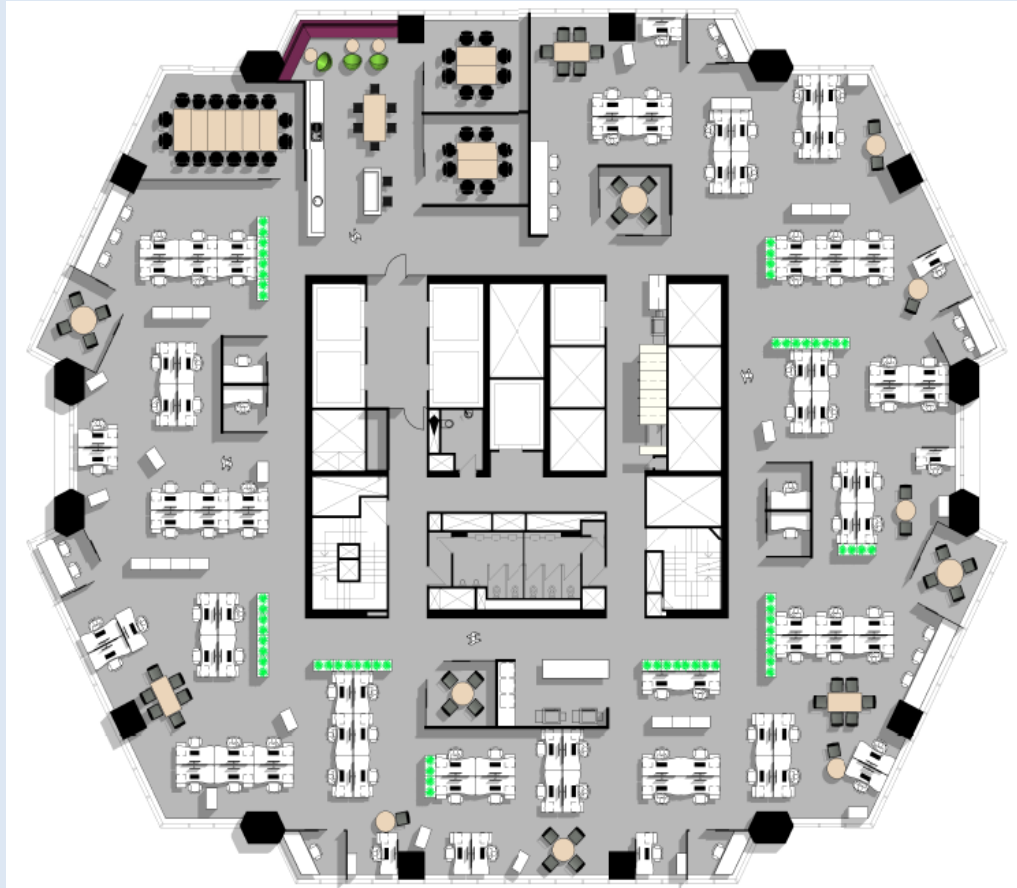
Supporting high-performing teams

Creating an environment that fosters high performing teams across council, including the delivery of efficient, effective and appropriate customer and democracy services

A workplace that people value

Creating a responsive and supportive workplace

The Concept



a “kit of parts”

Design:
Creative Spaces

An unexpected outcome

We asked the question...

What does a “high performing team” look like and how do you get one?

The end result:

“Smartdesking”

... on a voluntary basis



Engaging the people

The Workplace Crew

- Over 100 employees representing their department and location (around 2% representation)
 - Terms of reference and objective in their PDP
 - Two three-hour workshops as induction
 - Ongoing inductions as new people arrive
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Working model for the Crew



Peer-to-peer Communication

Amongst the Workplace Crew

- Yammer group
- email
- workshops

To their peers

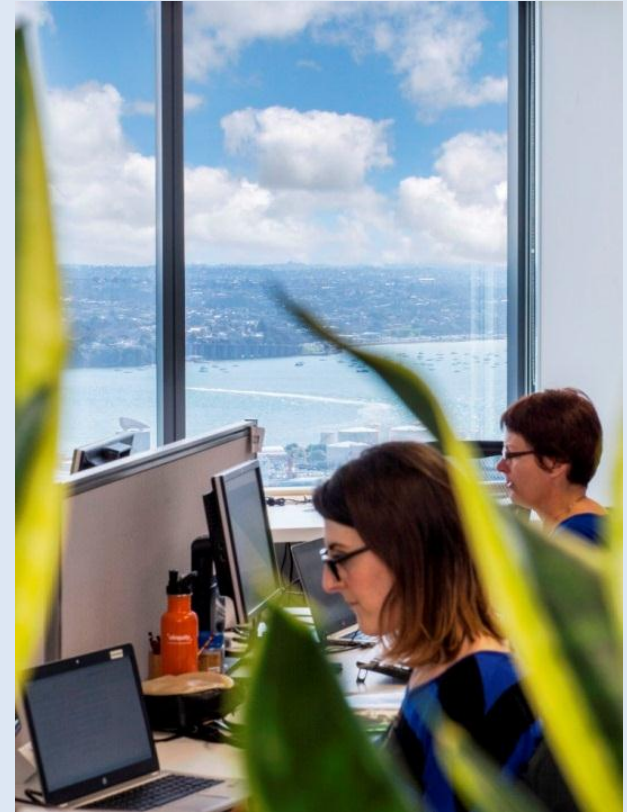
- face-to-face
- supporting messages

From their peers

- raising concerns/issues
- identifying the hot buttons

The Experience Centre

- Level 25 of 135 Albert Street – just over a third of the floor
 - Over 11 months 10 teams of 26 for 4 weeks at a time as well as tours
 - Evaluate the fitout and Workplace Strategy
 - But more importantly, try this new way of working
 - And we got to try out our change management tactics
 - Workplace Crew were invaluable
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Helping their colleagues to prepare for the change

- Co-ordinating the workstyle profiling
- Preparing the team to move – the Great Storage Challenge
- Helping them with the technology transition
- Setting team protocols
- Looking at freedesking
- Key conduit for communications



Move day – paying it forward

- Supporting other teams that are moving
- Walking the floor
- Wayfinding
- Understanding the technology



After Care Programme

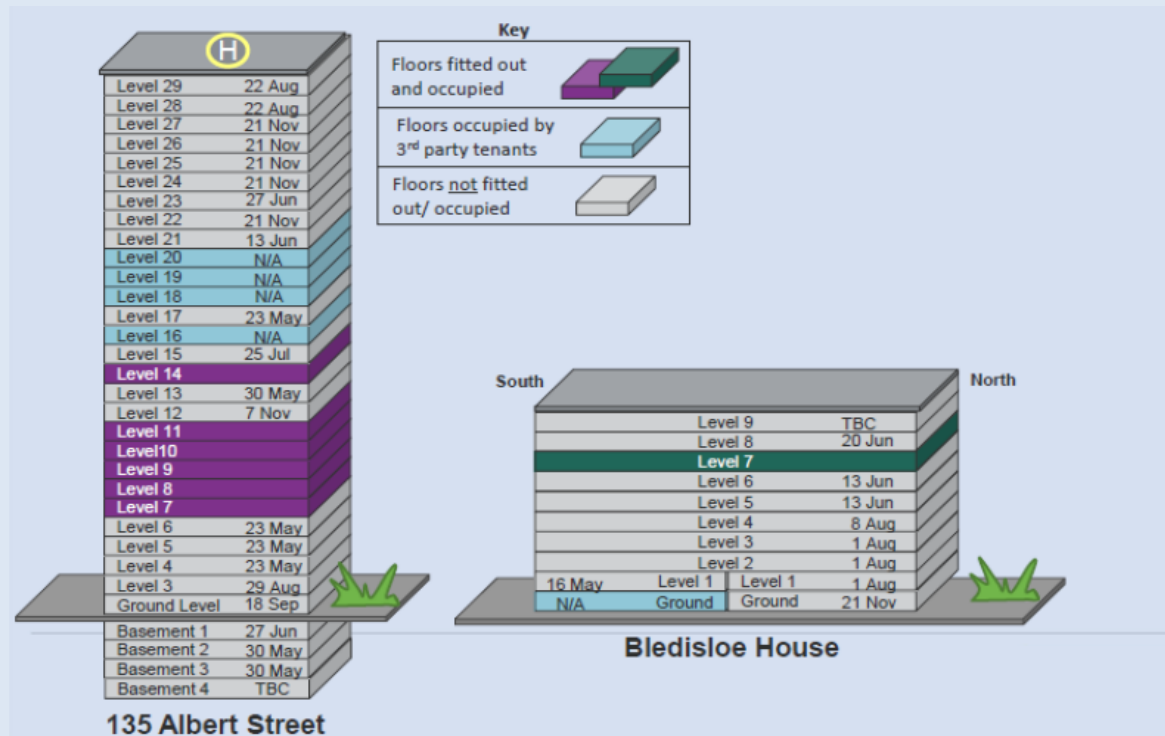
- Issues management conduit
- Understand how they're currently using the space
- Evaluating how we've done against the Strategy
- What should we change – and how?
- Encouraging them to take the next step – freedeskling or smartdeskling



Where we are now...

Current Status

On programme and budget to complete CBD consolidation
5→2 sites by November 2014



Outcomes to Date

- ✓ Enduring workplace vision and objectives
- ✓ Environments that staff value and are proud of
- ✓ Exceeding efficiency targets: 10.5m² typical floors
- ✓ Massive reduction in storage and paper use
- ✓ Enhanced mobility – work anywhere capability and behaviour
- ✓ Smartdesking underway
- ✓ Range of sustainability achievements
- ✓ Enhanced collaboration

Lessons Learnt

Managing political and organisational expectations

- Pace
- Change
- Resources/limitations
- Albert Street vs CBD vs regional workplaces

Alignment

- Aligning technology with workplace and mobility
- Training and support for new ways of working

Team

- Good quality advisors
- Committed multi-skilled team assembled early

Strategy

- Importance of enduring Workplace Strategy: owned, understood & dynamic
 - Investing with confidence
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Lessons Learnt

People

- Power of experience to change perception
- Take on journey – not a point in time
- Take the time to bring people up-to-speed
- Over time we've noticed a move from “thinking about me” to “thinking about us”
- Collaboration and trust


Governance

- Strong cross-organisational governance and executive support

Engagement and communications

- Multi-pronged, bottom-up approach

Next Steps

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- **Evolve** workplace strategy
 - **Complete** CBD consolidation
 - **Rollout** regionally
 - **Evolve** support to ensure place and technology stays in tune with business requirements