

Spatial Services Relocation & Refurbishment Change Management Plan

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1 Introduction

Spatial Services is the primary vehicle for the delivery of authoritative spatial data and services for NSW and contributes to the transition towards a Digital Government.

Spatial Services' integrated Foundation Spatial Data Framework (FSDF) delivers a comprehensive package of land and property services, including property, surveying and mapping information to the community, businesses, government agencies, emergency services, utilities, academia and non-profit organisations throughout NSW, Australia and internationally.

As at 30 June 2017, Spatial Services served over 6.5M customers of which 6M were online customer transactions. Spatial products and services are utilised by customers and its partnered agencies for the purposes of land management, state economic and social development; and for planning and providing government services to the community, including event and emergency management.

Spatial Services currently occupies levels 1, 2 and 3 at 346 Panorama Ave, Bathurst with its business units spread throughout the 3 floors and employs approximately 270 employees and contractors in Bathurst and approximately 330 overall.

In line with the NSW government's direction to reduce and consolidate the amount of accommodation rental floor space, Spatial Services will review the available options to reduce the amount of rental occupancy.

Spatial Services will also identify how best to relocate and consolidate current business units, which are currently separated and located throughout levels 2 and 3 of the building. This was a request by senior managers and staff, particularly by the Spatial Operations business unit who is currently affected by this physical separation. The physical co-location of business units will improve communications and operational performance. Existing desk furniture and ICT network will be utilised.

Spatial Services will also review the feasibility of refurbishing the current occupancy to increase the number of meeting spaces, provide a dedicated lunch room for the building and to open up the large common area by taking out the old and unused canteen to create a conference space. The ICT Data Centre will require an Acoustic Engineer to test and advise how best to lower the existing noise levels. These proposed changes have been identified through requests by the senior managers, supervisors, staff and other tenancy groups within the building due to the increasing demand on skyped meeting spaces.

Through initial consultation with the senior managers on the proposed project, it was decided that direct consultation by business unit directors and managers was the best initial approach to reach the large number of employees and to ensure employees feel comfortable enough to be able to provide input into

developing their new business unit floorplan and provide feedback on the proposed partial refurbishment to the existing accommodation space.

2 Scope of the change

The proposed change will include:

- Identifying potential consolidation of existing accommodation space
- Development of Architectural building floor plans to propose the co-location of business units and staff based on business unit staff consultation
- Inclusion of potential refurbish works to incorporate new meeting spaces, lunchroom and taking out the old unused canteen in the Architectural plans
- ICT Data Centre acoustically assessed and refurbished to reduce existing noise levels
- Development of a Stage Plan to coordinate the co-locate business units and relocation of staff
- HR advise of process and employee assistance
- WH&S assessments and assistance to staff with an existing WH&S arrangement
- ICT audit of the network and required telephony and network changes
- Development of Relocation communication packs for each business unit
- Procuring of meeting room furniture and removalist to assist with the relocating

The proposed change will not include:

- Any base building works, which are required by the accommodation owner, Property NSW
- The procuring of new desks and seating for all staff as this change is not a full accommodation refurbishment
- Any change to existing roles, systems, processes, policies or structures

3 Key roles and owners

Role	Owners
Sponsor	Bruce Thompson, Executive Director
Business Change Lead	Vanessa McNamara, A/Manager Executive & Business Operations
Project Support	Stephanie Taylor, Business Support Officer

Partners	Architects DFSI Human Resources DFSI Workplace Services team Property NSW JLL Public Works Contractors – Builders, Painters, Acoustic Engineer
Project Board	Chairperson - Bruce Thompson Change/Project Lead - Vanessa McNamara Customer Representatives: Lars Hansen, Information Services Narelle Underwood, Survey Operations, BOSSI and GNB Wayne Patterson, Spatial Operations
Customers	SS Management team SS Supervisors SS Staff Other DFSI tenanted groups: Valuation Services and Dept Fair Trading

Although the Senior Management team are customers of the change, due to the large number of affected employees, the Directors, Managers and Supervisors (as required) will represent the customers by meeting and work directly with their teams to open up communications, discussions and gather their team’s relocation requirements, feedback and any questions individuals may have. With the utilisation of the existing furniture (desks), the Managers will also develop and provide the Change Lead with their teams proposed floorplan requirements and will indicate where staff will be reallocated to on the floorplan. The Managers will also provide the change team any employee input, feedback and/or suggestions on the proposed Refurbishment works to incorporate additional meeting rooms, a lunch room and open up of the canteen area.

4 Rational and change objectives

This project will allow business units to be physically co-located together and structurally align people and processes to enhance the sharing of information, collaboration and to improve operational performance.

It will also provide employees with further opportunities to be able to connect and collaborate within their team, business unit, across the organisation and department and externally with customers and stakeholders. The additional meeting spaces will also reduce the pressure created by the limited availability of Skyped meeting rooms that the additional tenancies entering the building has created. A dedicated lunch room with kitchenette will provide a space for staff to step away from their desks to take a break and to have lunch.

Having refurbished and ascetically pleasing new work spaces will help improve workplace culture through socialisation, collaboration, engagement and also install the belief that the rest of the DFSI tenancy will be refurbished to a standard of the McKell, Sydney building in later years.

Change objectives	Success measures
Business units co-located together on the same floor	Increased team and business unit communications, information sharing, collaboration and engagement Improve operational performance
Additional skyped meeting rooms	Increased opportunities to engage, communicate, connect and collaborate internally and externally Increased Skyped facilities and technology capability
A dedicated functional and ascetically pleasing lunch room with kitchenette	Improved employee wellbeing Improvement in workplace culture with increased inclusiveness through opportunities for employees to connect and socialise
Moving away from paper records to digitised records	Reduced number of paper based files Reduced costs in printing and purchase of paper Reduced number of storage spaces
Ensure all existing WH&S requirements are met	All existing WH&S desktop assessment arrangements are replicated for individuals new location New assessments carried out, where required Desktop audits completed
Human resource issues addressed appropriately	All HR issues raised are referred to DFSI HR and address accordingly

5 Stakeholder engagement

The main Stakeholders include the sponsor, senior management team, all employees, governance and corporate groups and providers. Not all stakeholders will need the same level of communication and engagement – this depends on their role, interest, influence, the impact on them, etc.

Stakeholder group	Key concerns	Channel	Purpose	Frequency
Spatial Services Sponsor	Meeting Requirements Employee wellbeing Finances Project on track Risks DFSI & Property NSW support Stakeholder issue resolution	Meetings Email	Information gathering & sharing Change Project updates Financial discussions HR & WH&S discussions Approvals	Regularly & as required
Spatial Services Project Board	Meeting Requirements Employee wellbeing Finances Project on track Risks Disruptions to BAU Stage relocation plan ICT infrastructure changes	Formal & Informal Meetings Email	Information gathering, sharing employee feedback & Q&A Change Project updates Financial discussions HR & WH&S discussions Approvals	Monthly Larder meetings Regularly & as required
SS Senior Management team	Meeting Requirements Employee wellbeing Project on track Risks Disruptions to BAU Stage relocation plan ICT infrastructure changes	Formal & informal meetings Email Yammer group	Information gathering, sharing employee feedback & Q&A Change Project updates Financial discussions HR & WH&S discussions Approvals	Monthly Ops meetings Regularly & as required

Spatial Services Staff	<p>Business changes which impact on the working environment & people</p> <p>Communications, input & information sharing</p> <p>BAU disruption</p> <p>Location moving to meets existing requirement</p> <p>Schedule/timeline</p> <p>BU move op details</p>	<p>Business Unit, team & individual meetings & workshops</p> <p>SS Town Hall Meeting</p> <p>Spatial Services Yammer Group</p> <p>Email</p> <p>Intranet</p> <p>BU Information packages</p>	<p>Employee/team input/requirements gathering with BU Managers</p> <p>Employee consultation/feedback</p> <p>Keep staff informed of details & progress of the change project once gathered, documented & overview delivered at the town hall meeting</p> <p>Keep staff engaged with management</p> <p>Share good news throughout the whole organisation rather than just within a section.</p>	<p>Regular input & updates</p> <p>Qtly Town Hall meetings</p> <p>As required</p>
Partners	<p>All Requirements gathered</p> <p>Funding for the project</p> <p>People wellbeing</p> <p>Information sharing/updates</p>	<p>Meetings</p> <p>Email</p>	<p>Information gathering & sharing & collaboration</p> <p>Professional Architect plans & building reports</p> <p>Progress updates & Q&A</p> <p>Professional advice</p> <p>Approvals</p>	<p>Regular & as required</p>
Valuation Services	<p>Communications & information sharing</p> <p>Schedule/timeline</p> <p>BU move op details</p>	<p>Meetings</p> <p>Email</p>	<p>Keep VS Manager informed & Q&A</p>	<p>Regularly & as required</p>
DFSI Staff	<p>Good news stories from SS</p>	<p>DFSI Yammer</p> <p>GCIDO Update</p> <p>Secretary's Update</p>	<p>Share the work of SS with other DFSI Staff</p>	<p>Milestone achievement</p>

6 Communication channels

	Communication Medium	Feedback Mechanism
WITHIN GOVERNMENT	GCIDO Updates	Via OGCIDO
	Secretary's Update	Via Corporate Communications
	Yammer - DFSI/NSW Government Boards	Comments on Posts/Shares
	Yammer - Working Groups discussion space	Comments on Posts/Shares
INTERNAL	Sponsor and Change Lead	Direct feedback and Q&A
	SS Town Hall Meetings	Change Overview, Updates and Q&A
	Individual, Team and Business Unit Meetings	Team Meetings for consultation, input, updates, feedback & suggestions
	Email	Reply Email
	Yammer Groups - Whole of Spatial - Individual areas as appropriate	Regular Update Posts Comments on Posts/Shares
	Suggestion Box	Feedback submitted into suggestion box

7 Key messages

- Co-location of business units will physically and structurally align Spatial Services and improve operational performance
- Re-location and the partial tenancy refurbishment will enhance information sharing, communications, collaboration and connections with internal and external customers and stakeholders
- Employees will gain additional meeting spaces to connect and collaborate, quiet offices to work individually, a dedicated lunch room to step away from your desk and a large conference space
- Employee roles, BAU processes, systems, policies and organisational structure will not change based on this change project
- Moving towards digitized records management by reducing paper based files and file storage

- WH&S arrangements will continue and be re-assessed by employee WH&S and DFSI Employee Wellbeing and Human Resources teams
- This change is necessary in order for Spatial Services to improve operational performance to continue being the leading supplier and source of spatial information in NSW
- Spatial Services is an employer of choice within the spatial industry

8 Risks

A risk is a threat of some kind which might eventuate and would impact the change project. Change risks could relate to stakeholders, feedback and consultation, channels, the impact of schedule or budget on communications.

Risk	Likelihood (Highly likely, Likely, Possible, Unlikely, Highly unlikely)	Consequence (Insignificant, Minor, Moderate, Major, Extreme)	Rating	Mitigation
Lack of visible support from key managers	Possible	Moderate	Medium	Early and consistent engagement with managers. Face-to-face communications wherever possible rather than emails to all managers. Updates provided at monthly Operations meetings and open discussions
Communications full of jargon leads to disengagement	Possible	Moderate	Medium	Ensure that all communications and Intranet content is reviewed and plain Englished.
Too much feedback to respond to	Unlikely	Moderate	Medium	Re-evaluate feedback channels and develop a triage system to ensure that feedback is prioritised according to urgency and relevance.
A key stakeholder has not been identified	Unlikely	Extreme	High	Ensure stakeholder identification is reviewed in future. Engage the missed stakeholder on a one-to-one basis to ensure buy-in.
Staff do not engage with a central change team approach	Possible	Major	High	Re-engage managers and ensure their buy-in and that messages are reiterated to all staff.

				<p>Open channels to ensure two-way open discussions, input, feedback and Q&A</p> <p>Regular updates provided by Sponsor and Change Lead</p> <p>Change information made available including Calendar of Events & BU Change Package</p>
Lack of information creates rumour mill	Possible	Major	High	Provide information at the earliest time, regularly and don't hold back information unless absolutely necessary.
Employees raising wellbeing issues	Possible	Moderate	Medium	<p>Open channels for two-way communications</p> <p>Communicate existing WH&S requirements in place will be replicated in new location</p> <p>Professional groups (HR & WH&S teams) to consult with individuals & provide professional advice for action</p>
Project running over time	Likely	Moderate	Medium	<p>Professional Architectural plans to reduce Property NSW compliance objections</p> <p>Continuous communications with Partners & Customers</p> <p>Accept dependency on approval process</p>
Funding for the project change	Possible	Major	High	Open and regular communications with the Board and Senior Managers to continue buy-in

9 Assessment of Readiness to Change

Spatial Services is a mature DFSI business unit, which is used to undergoing continuous change. Over the last two year the Structure has been adjusted slightly to align operations and recruitment has been undertaken to fill vacant ongoing roles. This change supports the strategic direction of the organisation and is simply structurally aligning business units to further enhance communications, collaboration and operational performance. The proposed refurbishment also supports this strategic direction and will assist with improving Spatial's workplace culture.

The sponsor and senior management team are on-board and supportive of this change as are the Spatial Operations employees, who make up approx. half of the organisation. This change will enable the Survey Operations, BOSSI and GNB to also be co-located, which will enhance business unit connections. The majority of the Survey Operations team undertake field work, so they are used to

working flexibly and are prepared to move. A few members who are not field workers may be a little resistant to the relocation change, with not wanting to sort through accumulated personal items and paper filing; the majority understand the necessity to co-locate business units.

Information Services business unit is used to structural change and understand the importance of co-locating. The network, telephony and desktop services teams are on-board and ready to assist with the change. The Digital Services teams are not affected by this current relocation plans, however they will need to be engaged with future consolidation of the building tenancy.

It will be important to communicate to staff that roles, processes, systems, policies and structure will not change based on this change project. It is also important to highlight the many benefits it will provide to individuals, teams, business units and the whole organisation and that current WH&S arrangements will be replicated for individuals in their new location.

10 Change schedule

This schedule below captures the timing and major change activities planned for the Spatial Services Relocation and Refurbishment project.

This project initially commenced with the scope to develop Architectural plans of the Bathurst building to refurbish the DFSI tenancy areas to the standard of the current refurbishment operations of the McKell, Sydney building. The Architects plans were to identify the approximate cost of a building refurbishment which would be put forward for submission for potential capital funding in 10 year financial plan.

The project changed when requests by the Spatial Operations senior managers were put forward a request to potentially relocate the whole Spatial Ops team to level 3 in order to be co-located together in order to improve business operations and organizational performance. The senior managers also complained of the lack of skyped meeting rooms to be able to communicate and collaborate with internal and external stakeholders.

The scope of the initial project therefore changed, the Architects were instructed to continue drawing up the existing building floorplans and to draft a proposed partial refurbishment to increase the number of meeting spaces in the existing DFSI tenancy.

It is important to highlight, once approved by DFSI Workplace Services and Property NSW, Industrial Relations (PSA) will be consulted and a 2 week consultation process undertaken before the change project continues.

The below Gantt chart outlines the proposed project process and draft schedule.

RELOCATION & REFURBISHMENT CHANGE PROJECT	507.29 days?	Mon 19/02/18	Thu 31/10/19		
Requirements Gathering & Architectural Plans	251.29 days	Mon 19/02/18	Fri 21/12/18		
Architects drafting existing building plan	108.57 days	Mon 19/02/18	Fri 29/06/18		
Employee BU consultation & manager draft floor plans	238.86 days	Mon 5/03/18	Thu 20/12/18		
Architects incorporating BU input	238.86 days	Mon 5/03/18	Thu 20/12/18		
SS Town Hall Meeting - group consultation	1.14 days	Tue 4/12/18	Tue 4/12/18		
Proposed plans drafted for ED approval	1 day	Fri 21/12/18	Fri 21/12/18	5	21/12
Consultation with DFSI Workplace Services team	17.14 days	Mon 24/12/18	Fri 11/01/19	7	
Hand proposed Architectural plans to WS team & make any reqd amendments	17.14 days	Mon 24/12/18	Fri 11/01/19	7	
WPS Approval	1.14 days	Mon 24/12/18	Mon 24/12/18	7	24/12
Consultation with Property NSW	33 days	Tue 19/02/19	Fri 29/03/19	10	
WPS team consult & seek approval for proposed plans. Potential amendments.	32 days	Tue 19/02/19	Thu 28/03/19	10	
Property NSW Approval	1 day	Fri 29/03/19	Fri 29/03/19		29/03
Engage Industry (PSA)	23 days	Fri 29/03/19	Fri 26/04/19	13	
Industry to review plans	22.86 days	Fri 29/03/19	Fri 26/04/19	13	
Formal 2wk consultation with SS employees	11.43 days	Fri 29/03/19	Fri 12/04/19	13	
Industry engagement completed	1.14 days	Fri 26/04/19	Fri 26/04/19	13	26/04
Relocation Stage Plan Commenced	102.71 days	Mon 29/04/19	Fri 30/08/19	17	
Relocation of BUs	99.43 days	Mon 29/04/19	Tue 27/08/19	17	
Relocation Completed	1 day	Fri 30/08/19	Fri 30/08/19		
Public Works Manage Refurbishment	1 day?	Mon 29/04/19	Mon 29/04/19	17	
Procurement & Building Works	149.71 days	Wed 1/05/19	Wed 30/10/19		