Auckland Workspace

A pending lease expiry and the opportunity to relocate to new premises within one of its own buildings in the VXV Precinct was the catalyst for Goodman to reassess its existing work practices and embark on a comprehensive review of its Auckland office requirements.

An office that provided an activity based work (“ABW”) environment was identified as a key objective. It recognised that modern workplaces were changing and that the new business premises needed to offer greater flexibility, enabling a more mobile work force.

To facilitate the change, a digital first strategy was introduced to manage paper, process and storage demands.

Both initiatives represented significant change for the 51 FTE staff who were used to a more traditional working environment with dedicated desks and a combination of electronic and paper based storage systems.

With a strong commitment to the principles of corporate social responsibility, Goodman was also motivated to achieve Green Star certification. With environmental impacts and employee health and well-being at the forefront of its decision making, improving the quality of the work spaces while reducing energy and water consumption were key components of the new office’s Green Star rating.

In conjunction with the team of external consultants the $2m construction project involved many Goodman staff working across a range of disciplines including project management, workspace planning, information technology, equipment and furniture procurement, change management, training and communication.

“We have created an outstanding work space for our team overlooking the Viaduct in the KPMG Centre. With a five-star Green Star Office Interior Rating (pending) it has become a functioning capability statement for our business, showcasing the future of workspace design.”

John Dakin Goodman Chief Executive Officer
Workplace design

The benefits of activity based working are in the greater interaction of staff and improved productivity compared to a more typical open plan layout. The key physical difference is that there are no allocated desks but a variety of spaces available, suitable for a range of tasks.

Key zones in the new office space include:

+ Focus areas for individual work  
+ Collaboration areas for group orientated projects  
+ Formal and informal meeting spaces  
+ Social areas that offer the opportunity to mix and interact  
+ End of trip facilities that encourage alternative commuting and other recreational pursuits

“The variety of zones and integration of new technology facilitates the sharing of knowledge and information, meaning staff can change how they are working to suit the task. With laptops, iPads, and smartphones, staff can move seamlessly between zones, or even work remotely, while still being connected”

Andy Eakin Goodman Chief Financial Officer

Surveys showed that occupancy within the existing office was typically between 40% and 50%. With a significant proportion of an office absent at any time, ABW is a more efficient use of space, reducing the number of required workspaces.

The previous office had 55 workstations with docking facilities and monitors, assigned to individuals. The new space features 44 workstations in a variety of configurations allocated on a first come first served basis. The flexibility ABW provides, with additional collaboration areas and multi-use spaces, ensures the new office space can comfortably accommodate up to 49 people in total.

Sit to stand desks, high leaners, collaborative desking options, quiet pods and phone booths make up the core of the work space, providing staff with numerous working possibilities.

Andy Eakin said, “This is a high-quality office designed by leading architects Creative Spaces. They have integrated our industrial focus into the office with polished concrete floors and exposed ceiling helping create a unique space.”
Digital first philosophy

“The move has brought about a cultural change in the way we work and how we interact with each other. The key to its success has been the buy-in from all the staff and the extensive planning and preparation put into the relocation.”

John Dakin Goodman Chief Executive Officer

Adopting new technology, implementing new systems and trialling new processes before the shift was extremely beneficial. A change champion helped facilitate the programme with regular communication ensuring staff were fully engaged and that satisfaction levels remained high.

Black bag Fridays were introduced six months ahead of the move to ensure redundant documentation was appropriately disposed of and office equipment was rationalised. A key milestone in this process was the removal of under-desk storage and the introduction of archive boxes for work papers and personal belongings. Recognising that staff would be using totes and moving to lockers in the new office, the initiative was designed to aid the transition.

The removal of individual rubbish bins also helped change behaviour, encouraging greater use of the two recycling centres within the office. To facilitate the change training sessions were held on the appropriate items for the composting, paper recycling, mixed recycling and landfill bins.

A critical review of remaining shelving and archive areas drove further process change.

The scanning and digitalisation of documentation meant around 150 lineal metres of storage space was freed up. Reducing the physical area allocated to document storage helped the new office achieve better space utilisation.

Extensive training on the new systems was undertaken within the first week of the office relocation ensuring staff were quickly familiar with technology improvements.

“Technology is an enabler for ABW and although only six years old many of our existing office systems had been superseded. Investing in the latest wireless technology, screen and conference call hardware, together with software improvements including full use of Skype for business have simplified IT and provided the tools for a more flexible working environment.”

Andy Eakin Goodman Chief Financial Officer

Above Sit to stand desks. Top Digital room booking screen
A flexible and collaborative workspace that provided better facilities and a higher quality work environment for staff was the overriding objective of the new office. The target of a Green Star Office Interior rating ensured the environmental impacts of the relocation were minimised and that the new building systems were as energy efficient as possible.

“The move to ABW, the design of the workplace, sophisticated HVAC and lighting systems, and the wider use of technology means the new office is an environmentally friendly and highly productive space.”

Phil Crampsie Goodman Senior Project Manager

A 5 Star Green Star rating represents New Zealand Excellence. To achieve this target the fit-out needed to achieve between 60–74 credits over the following assessment categories;

1. MANAGEMENT

The project team included Green Star specialists from SEEC to provide input and oversee the accreditation process. After finalising design one of the first objectives was to manage construction waste. Careful planning and monitoring by the main contractor, Alaska Interiors, ensured that more than 90% of construction waste was recycled.

It was a notable achievement that was well ahead of the Green Star threshold of 70%.

Additional credits were awarded for the implementation of energy, water and waste monitoring programmes. Ongoing measurement against benchmark targets ensures that the performance of the office is continually refined and that it is operating as efficiently as possible.

Greater awareness from staff and the move to centralised rubbish stations improved recycling and was one of the key factors behind the reduced volume of waste being sent to landfill.

“Initial monitoring over the first three months of occupation show energy consumption has reduced 50% from the previous office. Water use and landfill waste have also been reduced.”

Phil Crampsie Goodman Senior Project Manager
The quality of the interior work environment is a key factor in the Green Star assessment, making up 17% of the rating. There are 15 HVAC zones within the office space ensuring thermal comfort for occupants while maintaining fresh air quality with 1.8 changes per hour. These performance levels are consistent with the very best office standards and represent a marked improvement over the previous premises.

Extensive glazing throughout the perimeter of the office provides for good daylight penetration and provides extensive views over Viaduct Harbour and back to Victoria Park. Glare is controlled through both manual and automated blinds and the fitting of external glass screens. The secondary glazing will include 140 screens applied across the northern face of the building as part of a wider capital upgrade programme in June 2018, following completion of the new fit-out.

Interior light levels were measured at 380 lux, providing a superior work environment in comparison to typical offices where 320 lux is standard.

Acknowledgement of the natural environment was also incorporated into the interior design with extensive planting throughout the office. Plant racks, trough vines, sky planters and a custom pot wall add colour and texture, helping create a high quality and vibrant indoor space. A feature wall created using sphagnum moss, and highlighted by special downlighting, further softens the space and provides good acoustic properties for the neighbouring meeting rooms.

The meeting rooms were given Māori names reflecting their intended uses, with the office also blessed prior to moving in. The use of Te Reo and the training staff received in its use and protocols reflects New Zealand’s unique heritage and is consistent with a business acknowledging the diversity of its population.

“The variety and amount of planting throughout the office is expected to be recognised with a bonus innovation point under the Green Star rating system.”

Phil Crampsie Goodman Senior Project Manager

Providing a work place that is accessible to public transport and that supports a variety of commuting options is positive for both staff and the environment. The central Viaduct location with easy access to trains, ferries and buses, and the provision of end of trip facilities ensures that the new office scores well on this Green Star measure.

The end of trip facilities include showers, changing rooms, ironing and drying facilities together with secure bike storage and lockers.

A change to the car fleet has also been facilitated by the office move.

Two electric cars have replaced previously petrol powered vehicles. These are recharged through new charging stations installed in dedicated carparks under the building.

“By encouraging our team to be more active the business is expected to benefit from increased staff well-being, higher productivity, a more inclusive culture and reduced demand for car parking.”

John Dakin Goodman Chief Executive Officer
The selection of new monitors and screens together with other equipment such as projectors, fridges and microwaves considered the energy rating of these items as one of the assessment criteria.

The movement to ABW facilitated behavioural change with work stations shut down when inactive and laptops turned off and stored in lockers at the close of the day, both practices reducing energy consumption.

Water conservation is equally important to a business focused on minimising its environmental impact. Low flow fittings and appliances in the kitchen and bathroom ensure that water consumption and sewage outflows are reduced.

BECA were engaged from the outset of the project to ensure the new office was as energy efficient as possible.

New technology was utilised with smart metering allowing ongoing monitoring and system optimisation. First quarter figures show electricity consumption of 0.154kWh/m²/day compared to 0.300Wh/m²/day in Goodman’s previous office space at 151 Queen Street. It represents a saving of around $9,000 per annum.

LED lighting was integrated into the fitout with dimmable switches and daylight harvesting along the northern wall. The use of occupancy sensors within meeting rooms and other spaces added to the energy efficiency of the office.

New office equipment and changing work practices provided further savings.

The Green Star rating system awards bonus credits for innovation. This project is expected to achieve an extra two points for the management of construction waste and the extent and variety of planting incorporated into the fit-out.

Additional credits were also expected for the learning resources integrated into the new office. Seven sustainability statements, strategically located throughout the space describe specific features and provide links to further resources through QR codes.

“Adopting activity based working practices is also innovative. It is a more efficient use of resources and the flexibility it provides future-proofs the business, allowing us to grow without the need for extra floor space.”

Andy Eakin Goodman Chief Financial Officer
The use of low emitting and sustainable building products and finishes throughout the space was an important part of the architect’s brief.

Wooden flooring, polished concrete finishes and the use of carpet squares are positive from a sustainability perspective, aesthetically pleasing and help create zones within the office.

Takeback schemes on partitioning, carpet, ceiling panels and certain furniture items ensures that these materials and products can be easily recycled at the end of their lifecycles.

Paints, applied coatings, adhesives and sealants all meet the Volatile Organic Standards and contribute to indoor air quality. Avoiding the use of ozone depleting materials in insulants and refrigerants minimised harmful emissions and also helped improve the environmental performance of the new office.

Reducing the environmental impact has been a real focus with even small details, such as specifying the products to be used when cleaning the office, considered.

Moving from an existing office created some challenges with a significant proportion of furniture and office equipment unsuitable for activity based working. A detailed inventory was created with surplus furniture, office and IT equipment recycled. The initiative was highly successful minimising landfill waste and benefitting many groups.

Charities such as Duffy Books in Homes, KiwiHarvest, Rising Foundation and Great Potentials were gifted items such as bookcases, office chairs, filing cabinets, kitchen appliances, projectors, shelving, storage units, meeting tables and whiteboards for their own use or for their programme beneficiaries.

Some equipment was also repurposed with the wooden Boardroom table being used as a cladding material for a dedicated phone booth in the new office. The feature is a unique acknowledgement of the history and growth of the business while located at 151 Queen Street.

New furniture, required for the activity based work space, was carefully selected based on its functional and visual qualities together with the sustainability of its construction materials.

“Other furniture and IT equipment was either reused or sold to Goodman staff with the result that the volume of waste sent to landfill was minimised. The funds raised from the sale of surplus items amounted to around $5,000 which was applied to the charitable work of the Goodman Foundation.”

John Dakin Goodman Chief Executive Officer
Outcome

Overlooking Viaduct Harbour and close to the recreational opportunities of Victoria Park, Goodman’s city office sets a new benchmark for refurbished business space.

Expected to receive a 5 Star Green Star Office Interior rating it features high quality materials and products selected for their functionality, longevity and energy efficiency.

Ongoing monitoring is showing a 50% reduction in energy consumption, compared to the previous office, after just 90 days of results. The flexibility of activity based working, higher quality services, better space planning and a wider range of facilities has also increased staff satisfaction and wellbeing.

Sustainable products and materials were used and an active recycling programme allowed for recycling of approximately 90% of all waste building materials. The sustainability commitment extended to the recycling of older office furniture and equipment further minimising landfill waste.

The complexity, scale, budget and timetable were all challenges for the project team. Their collective efforts have delivered an outstanding result that reflects positively on all those involved.

Project Team

To achieve its objectives Goodman assembled a highly capable and proven team that could deliver the brief in the prescribed time frame, they included.

+ OWNER/LANDLORD: Wynyard Precinct Holdings Limited — a joint venture between Goodman Property Trust and GIC (the sovereign wealth fund of Singapore.)
+ CUSTOMER/TENANT: Goodman Property Services (NZ) Limited
+ SERVICES DESIGN & ENERGY MODELLING: Beca
+ ARCHITECT: GHD Woodhead Creative Spaces
+ PROJECT MANAGERS: RCP
+ MAIN CONTRACTOR: Alaska Interiors
+ FIRE ENGINEER: X-Fire
+ TECHNOLOGY: Beca/Video Pro
Flexible and collaborative work space