Hi [Name]

You probably won’t have time to read this before our 1300, but in case you do, this is how it stands at this point.

Cheers
Hi

I'm just pulling together our comms approach for the (expected) acquiring of our target property, and I wanted to check that the notes I made on that point was consistent with the advice you gave.

Regarding the specific treatment of communications regarding the process of acquiring our target property, it was agreed our recommended approach should be to defer any announcement until Ministerial approval has been granted. Our focus in the first instance should be on communicating the news to our staff as soon as possible following this assent. Other considerations for our comms approach should include transparency, credibility and (always) partnership with PMCoE and other interested stakeholders.

To expand on that a bit further, I recall you advised that no proactive media communication be planned, but we should consider posting news (in some fashion) of the acquisition on our website in the interests of transparency.

We will have reactive messaging prepared to be held pending any media interest.

Can you confirm this is accurate?

Many thanks

<table>
<thead>
<tr>
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| DDI: +64 4 Extn: 109 Featherston Street | PO Box 805, Wellington 6140, New Zealand | www.dia.govt.nz
DRAFT Recommended Communications Approach: Building Announcement

Introduction
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This approach has been developed in consultation with the Workplace project team, the DIA Communications function and a communications representative from the Government Property Management Centre of Excellence (PMCoE).

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The Workplace team expect that an agreement in principle will exist by the end of February. DIA internal governance and senior leadership signoff is anticipated by the end of March. Ministerial signoff is then required from various Ministers, including the Minister of Internal Affairs and the Minister responsible for PMCoE. This is expected by the end of April.

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Spokesperson
While it will most likely fall to the DIA CE/SLT to front communications as the work progresses, an awareness of the potential for Ministerial interest and initiative should be retained.

This relates to both the Minister for Internal Affairs and the Minister responsible for PMCoE, who has a keen interest in good news for the WAP2 programme. Close liaison with PMCoE and our Ministerial stakeholders will be critical to our ability to respond to any developments.

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Hi,

Are we comfortable that PMCoE are providing us with appropriate advice and guidance relating to the development of our Comms? Specifically meeting the approach extracted from PMCoE’s draft “WAP2 Communications Plan” document, which states:

**Communication’s Approach**
1. Deliver a high quality communications and stakeholder engagement programme which supports and enhances all of Government outcomes through PMCoE’s work programme, Better Public Services and the delivery of services to all New Zealanders.
2. Supply the information and channels necessary to engage with Agency CEs, DCEs and senior leadership teams to assist with best practice being implemented across Government.
3. Provide the collateral and information to assist Agencies with the information needed to help staff understand the shift to a modern work space.
4. Provide the information Agencies need to feel confident they have authoritative Office accommodation and workplace settings advice and guidelines.
5. Provide external messaging and back pocket press releases for Agencies to ensure consistent messaging across All-of-Government.
6. Build Awareness of PMCoE’s programme and the benefits it brings for all New Zealanders.
7. Mitigate any “noise” around the programme and manage any risks quickly and effectively.
8. Encourage all media and external information requests to be sent to Media@pmcoe.govt.nz (still to be set up but hopefully available by end of week) address so PMCoE can assist agencies in their responses by ensuring the consistent All-of-Government messaging is provided.

Please advise if we are of a view that we require additional input, guidance or advice from PMCoE in this respect.

Regards,

---

Hi, yep sounds good. But as an Agency you do have the discretion to inform staff when you think it is best. The conversations we had with the wider team would suggest they want to wait until after Ministerial and SLT sign off.

But sounds good to me in essence… If I can help with anything let me know. And if you don’t agree with the advice I’m happy to discuss as well. The most important thing is the consistency of messaging.

Have a good weekend.

Regards,

---
Hi [Name]

This might provide a bit more background – following our meeting with Helen last week.

I should say there isn’t a reluctance from [Name] but she can’t help us develop messaging until we have an approved approach (as that will inform the messaging).

I have no doubt that she has plenty of generic messages around PMCoE, WAP2 and government accommodation in general, and would be able to provide a generic release or a template in very short order.

Hi [Name]

As discussed, a summary of our meeting with [Name] just now and a guess at some next steps.

- [Name] is keen to develop some DIA-specific messaging to augment her St Paul’s Square – WAP2 Communications document. She also needs some detail around project timeframes
- The degree to which DIA engages with proactive/ internal communications is up to us – although close liaison is key to ensuring consistency of messages and no surprises
- While it will most likely fall to the DIA CE/SLT to front communications as the work progresses, we need to be aware of the potential for Ministerial interest and initiative. This relates to both the Minister for Internal Affairs and the Minister responsible for PMCoE, who has a keen interest in good news for the WAP2 programme
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Once our recommendation has been developed and agreed, we can work up a communications action plan to support our communications approach around the news.

I think our first steps (once you have sounded out the recommendation process) might be to have a discussion about form and substance for our initial document, and who we should be talking to before we pull it together.

Feel free to reign me in if I’ve gotten ahead of myself.
OK – changes as per our discussion.

I guess just check that you are happy with the Next Steps section, and also under Tactics (in the table) for SLT – maybe you can add a bit more to what those ‘governance mechanisms’ might be?

Cheers
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Hi, feedback given directly

-----

From: [Redacted]
Sent: Tuesday, 1 March 2016 3:39 p.m.
To: [Redacted]
Cc: [Redacted]
Subject: Workplace: Draft Communications approach for building announcement

Hi [Redacted]

Attached communications approach for the Wellington building announcement.

I would like to socialise with this draft with Andrea at our catch up tomorrow afternoon to get her initial thoughts and direction. Can you please have a look through to ensure that you are happy with the content before I table it with Andrea

Thanks

[Redacted]

[Redacted] | Project Manager | Building our Future Programme
Department of Internal Affairs Te Tari Taiwhenua
Direct Dial: +64 4 [Redacted] (ext. [Redacted]) | Mobile: +64 21 [Redacted] | www.dia.govt.nz
Level 2, 109 Featherston Street | PO Box 805, Wellington 6011, New Zealand |
Just wanted the proactive publishing work expanded on a little.
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Once approved, this approach will be supplemented by key messages, a tactical action plan scheduling the agreed communications, and the communications themselves. The enlarged document will be developed in conjunction with PMCoE and the DIA communications function, and sign-off will be sought via the appropriate channels.
Hi

This version has [redacted]'s one piece of feedback from yesterday, and [redacted]'s alts added this morning. Not sure how granular you want to get with the 'responsibility' section on the table, but it's a good way to show that we have some expectations of PMCoE in this area.

Shane: Yes, that is PMCoE's advice - [redacted] was pretty enthusiastic about posting info online (but not a release).

Cheers
Morning

With those changes as discussed – tracked, so you can see if I’ve done enough.

Cheers
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Regarding the specific treatment of communications concerning the process of acquiring our target property, our recommended approach is to defer any announcement until Ministerial approval has been granted. Our focus in the first instance should be on communicating the news to our staff as soon as possible following this assent. Our agreed key messages should reflect the possibility of early staff awareness of the target building and negotiations.
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Hi

I think the proposed approach is fine, what is probably going to be a bit more challenging is the messaging.

Cheers

Brian

Hi Guys

Attached is a DRAFT building announcement approach that has been drafted up by our BOF communications advisor in conjunction with PMCoE.

I just wanted to test our approach with you as senior suppliers before we get too far ahead. The next step will be to flesh this out into a tactical action plan, key messages and the communications themselves. We are anticipating having this completed by next Friday 11th March.

If you are able to get back to me with your initial thoughts early next week to help ensure that we continue on the right track.

Feel free to give me a call if you wish to discuss.

Cheers

[Contact Information]

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Level 2, 109 Featherston Street | PO Box 805, Wellington 6011, New Zealand |
Just touching base ahead of today’s meeting.

I have attached out draft comms approach for the building announcement – I’ll be developing it this week with an action plan and key messages.

As we discussed at our last meeting, our time together this week is probably best spent hashing out some of those KMs, whether by theme or in a bit more detail.

One area we would certainly appreciate some more detailed guidance with is our reactive messaging to external enquiries. This is obviously something PMCoE has a lot of experience with, and you possibly have much of it in boilerplate already. We’re keen to get this in the bank as soon as possible – especially after last night’s MoH story.

See you at half-one.

Many thanks
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<td>No proactive messaging; prepare reactive release against enquiries; consider broader policy of 'soft' publishing project details on DIA website.</td>
<td>Post ministerial agreement (mid-May)</td>
<td>Reactive release; publication of info on website</td>
<td>Communications, PMCoE</td>
</tr>
</tbody>
</table>

**Next Steps**

Once approved, this approach will be supplemented by key messages, a tactical action plan scheduling the agreed communications, and the communications themselves. The enlarged document will be developed in conjunction with PMCoE and the DIA communications function, and sign-off will be sought via the appropriate channels.
Good morning everyone

As discussed with you all yesterday here is the link to the communication action plan for the building announcement.

To date this has been developed in conjunction with the PMCoE communications representative, DIA’s Senior media advisor and manager of corporate communications.

We are comfortable with the approach being taking as this has been previously socialised with [name], Andrea and our senior users from the Project Board. What we are more interested in now is validating the key messages, reactive statements and the communications themselves. These are reflective of a point in time, however this will provide us with the bulk of the messaging and as negotiations progress we will be able adjust any individual messages as necessary.

If you could please provide feedback by COB Thursday 17th March.

Any questions please ask either [name] or myself.

Thanks in advance.

[Signature]
Hey.

Changes from [redacted] and [redacted] are included in v4, same DMS link.

Was going to wait for [redacted]'s feedback, but it might be nothing, or mightn't come today, so at least we've achieved something...

Good morning everyone

As discussed with you all yesterday here is the link to the communication action plan for the building announcement.

To date this has been developed in conjunction with the PMCoE communications representative, DIA's Senior media advisor and manager of corporate communications.

We are comfortable with the approach being taken as this has been previously socialised with Danny, Andrea and our senior users from the Project Board. What we are more interested in now is validating the key messages, reactive statements and the communications themselves. These are reflective of a point in time, however this will provide us with the bulk of the messaging and as negotiations progress we will be able adjust any individual messages as necessary.

If you could please provide feedback by COB Thursday 17th March

Any questions please ask either [redacted] or myself

Thanks in advance
Hi everyone

As mentioned in last week’s project Board meeting, here is the link to the Communications Action Plan v0.4 for the building announcement.

To date this has been developed in conjunction with the PMCoE communications representative, DIA’s Senior media advisor, manager of corporate communications and BOF programme team members.

We are comfortable with the approach being taken as this has been previously socialised with our Workplace Project Executive, our Senior Users from the Project Board, DIA Communications and PMCoE. What we are more interested in now is validating the key messages, reactive statements and the communications themselves. These are reflective of a point in time, however this will provide us with the bulk of the messaging and as negotiations progress we will be able adjust any individual messages as necessary.

If you could please provide feedback by COB Thursday 24th March.

Any questions please ask either [redacted] or myself.

Note: in Parallel to this review cycle we will continue to develop the initial message for the senior leadership cohort, which we will be targeting end of next week.

Thanks in advance.

[redacted]

[redacted] Project Manager | Building our Future Programme
Department of Internal Affairs Te Tari Taiwhenua
Direct Dial: +64 4 [redacted] (extn:[redacted]) | Mobile: +64 21 [redacted] | www.dia.govt.nz
Level 2, 109 Featherston Street | PO Box 805, Wellington 6011, New Zealand |
DRAFT Communications Action Plan: Building Announcement

Introduction

This Communications Action Plan outlines the strategy to communicate the successful lease of the Saint Pauls Square building.

This approach has been developed in consultation with the Workplace project team, the DIA Communications group and a communications representative from the Government Property Management Centre of Expertise (PMCoE).

This approach contains key messages, a communications schedule, and the draft communications themselves.

This action plan, and the specialised communications messages and tactics, is consistent with the agreed strategy outlined in the Workplace Communications Plan (DMS file code: [REDACTED]). Other considerations include transparency, credibility and partnership with PMCoE and other key stakeholders.

Milestones

The Workplace project team expect an agreement in principle on the terms and conditions for the new lease will exist by mid-March. Chief Executive signoff of the PMCoE ministerial report back is anticipated by late April. Ministerial signoff of the report back is then required from the Minister of State Services and the Minister of Finance. This is expected by late May.

DIA is responsible for deciding the degree to which it engages in internal and external communications, although close liaison with PMCoE and other Government stakeholders is key to ensuring consistency of messages and no surprises.

Approach

Spokesperson

While it is the responsibility of the DIA CE/ELT to front communications as the work progresses, an awareness of the potential for Ministerial interest should be retained.

This relates to both the Minister for Internal Affairs and the Minister responsible for PMCoE, who has a keen interest in good news for the WAP2 programme. Close liaison with PMCoE and our Ministerial stakeholders will be critical to our ability to respond to any developments.
Internal

It is critical that our senior leadership remains updated about the progress and agreed communications approach for Workplace and WAP2 in general.

In addition to established business reporting, targeted communications will be developed for the Senior Leadership Cohort at critical milestones of the negotiations. This will ensure appropriate and consistent discussion.

Department-wide communications concerning the process of securing our target property will be deferred until Ministerial approval has been granted. We will communicate the news to our staff as soon as possible following the Minister’s approval.

External

No proactive media communication is planned, but we will consider publishing information (in some fashion) of the acquisition on our website in the interests of transparency.

This tactic needs to be consistent across the Building Our Future programme. A wider BOF approach is currently being developed, and will be agreed and implemented to ensure a consistent approach is taken.

Consideration should also be given to the relevance of these communications in relation to scheduled Select Committee appearances by our leaders, and the importance of consistency of message across the two.

Reactive messaging and potential Question and Answers are attached to be held pending any media interest.
Messages

While this plan contains specific key messages for internal and external audiences, messages to discuss various other general themes are attached and may be used as necessary for either purpose.

Specific

Internal

In line with the National Property Strategy a number of Wellington DIA office leases will expire in 2017.

We are working with the Property Management Centre of Expertise (PMCoE) to reduce the number of DIA sites in Wellington, so that we can co-locate our people across fewer sites.

We have received Ministerial approval to move several of our Wellington offices to one precinct in central Wellington close to our Mulgrave and Molesworth Street buildings, allowing many of us to better share and collaborate in our work with minimal travel time between offices.

The new location is the St Pauls Square building, located between the National Library and Archives New Zealand. This allows us to form a DIA precinct, making the most of our shared services and identity, and further breaking down barriers created by physical distance.

St Pauls Square is on Pipitea Street, opposite Parliament and closely surrounded by other government agencies. The property was formerly occupied by the Ministry of Education.

Our next steps are to agree the design of the new building, considering how the new environment can support how we work at DIA. We will be planning the new site as part of a wider DIA precinct including our Mulgrave and Molesworth Street buildings, with a focus on efficiency and flexibility.

We are committed to creating a fit for purpose working environment where people are empowered and enabled to work in ways that increase effectiveness and efficiency, and ultimately deliver better public services to all New Zealanders.

Not only are we able to reduce the number of locations we work at and make cost savings, but we are also able to implement modern workplaces which support increased productivity and staff wellness, and provide a better customer experience for all New Zealanders.

At least three of our current locations – the current offices at Waring-Taylor Street, Featherston Street and The Terrace – will relocate to the new precinct. Depending on design decisions there is the potential to include staff from our Victoria Street building in the future.

Substantial renovations will need to take place to make St Pauls Square a fit for purpose environment that will support the way we work at DIA. Many of you will be excited to hear that upgrades to core services such as air conditioning and lifts are high priorities.

While many Wellington staff will move offices as part of this project, the move is only part of the changes planned. How we work together, the spaces we need and the tools we use apply to us all, and will benefit everyone in DIA.

We expect that people will begin moving to the new property in early 2018.
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N.B. The external messages below reflect the current nature of a likely reactive response. While they may be supplemented from the other themes below to suit specific queries, additional specific external messages will be developed to reflect the change in negotiation status as milestones are passed.

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This site is part of the Property Management Centre of Expertise (PMCoE) Wellington Accommodation Project – Tranche 2 (WAP2).

A number of Wellington DIA office leases will expire in 2017, and this move will rationalise the number of DIA sites in Wellington, so that we can accommodate our people across fewer sites.

The initial rental term is for 15 years, with three rights of renewal each for a period of six years.

We expect that our people will begin moving to the new property in early 2018.

General

All of Government

Savings of at least $191 million are expected over the next 20 years with the implementation of the Wellington Accommodation Project – Tranche 2 (WAP2).

The WAP2 project is the second phase of the All-of-Government approach to providing office accommodation and aims to cut the Government footprint, increase staff productivity and wellbeing while saving taxpayer dollars.

Not only are we able to reduce the Government office footprint and make cost savings, we are also able to implement modern workplaces which ultimately a better customer experience for all New Zealanders.

Twenty-four agencies will take part in WAP2 ranging from larger agencies such as DIA and the Ministry of Social Development to smaller agencies such as the Health Promotion Agency and Careers New Zealand. A full list is available on the PMCoE website. More than 8700 staff will be included in the changes.

WAP2 will reduce the Crown’s rental footprint by 14,500m². This is in addition to the 121,433m² in reductions already made by PMCoE led projects since 2011.

WAP2 will see agencies reduce the number of floors they use from 160 to 107. The 14,500m³ reduction in rental footprint is equivalent to 1.5 Reserve Bank buildings.

WAP2 is the second stage of the Wellington All-of-Government approach but there are also relocations and streamlining of our services in Auckland and regional centres and a major rebuild programme underway in Christchurch which will support the reinvigoration of the Christchurch CBD.

Overall, savings across the country are expected to come to $450m over the next 20 years.
The Property Management Centre of Expertise (PMCoE) was established in April 2011 and is hosted by MBIE. PMCoE's main role is to lead and assist agencies in meeting the goals set by Government for the efficient and effective management of government property.

PMCoE is able to take a bird's-eye view of the Crown Estate and negotiate with an all-of-government approach. This ensures consistency in pricing and quality, and develops an understanding of the needs of agencies going forward. This helps to manage the size of the estate so tax payers' dollars are not wasted on empty office space.

Managing the Crown Estate in a centralised manner ensures there is consistency and flexibility across the Estate and we are better able to manage it in a cost effective and efficient manner.

Schedule

_N.B. Timings will be updated as key negotiation milestones are reached_

<table>
<thead>
<tr>
<th>Audience</th>
<th>Tactics</th>
<th>Communication</th>
<th>Timing</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minister</td>
<td>Regular update as part of programme briefings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive, Senior Leadership Cohort – not for distribution to staff unless specified</td>
<td>Regular, targeted communication, circulation of key messages</td>
<td>Senior Leadership Cohort update</td>
<td>Workplace project team, communications</td>
<td></td>
</tr>
<tr>
<td>All managers</td>
<td>Regular communication by existing broadcast channel</td>
<td>Managers Update</td>
<td>2 June</td>
<td>Communications</td>
</tr>
<tr>
<td>All Staff</td>
<td>Proactive, multi-channel messaging as soon as appropriate</td>
<td>Message from CE</td>
<td>Immediately following Ministerial assent</td>
<td>Communications</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1840 Story</td>
<td>Day after CE's message</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>In the Loop</td>
<td>Friday of week of CE's message</td>
<td></td>
</tr>
<tr>
<td>External (Public/Media)</td>
<td>Reactive only</td>
<td>Reactive release</td>
<td>As required</td>
<td>Communications, PMCoE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Q&amp;A Document</td>
<td></td>
<td>Communications, project</td>
</tr>
</tbody>
</table>
Products

Senior Leadership Cohort Update – EXAMPLE
A regular update to the Senior Leadership Cohort from a senior spokesperson will ensure consistency of message to our vital tier two and three managers.

While the message below is an example, future updates could contain talking points for managers to support discussions with their staff, effectively providing another communications channel to support all-of-staff comms.

Themes for April and May could include a Senior Leadership cohort visit to the site, and details of the announcement itself.

New Wellington location update
Prompted by a number of Wellington DIA office leases that expire in 2017, DIA is working alongside the Property Management Centre of Expertise (PMCoE) to identify new locations (including co-locations) that will allow us to rationalise the number of DIA sites.

Strategic Design Brief (SDB)
An external design consultant, Twenty Two, was engaged to develop a SDB to summarise how the new Wellington building would support DIA’s future business aspirations and goals.

Key questions required to complete the SDB were presented to ELT on 15th March. These covered: how we want to work in the new building and optimising the use of the facilities in the building to support greater collaboration, flexibility and improved productivity.

Negotiations
Negotiations for a new premise are continuing as expected and should conclude in the coming weeks.

Next Steps
Although we are nearing an agreement in principle, the negotiations are subject to some formalities before we can start talking to staff about this exciting news.

Colin’s signoff of the PMCoE ministerial report back is anticipated by late April. Ministerial signoff of the report back is then required from the Minister of State Services and the Minister of Finance. This is expected by mid-May.

I will be in touch again throughout the coming months building up to the announcement of the new building to all staff, to keep you updated and pass on information to help you communicate to your teams about the project.

If you have questions about any aspect of the above or the project in general, please feel free to contact myself or the Workplace team at workplace@dia.govt.nz
Announcement to all staff

Exciting news from the Building Our Future programme this week, as work to deliver a range of improvements that will help ensure the Department is ‘fit for purpose’ reaches a big milestone that will benefit us all.

The Workplace project is leading improvements to how we work together, the spaces we need and the tools we use at DIA. These changes will benefit everyone in the department.

One of the key pieces of work the project has been dealing with is working with the Property Management Centre of Expertise (PMCoE) to find a property solution for a number of Wellington DIA office leases that will expire in 2017.

I am excited to be able to share that we have received Ministerial approval to move several of these Wellington offices to one site in central Wellington, allowing many of us to better share and collaborate in our work with less travel between offices.

The new location is the St Pauls Square building, located between the National Library and Archives New Zealand. This allows us to form a DIA precinct, making the most of our shared services and identity, and further breaking down barriers created by physical distance.

St Pauls Square is on Pipitea Street, opposite Parliament and closely surrounded by other government agencies. The property was formerly occupied by the Ministry of Education.

Our next steps are to agree the design of the new building considering how the new environment can support how we work at DIA. We will be planning the new site as part of a wider DIA precinct including our Mulgrave and Molesworth Street buildings, with a focus on efficiency and flexibility.

At least three of our current locations – the current offices at Waring-Taylor Street, Featherston Street and The Terrace – will relocate to the new precinct. Depending on design decisions there is the potential to include staff from our Victoria Street building in the future.

Substantial renovations will need to take place to make St Pauls Square a fit for purpose environment possible to support how we work at DIA. Many of you will be excited to hear that upgrades to core services such as air conditioning and lifts are high priorities.

While many Wellington staff will move offices as part of this project, the move is only part of the changes planned. How we work together, the spaces we need and the tools we use apply to us all, and will will benefit everyone in DIA.

We are committed to creating a fit for purpose working environment where people are empowered and enabled to work in ways that increase effectiveness and efficiency, and ultimately deliver better public services to all New Zealanders.

We expect that people will begin moving to the new property in early 2018.
**1840 article**

In case you missed yesterday’s big news [link to announcement], our Chief Executive Colin MacDonald announced Ministerial approval to move several of our Wellington offices to one site in central Wellington, allowing many of us to better share and collaborate in our work without travelling to another office.

“The new location is the St Pauls Square building, located between the National Library and Archives New Zealand, allowing us to form a DIA precinct, making the most of our shared services and identity, and further breaking down barriers created by physical distance” said Colin.

St Pauls Square is on Pipitea Street, opposite Parliament and closely surrounded by other government agencies. The property was formerly occupied by the Ministry of Education.

Although it’s early days in terms of what the new precinct might look like, Colin said that most of our Wellington-based people would be involved in the new precinct.

“At least three of our current locations – the current offices at Waring-Taylor Street, Featherston Street and The Terrace – will relocate to the new precinct. Depending on design decisions there is the potential to include staff from our Victoria Street building in the future.

“Substantial renovations will need to take place to make St Pauls Square a fit for purpose environment possible to support the way we work at DIA. Many of you will be excited to hear that upgrades to core services such as air conditioning and lifts are high priorities.”

Colin noted that, while the new precinct is based in Wellington, the move changes to how we all work at DIA:

“While a number of Wellington staff will move offices as part of this project, the move is only part of the changes planned for how we work together, the spaces we need and the tools we use at DIA, which will benefit everyone in DIA.”

Read the full announcement here [link to announcement].

**In the Loop**

In case you missed DIA’s big news [link to announcement], our Chief Executive Colin MacDonald announced Ministerial approval to move several of our Wellington offices to one site in central Wellington, allowing many of us to better share and collaborate in our work without travelling to another office.

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While a number of Wellington staff will move offices as part of this project, the move is only part of the changes planned for how we work together, the spaces we need and the tools we use at DIA, which will benefit everyone in DIA.

Read the full announcement here [link to announcement].
Reactive media statement

N.B. The reactive media statement below is intended to act as a holding statement for after-hours/short-notice requests. It reflects the current nature of a likely reactive response. While any reactive response may be supplemented from the other approved messages and Q&As within this document, additional specific external messages will be developed to reflect the change in project status as milestones are passed.

DIA has received Ministerial approval to move several of its Wellington offices to one site in central Wellington, the St Pauls Square building located on Pipitea Street.

This move is part of the Property Management Centre of Expertise (PMCoE) Wellington Accommodation Project – Tranche 2 (WA P2).

A number of Wellington DIA office leases will expire in 2017, and this move will rationalise the number of DIA sites in Wellington, so that we can accommodate our people across fewer sites.

We expect that people will begin working from the new property in early 2018

Questions and Answers for external use

How are you funding the move? The lease? The refit?
Funding for the project is comprised of a portion of an omnibus budget bid by PMCoE for the entire WAP2 accommodation approach. Some costs will be borne by DIA, and some of the renovation costs will be met by the building owner.

Who decided on St Pauls Square?
PMCoE has arranged the lease for St Pauls Square, in consultation with DIA and other government stakeholders. The location and size of the building makes it an ideal fit for rationalising a number of DIA properties with expiring leases close to its existing owned buildings.

How many staff are impacted?
Decisions are still to be made regarding the design and layout and occupancy levels of the new building. These decisions will be subject to significant design and business considerations, and are key to making St Pauls Square the best working environment possible to support the way we work at DIA.

Will there be a reduction in employees as a result of the move?
No.

How many locations will be moved to the new building?
At least three – the current offices at Waring-Taylor street, Featherston street and The Terrace. Depending on design decisions and future operational considerations, there is the potential to further reduce DIA’s rental footprint.

Who is designing/constructing/furnishing the new premises?
As we have only recently signed the lease for the building, these decisions are yet to be made. Any such decisions will be consistent with the Principles of Government Procurement.

How much will you save by moving? How much money? How much time? How many m²?
By combining several existing leases into one property, DIA is mitigating the rising cost of property. We will see savings from having fewer buildings to furnish, equip and maintain, and significant
efficiencies for our staff in time saved not travelling between locations and allowing us to better share and collaborate in our work.

_How long have you leased the new building for?_
The initial rental term is for 15 years with three rights of renewal each for a period of six years.
Hi [Name]

Changes as attached. Haven't really ignored anything, in the end. SLC comms to come.
Hi

As discussed, draft text for the update, assuming all is well as discussed yesterday.

We can probably insert this into the final version of the plan, but thought it best to separate the two in draft for now so one doesn’t drag the other down for whatever reason.

Cheers
DRAFT Communications Action Plan: 
Building Announcement

Introduction
This Communications Action Plan outlines the strategy to communicate the successful lease of the Saint Pauls Square building.

This approach has been developed in consultation with the Workplace project team, the DIA Communications group and a communications representative from the Government Property Management Centre of Expertise (PMCoE).

This approach contains key messages, a communications schedule, and the draft communications themselves.

This action plan, and the specialised communications messages and tactics, is consistent with the agreed strategy outlined in the Workplace Communications Plan (DMS file code [delete]). Other considerations include transparency, credibility and partnership with PMCoE and other key stakeholders.

Milestones
The Workplace project team expect an agreement in principle on the terms and conditions for the new lease will exist by mid-March. Chief Executive signoff of the PMCoE ministerial report back is anticipated by late April. Ministerial signoff of the report back is then required from the Minister of State Services and the Minister of Finance. This is expected by late May.

DIA is responsible for deciding the degree to which it engages in internal and external communications, although close liaison with PMCoE and other Government stakeholders is key to ensuring consistency of messages and no surprises.

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Spokesperson
While it is the responsibility of the DIA CE/ELT to front communications as the work progresses, an awareness of the potential for Ministerial interest should be retained.

This relates to both the Minister for Internal Affairs and the Minister responsible for PMCoE, who has a keen interest in good news for the WAP2 programme. Close liaison with PMCoE and our Ministerial stakeholders will be critical to our ability to respond to any developments.
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It is critical that our senior leadership remains updated about the progress and agreed communications approach for Workplace and WAP2 in general.

In addition to established business reporting, targeted communications will be developed for the Senior Leadership Cohort at critical milestones of the negotiations. This will ensure appropriate and consistent discussion.

Department-wide communications concerning the process of securing our target property will be deferred until Ministerial approval has been granted. We will communicate the news to our staff as soon as possible following the Minister's approval.

Government

It is critical that our Minister and other government stakeholders are informed and comfortable with our approach. This responsibility will be shared by the project and DIA senior leaders who will brief the Minister as part of wider programme reporting, and by PMCoE, who brief a number of Ministers as part of their reporting.

The key messages and communications contained in this plan may be used to form the basis for standard messaging in other government communications, such as OIA requests, Parliamentary Questions and Ministerial correspondence.

Consideration should also be given to the relevance of these communications in relation to scheduled Select Committee appearances by our leaders and the importance of consistency of message across the two. Significant work will go into developing resources for these events while closely related to this plan, it will be scoped and delivered as a separate piece of work.

External

No proactive media communication is planned, but we will consider publishing information (in some fashion) of the acquisition on our website in the interests of transparency.

This tactic needs to be consistent across the Building Our Future programme. A wider BOF approach is currently being developed, and will be agreed and implemented to ensure a consistent approach is taken.

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Substantial renovations will need to take place to make St Pauls Square a fit for purpose environment that will support the way we work at DIA. We have yet to make decisions about the planning and fit out, but we will update you as things start to take shape. Many of you will be excited to hear that upgrades to core services such as air conditioning and lifts are high priorities.

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¹ PMCoE’s St Pauls Square communications plan
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Senior Leadership Cohort Update – EXAMPLE
A regular update to the Senior Leadership Cohort from a senior spokesperson will ensure consistency of message to our vital tier two and three managers.

While the message below is an example, future updates could contain talking points for managers to support discussions with their staff, effectively providing another communications channel to support all-of-staff comms.

Themes for April and May could include a Senior Leadership cohort visit to the site and details of the announcement itself.

New Wellington location update
Prompted by a number of Wellington DIA office leases that expire in 2017, DIA is working alongside the Property Management Centre of Expertise (PMCoE) to identify new locations (including co-locations) that will allow us to rationalise the number of DIA sites.

Strategic Design Brief (SDB)
An external design consultant, Twenty Two, was engaged to develop a SDB to summarise how the new Wellington building would support DIA’s future business aspirations and goals.

Key questions required to complete the SDB were presented to ELT on 15th March. These covered: how we want to work in the new building and optimising the use of the facilities in the building to support greater collaboration, flexibility and improved productivity.

Negotiations
Negotiations for a new premise are continuing as expected and should conclude in the coming weeks.

Next Steps
Although we are nearing an agreement in principle, the negotiations are subject to some formalities before we can start talking to staff about this exciting news.

Colin’s signoff of the PMCoE ministerial report back is anticipated by late April. Ministerial signoff of the report back is then required from the Minister of State Services and the Minister of Finance. This is expected by mid-May.

I will be in touch again throughout the coming months building up to the announcement of the new building to all staff, to keep you updated and pass on information to help you communicate to your teams about the project.
If you have questions about any aspect of the above or the project in general, please feel free to contact myself or the Workplace team at workplace@dia.govt.nz.
Announcement to all staff

Exciting news from the Building Our Future programme this week, as work to deliver a range of improvements that will help ensure the Department is ‘fit for purpose’ reaches a big milestone that will benefit us all.

The Workplace project is leading improvements to how we work together, the spaces we need and the tools we use at DIA. These changes will benefit everyone in the department.

One of the key pieces of work the project has been dealing with is working with the Property Management Centre of Expertise (PMCoE) to find a property solution for a number of Wellington DIA office leases that will expire in 2017.

I am excited to be able to share that we have received Ministerial approval to move several of these Wellington offices to one site in central Wellington, allowing many of us to better share and collaborate in our work with less travel between offices.

The new location is the St Pauls Square building, located between the National Library and Archives New Zealand. This allows us to form a DIA precinct, making the most of our shared services and identity, and further breaking down barriers created by physical distance.

St Pauls Square is on Pipitea Street, opposite Parliament and closely surrounded by other government agencies. The property was formerly occupied by the Ministry of Education.

Our next steps are to agree the design of the new building, considering how the new environment can support how we work at DIA. We will be planning the new site as part of a wider DIA precinct including our Mulgrave and Molesworth Street buildings, with a focus on efficiency and flexibility.

At least three of our current locations – the current offices at Waring-Taylor Street, Featherston Street and The Terrace – will relocate to the new precinct. Depending on design decisions there is the potential to include staff from our Victoria Street building in the future.

Substantial renovations will need to take place to make St Pauls Square a fit for purpose environment possible to support how we work at DIA. We have yet to make decisions about the planning and fit out, but we'll update you as things start to take shape. Many of you will be excited to hear that upgrades to core services such as air conditioning and lifts are high priorities.

While many Wellington staff will move offices as part of this project, the move is only part of the changes planned. How we work together, the spaces we need and the tools we use apply to us all, and will benefit everyone in DIA.

We are committed to creating a fit for purpose working environment where people are empowered and enabled to work in ways that increase effectiveness and efficiency, and ultimately deliver better public services to all New Zealanders.

We expect that people will begin moving to the new property in early 2018.
1840 article

In case you missed yesterday's big news [link to announcement], our Chief Executive Colin MacDonald announced Ministerial approval to move several of our Wellington offices to one site in central Wellington, allowing many of us to better share and collaborate in our work without travelling to another office.

"The new location is the St Pauls Square building, located between the National Library and Archives New Zealand, allowing us to form a DIA precinct, making the most of our shared services and identity, and further breaking down barriers created by physical distance" said Colin.

St Pauls Square is on Pipitea Street, opposite Parliament and closely surrounded by other government agencies. The property was formerly occupied by the Ministry of Education.

Although it's early days in terms of what the new precinct might look like, Colin said that most of our Wellington-based people would be involved in the new precinct.

"At least three of our current locations – the current offices at Waring-Taylor Street, Featherston Street and The Terrace – will relocate to the new precinct. Depending on design decisions there is the potential to include staff from our Victoria Street building in the future.

"Substantial renovations will need to take place to make St Pauls Square a fit for purpose environment possible to support the way we work at DIA. We have yet to make decisions about the planning and fit out, but we'll update you as things start to take shape. Many of you will be excited to hear that upgrades to core services such as air-conditioning and lifts are high priorities."

Colin noted that, while the new precinct is based in Wellington, the move changes how we all work at DIA:

"While a number of Wellington staff will move offices as part of this project, the move is only part of the changes planned for how we work together, the spaces we need and the tools we use at DIA, which will benefit everyone in DIA."

Read the full announcement here [link to announcement].

In the Loop

In case you missed DAY's big news [link to announcement], our Chief Executive Colin MacDonald announced Ministerial approval to move several of our Wellington offices to one site in central Wellington, allowing many of us to better share and collaborate in our work without travelling to another office.

The new location is the St Pauls Square building, located between the National Library and Archives New Zealand, allowing us to form a DIA precinct, making the most of our shared services and identity, and further breaking down barriers created by physical distance.

At least three of our current locations – the current offices at Waring-Taylor Street, Featherston Street and The Terrace – will relocate to the new precinct. Depending on design decisions there is the potential to include staff from our Victoria Street building in the future.

While a number of Wellington staff will move offices as part of this project, the move is only part of the changes planned for how we work together, the spaces we need and the tools we use at DIA, which will benefit everyone in DIA.
Reactive media statement

N.B. The reactive media statement below is intended to act as a holding statement for after-hours/short-notice requests. It reflects the current nature of a likely reactive response. While any reactive response may be supplemented from the other approved messages and Q&As within this document, additional specific external messages will be developed to reflect the change in project status as milestones are passed.

DIA has received Ministerial approval to move several of its Wellington offices to one site in central Wellington, the St Pauls Square building located on Pipitea Street.

This move is part of the Property Management Centre of Expertise (PMCoE) Wellington Accommodation Project – Tranche 2 (WA P2).

A number of Wellington DIA office leases will expire in 2017, and this move will rationalise the number of DIA sites in Wellington, so that we can accommodate our people across fewer sites.

We expect that people will begin working from the new property in early 2018.

Questions and Answers for external use (existing internal Q&As on 1840 will be supplemented post-announcement)

How are you funding the move? The lease? The refit?
Funding for the project is comprised of a portion of an omnibus budget bid by PMCoE for the entire WAP2 accommodation approach. Some costs will be borne by DIA, and some of the renovation costs will be met by the building owner.

Who decided on St Pauls Square?
PMCoE has arranged the lease for St Pauls Square, in consultation with DIA and other government stakeholders. The location and size of the building makes it an ideal fit for rationalising a number of DIA properties with expiring leases close to its existing owned buildings.

How many staff are impacted?
Decisions are still to be made regarding the design and layout and occupancy levels of the new building. These decisions will be subject to significant design and business considerations, and are key to making St Pauls Square the best working environment possible to support the way we work at DIA.

Will there be a reduction in employees as a result of the move?
No.

How many locations will be moved to the new building?
At least three – the current offices at Waring-Taylor street, Featherston street and The Terrace. Depending on design decisions and future operational considerations, there is the potential to further reduce DIA’s rental footprint.

Who is designing/constructing/furnishing the new premises?
As we have only recently signed the lease for the building, these decisions are yet to be made. Any such decisions will be consistent with the Principles of Government Procurement.

How much will you save by moving? How much money? How much time? How many m²?

Page 11 of 12
By combining several existing leases into one property, DIA is mitigating the rising cost of property.

We will see savings from having fewer buildings to furnish, equip and maintain, and significant efficiencies for our staff in time saved not travelling between locations and allowing us to better share and collaborate in our work.

**How long have you leased the new building for?**

The initial rental term is for 15 years with three rights of renewal each for a period of six years.
Senior Leadership Cohort Update One

A regular update to the Senior Leadership Cohort from a senior spokesperson will ensure consistency of message to our vital tier two and three managers.

While the message below is informative only, future updates will contain talking points for managers to support discussions with their staff, effectively providing another communications channel to support all-of-staff comms.

New Wellington location update
As many of you are aware, DIA has been working alongside the Property Management Centre of Expertise (PMCoE) to identify new locations that will allow us to rationalise the number of DIA sites in Wellington.

We have been fortunate to be part of PMCoE’s Wellington Accommodation Project – Tranche 2 (WAP2), which is the second phase of the All-of-Government approach to providing office accommodation and aims to cut the Government footprint, increase staff productivity and wellbeing while saving taxpayer dollars.

Negotiations for our target building have concluded very recently, and I’m pleased to share that we will move several of our Wellington offices to one site in central Wellington, allowing many of us to better share and collaborate in our work with less travel between offices.

While we won’t be communicating the name or location of new site, just yet, I can share that it is near the National Library and Archives New Zealand. This will allow us to form a DIA precinct, making the most of our shared services and identity, and further breaking down barriers created by physical distance.

Next Steps
Although we have an agreement in principle, the negotiations are subject to some formalities before we can start talking to staff about this exciting news.

Colin’s sign off the PMCoE ministerial report back is anticipated by late April. Ministerial sign off of the report back is then required from the Minister of State Services and the Minister of Finance. This is expected by mid-May.

In the meantime, ELT will be considering how we want to work in the new building, and how to optimise the use of the facilities in the building to support greater collaboration, flexibility and improved productivity.

I will be in touch again throughout the coming months building up to the announcement of the new building to all staff, to keep you updated and pass on information to help you communicate to your teams about the project.

If you have questions about any aspect of the above or the project in general, please feel free to contact myself or the Workplace team at workplace@dia.govt.nz

Senior Leadership Cohort Update Two - April
Senior Leadership cohort visit to the site
More details about design/decisions

Senior Leadership Cohort Update Three - May
Details of the announcement itself
Talking points for managers to communicate with staff
FYI – I will keep you updated.

Hi [name], how was your weekend? Morag W has asked that you, me & Emily get together to go over the BOF comms plan.

We are not going to send an all staff announcement about the building move now, it’s just going to be mentioned in the CE message at some point.

See you when you can make it back to L10😊

FYI – still going.

Hiya

I’m in room 205 now if you are free, otherwise in the workshop.

Once it’s updated, what is the process for signout?

Cheers

Emily

From: Andrea Cooke
Sent: Monday, 30 May 2016 7:46 a.m.
To: Emily Redmond
Hi Emily,

This looks good. I just want to put a little more in up front about non-Wellington. Is is easiest to see you at the workshop?

Andrea

From: Emily Redmond
Sent: Friday, 27 May 2016 2:06 p.m.
To: Andrea Cooke
Cc: 

Hi Andrea

I've made Colin's changes to the building announcement comms (attached). Please let me know if you need anything else changed.

[redacted] or [redacted] could you please save in the DMS as the final version.

[redacted] – FYI – there is mention of co-creating the space with staff for us to be aware of re change.

Cheers

Emily
Workplace building announcement: All of staff message

Kia ora tātou

I’m excited to share some big news with you regarding the lease of a new building in Wellington, creating a combined precinct for the majority of our Wellington based people by 2018.

We have been working with the Government Property Group to reduce the number of sites we occupy in Wellington and provide a new fit-for-purpose workplace that will support our future needs.

Today I have finalised an agreement to move several of our Wellington offices to a building in St Pauls Square which is located on Pipitea Street, adjacent to our Mulgrave and Molesworth Street buildings. This move will enable us to form a DIA precinct, bringing our people closer together.

Initially, those of us from the current Lambton Quay (formerly Waring-Taylor Street), Featherston Street and Terrace offices will move to the new precinct. A plan is also being developed to accommodate other Wellington teams from locations such as Victoria Street into the new precinct.

Our next steps are to develop the design of the new building, ensuring the new environment can support how we want to work at DIA, now and into the future. I want us to work together to co-create this new workplace so there will be plenty of opportunities for you to contribute along the way, both structured and informal. You will hear more about that soon. And while the specific focus will be on this building, I want to take the opportunity to create an environment that can guide us when we develop other offices across the country.

Ngā mihi

Colin
Hi Colin

As of Wednesday this week, both Minister Bennett and Minister English have signed the Ministerial Report Back for the St Pauls building. This now delegates the financial authority to you to execute the Development Agreement (including the Deed of Lease) on behalf of DIA. There have been no changes to this document since your endorsement on 28 April 2016.

You will receive the Deed of Agreement for signing shortly. This needs to be completed by 8 June.

We would like use this milestone as an opportunity to communicate to our people. We have drafted a message for you to send to all staff announcing St Pauls Square as our which is attached for your review. The SLC will get a message ahead of this. will discuss your feedback on the all staff message at your regular comms meeting next week.

To compliment this message we would like to get a photo with you, a representative from GPG (formerly PMCoE) and AMP up at the new St Pauls site. The photo would be taken at a different time to when you sign the development agreement.

Could you please let me know if you are happy with this approach? We will work with to arrange a suitable time for the photo.

Regards
Andrea
Workplace building announcement: All of staff message

I’m excited to share some big news with you regarding the lease of a new building in Wellington, creating a combined precinct for the majority of our Wellington based staff by 2018.

We have been working with the Government Property Group to reduce the number of sites DIA occupies in Wellington and provide a new fit-for-purpose workplace that will support our future needs.

Today I have finalised an agreement to move several of our Wellington offices to a building in St Pauls Square which is located on Pipitea Street, adjacent to Archives and the National Library. This move will enable us to form a DIA precinct, making the most of our shared services and identity and bringing our people closer together.

Initially, staff from the current Lambton Quay (formerly Waring-Taylor Street), Featherston Street and Terrace offices will move to the new precinct. A plan is also being developed to accommodate other Wellington staff from locations such as Victoria Street into the new precinct.

Our next steps are to develop the design of the new building, ensuring the new environment can support how we want to work at DIA, now and into the future. There will be plenty of opportunities for you to contribute along the way, both structured and informal. We will keep you updated as details are confirmed.

Colin
Hi Andrea,

We’ve received confirmation from Minister Bennett’s private secretary (redacted) confirming that there is no announcement expected from the Minister’s office on the signing of the Ministerial Report Back.

So we’ll just run with the internal announcements currently being planned by [redacted] and [redacted].

Regards
[redacted]

FYI

Please can you update Andrea today as it follows on from a discussion I had with her at the GG meeting.

Cheers

Hi [redacted]
We don’t plan on making any announcement re St Pauls. Thanks very much for checking.

Cheers

Hi [redacted]

Are the Ministers wanting / planning to make any announcement re St Pauls?...DIA CE will be signing in less than 12 days and there will be a need for internal comms their end.

Cheers
Hi

Yes, I have reviewed an earlier version of the comms plan, but [] and [] are taking the lead on this.

I’m not sure if the feedback in the attached doc has been returned to [] though...

Regards

From: [mailto: ]
Sent: Thursday, 7 April 2016 9:26 a.m.
To: [mailto: ]
Subject: FW: DIA Comms plan draft [UNCLASSIFIED]

Hi,

You guys across this? I have yet to have a look but apparently it’s not wildly different from the first cut...

Cheers

From: [mailto: ]
Sent: Thursday, 7 April 2016 9:16 a.m.
To: [mailto: ]
Subject: DIA Comms plan draft [UNCLASSIFIED]
www.govt.nz - your guide to finding and using New Zealand government services

Any opinions expressed in this message are not necessarily those of the Ministry of Business, Innovation and Employment. This message and any files transmitted with it are confidential and solely for the use of the intended recipient. If you are not the intended recipient or the person responsible for delivery to the intended recipient, be advised that you have received this message in error and that any use is strictly prohibited. Please contact the sender and delete the message and any attachment from your computer.
DRAFT Communications Action Plan: Building Announcement

Introduction
This Communications Action Plan outlines the strategy to communicate the successful lease of the Saint Pauls Square building.

This approach has been developed in consultation with the Workplace project team, the DIA Communications group and a communications representative from the Government Property Management Centre of Expertise (PMCoE).

This approach contains key messages, a communications schedule, and the draft communications themselves.

This action plan, and the specialised communications messages and tactics, is consistent with the agreed strategy outlined in the Workplace Communications Plan (DMS file code [REDACTED]). Other considerations include transparency, credibility and partnership with PMCoE and other key stakeholders.

Milestones
The Workplace project team expect an agreement in principle on the terms and conditions for the new lease will exist by mid-March. Chief Executive signoff of the PMCoE ministerial report back is anticipated by late April. Ministerial signoff of the report back is then required from the Minister of State Services and the Minister of Finance. This is expected by late May.

DIA is responsible for deciding the degree to which it engages in internal and external communications, although close liaison with PMCoE and other Government stakeholders is key to ensuring consistency of messages and no surprises.

Approach

Spokesperson
While it is the responsibility of the DIA CE/ELT to front communications as the work progresses, an awareness of the potential for Ministerial interest should be retained.

This relates to both the Minister for Internal Affairs and the Minister responsible for PMCoE, who has a keen interest in good news for the WAP2 programme. Close liaison with PMCoE and our Ministerial stakeholders will be critical to our ability to respond to any developments.
Internal

It is critical that our senior leadership remains updated about the progress and agreed communications approach for Workplace and WAP2 in general.

In addition to established business reporting, targeted communications will be developed for the Senior Leadership Cohort at critical milestones of the negotiations. This will ensure appropriate and consistent discussion.

Department-wide communications concerning the process of securing our target property will be deferred until Ministerial approval has been granted. We will communicate the news to our staff as soon as possible following the Minister’s approval.

Government

It is critical that our Minister and other government stakeholders are informed and comfortable with our approach. This responsibility will be shared by the project and DIA senior leaders who will brief the Minister as part of wider programme reporting, and by PMCoE, who brief a number of ministers as part of their reporting.

The key messages and communications contained in this plan may be used to form the basis for standard messaging in other government communications, such as OIA requests, Parliamentary Questions and Ministerial correspondence.

Consideration should also be given to the relevance of these communications in relation to scheduled Select Committee appearances by our leaders and the importance of consistency of message across the two. Significant work will go into developing resources for these events. While closely related to this plan, it will be scoped and delivered as a separate piece of work.

External

No proactive media communication is planned, but we will consider publishing information (in some fashion) of the acquisition on our website in the interests of transparency.

This tactic needs to be consistent across the Building Our Future programme. A wider BOF approach is currently being developed, and we will agree and implement to ensure a consistent approach is taken.

Reactive messaging and potential Question and Answers are attached to be held pending any media interest.
Messages

While this plan contains specific key messages for internal and external audiences, messages to discuss various other general themes are attached and may be used as necessary for either purpose.

Specific

Internal

In line with the National Property Strategy a number of Wellington DIA office leases will expire in 2017.

We are working with the Property Management Centre of Expertise (PMCoE) to reduce the number of DIA sites in Wellington, so that we can co-locate our people across fewer sites.

We have received Ministerial approval to move several of our Wellington offices to one precinct in central Wellington close to our Mulgrave and Molesworth Street buildings, allowing many of us to better share and collaborate in our work with minimal travel time between offices.

The new location is the St Pauls Square building, located between the National Library and Archives New Zealand. This allows us to form a DIA precinct, making the most of our shared services and identity, and further breaking down barriers created by physical distance.

| St Pauls Square is on Pipitea Street, opposite Parliament and closely surrounded by other government agencies. The property was formerly occupied by the Ministry of Education.

Our next steps are to agree the design of the new building, considering how the new environment can support how we work at DIA. We will be planning the new site as part of a wider DIA precinct including our Mulgrave and Molesworth Street buildings, with a focus on efficiency and flexibility.

We are committed to creating a fit for purpose working environment where people are empowered and enabled to work in ways that increase effectiveness and efficiency, and ultimately deliver better public services to all New Zealanders.

Not only are we able to reduce the number of locations we work at and work more efficiently, but we are also able to implement modern workplaces which support increased productivity and staff wellness, and provide a better customer experience for all New Zealanders.

Initially, staff from the current Waring-Taylor Street, Featherston Street and The Terrace offices will be relocating to the new precinct. And a plan is being developed to accommodate other Wellington staff, from locations such as Victoria Street, into the new precinct around or after the initial move.

Substantial renovations will need to take place to make St Pauls Square a fit for purpose environment that will support the way we work at DIA. We have yet to make decisions about the planning and fit out, but we'll update you as things start to take shape.

While many Wellington staff will move offices as part of this project, the move is only part of the changes planned. How we work together, the spaces we need and the tools we use apply to us all, and will benefit everyone in DIA.

We expect that people will begin moving to the new property in early 2018.
External

N.B. The external messages below reflect the current nature of a likely reactive response. While they may be supplemented from the other themes below to suit specific queries, additional specific external messages will be developed to reflect the change in negotiation status as milestones are passed.

DIA has received Ministerial approval to move several of its Wellington offices to a new site in central Wellington, the St Pauls Square building located on Pipitea Street.

This site is part of the Property Management Centre of Expertise (PMCoE) Wellington Accommodation Project – Tranche 2 (WAP2).

A number of Wellington DIA office leases will expire in 2017, and this move will rationalise the number of DIA sites in Wellington, so that we can accommodate our people across fewer sites.

We expect that our people will begin moving to the new property in early 2018.

General

All of Government

Savings of at least $191 million are expected over the next 20 years with the implementation of the Wellington Accommodation Project – Tranche 2 (WAP2).

The WAP2 project is the second phase of the All-of-Government approach to providing office accommodation and aims to cut the Government footprint, increase staff productivity and wellbeing while saving taxpayer dollars.

Not only are we able to reduce the Government office footprint and make cost savings, we are also able to implement modern workplaces which ultimately a better customer experience for all New Zealanders.

Twenty-four agencies will take part in WAP2, ranging from larger agencies such as DIA and the Ministry of Social Development to smaller agencies such as the Health Promotion Agency and Careers New Zealand. A full list is available on the PMCoE website. More than 8700 staff will be included in the changes.

WAP2 will reduce the Crown’s rental footprint by 14,500m². This is in addition to the 121,433m² in reductions already made by PMCoE led projects since 2011.

WAP2 will see agencies reduce the number of floors they use from 160 to 107. The 14,500m² reduction in rental footprint is equivalent to 1.5 Reserve Bank buildings.

WAP2 is the second stage of the Wellington All-of-Government approach but there are also relocations and streamlining of our services in Auckland and regional centres and a major rebuild programme underway in Christchurch which will support the reinvigoration of the Christchurch CBD.

Overall, savings across the country are expected to come to $450m over the next 20 years.

1 PMCoE’s St Pauls Square communications plan
PMCoE

The Property Management Centre of Expertise (PMCoE) was established in April 2011 and is hosted by MBE. PMCoE’s main role is to lead and assist agencies in meeting the goals set by Government for the efficient and effective management of government property.

PMCoE is able to take a bird’s-eye view of the Crown Estate and negotiate with an all-of-government approach. This ensures consistency in pricing and quality, and develops an understanding of the needs of agencies going forward. This helps to manage the size of the estate so tax payers’ dollars are not wasted on empty office space.

Managing the Crown Estate in a centralised manner ensures there is consistency and flexibility across the Estate and we are better able to manage it in a cost effective and efficient manner.

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*NB. Timings will be updated as key negotiation milestones are reached*

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Themes for April and May could include a Senior Leadership cohort visit to the site, and details of the announcement itself.

New Wellington location update
Prompted by a number of Wellington DIA office leases that expire in 2017, DIA is working alongside the Property Management Centre of Expertise (PMCoE) to identify new locations (including co-locations) that will allow us to rationalise the number of DIA sites.

Strategic Design Brief (SDB)
An external design consultant, Twenty Two, was engaged to develop a SDB to summarise how the new Wellington building would support DIA’s future business aspirations and goals.

Key questions required to complete the SDB were presented to ELT on 15 March. These covered: how we want to work in the new building and optimising the use of the facilities in the building to support greater collaboration, flexibility and improved productivity.

Negotiations
Negotiations for a new premise are continuing as expected and should conclude in the coming weeks.

Next Steps
Although we are nearing an agreement in principle, the negotiations are subject to some formalities before we can start talking to staff about this exciting news.

Colin’s signoff of the PMCoE ministerial report back is anticipated by late April. Ministerial signoff of the report back is then required from the Minister of State Services and the Minister of Finance. This is expected by mid-May.

I will be in touch again throughout the coming months building up to the announcement of the new building to all staff, to keep you updated and pass on information to help you communicate to your teams about the project.

If you have questions about any aspect of the above or the project in general, please feel free to contact myself or the Workplace team at workplace@dia.govt.nz.

Announcement to all staff

Exciting news from the Building Our Future programme this week, as work to deliver a range of improvements that will help ensure the Department is ‘fit for purpose’ reaches a big milestone that will benefit us all.

The Workplace project is leading improvements to how we work together, the spaces we need and the tools we use at DIA. These changes will benefit everyone in the department.
One of the key pieces of work the project has been dealing with is working with the Property Management Centre of Expertise (PMCoE) to find a property solution for a number of Wellington DIA office leases that will expire in 2017.

I am excited to be able to share that we have received Ministerial approval to move several of these Wellington offices to one site in central Wellington, allowing many of us to better share and collaborate in our work with less travel between offices.

The new location is the St Paul's Square building, located between the National Library and Archives New Zealand. This allows us to form a DIA precinct, making the most of our shared services and identity, and further breaking down barriers created by physical distance.

St Paul's Square is on Pipitea Street, opposite Parliament and closely surrounded by other government agencies. The property was formerly occupied by the Ministry of Education.

Our next steps are to agree the design of the new building, considering how the new environment can support how we work at DIA. We will be planning the new site as part of a wider DIA precinct including our Mulgrave and Molesworth Street buildings, with a focus on efficiency and flexibility.

At least three of our current locations – the current offices at Waring-Taylor Street, Featherston Street and The Terrace – will relocate to the new precinct. Depending on design decisions there is the potential to include staff from our Victoria Street building in the future.

Substantial renovations will need to take place to make St Paul's Square a fit for purpose environment possible to support how we work at DIA. We have yet to make decisions about the planning and fit out, but we'll update you as things start to take shape.

While many Wellington staff will move offices as part of this project, the move is only part of the changes planned. How we work together, the spaces we need and the tools we use apply to us all, and will benefit everyone in DIA.

We are committed to creating a fit for purpose working environment where people are empowered and enabled to work in ways that increase effectiveness and efficiency, and ultimately deliver better public services to all New Zealanders.

We expect that people will begin moving to the new property in early 2018.
**1840 article**

In case you missed yesterday's big news [link to announcement], our Chief Executive Colin MacDonald announced Ministerial approval to move several of our Wellington offices to one site in central Wellington, allowing many of us to better share and collaborate in our work without travelling to another office.

"The new location is the St Pauls Square building, located between the National Library and Archives New Zealand, allowing us to form a DIA precinct, making the most of our shared services and identity, and further breaking down barriers created by physical distance" said Colin.

St Pauls Square is on Pipitea Street, opposite Parliament and closely surrounded by other government agencies. The property was formerly occupied by the Ministry of Education.

Although it's early days in terms of what the new precinct might look like, Colin said that most of our Wellington-based people would be involved in the new precinct.

"At least three of our current locations – the current offices at Waring-Taylor Street, Featherston Street and The Terrace – will relocate to the new precinct. Depending on design decisions there is the potential to include staff from our Victoria Street building in the future.

"Substantial renovations will need to take place to make St Pauls Square a fit for purpose environment possible to support the way we work at DIA. We have yet to make decisions about the planning and fit out, but we'll update you as things start to take shape."

Colin noted that, while the new precinct is based in Wellington, the move changes how we all work at DIA:

"While a number of Wellington staff will move offices as part of this project, the move is only part of the changes planned for how we work together, the spaces we need and the tools we use at DIA, which will benefit everyone in DIA."

Read the full announcement here [link to announcement].

**In the Loop**

In case you missed DYA's big news [link to announcement], our Chief Executive Colin MacDonald announced Ministerial approval to move several of our Wellington offices to one site in central Wellington, allowing many of us to better share and collaborate in our work without travelling to another office.

The new location is the St Pauls Square building, located between the National Library and Archives New Zealand, allowing us to form a DIA precinct, making the most of our shared services and identity, and further breaking down barriers created by physical distance.

At least three of our current locations – the current offices at Waring-Taylor Street, Featherston Street and The Terrace – will relocate to the new precinct. Depending on design decisions there is the potential to include staff from our Victoria Street building in the future.

While a number of Wellington staff will move offices as part of this project, the move is only part of the changes planned for how we work together, the spaces we need and the tools we use at DIA, which will benefit everyone in DIA.

Read the full announcement here [link to announcement].
Reactive media statement

N.B. The reactive media statement below is intended to act as a holding statement for after-hours/short-notice requests. It reflects the current nature of a likely reactive response. While any reactive response may be supplemented from the other approved messages and Q&As within this document, additional specific external messages will be developed to reflect the change in project status as milestones are passed.

DIA has received Ministerial approval to move several of its Wellington offices to one site in central Wellington, the St Pauls Square building located on Pipitea Street.

This move is part of the Property Management Centre of Expertise (PMCoE) Wellington Accommodation Project – Tranche 2 (WA P2).

A number of Wellington DIA office leases will expire in 2017, and this move will rationalise the number of DIA sites in Wellington, so that we can accommodate our people across fewer sites.

We expect that people will begin working from the new property in early 2018

Questions and Answers for external use (existing internal Q&As on 1840 will be supplemented post-announcement)

**How are you funding the move? The lease? The refit?**

Funding for the project is comprised of a portion of an omnibus budget bid by PMCoE for the entire WAP2 accommodation approach. Some costs will be borne by DIA and some of the renovation costs will be met by the building owner.

**Who decided on St Pauls Square?**

PMCoE has arranged the lease for St Pauls Square, in consultation with DIA and other government stakeholders. The location and size of the building makes it an ideal fit for rationalising a number of DIA properties with expiring leases close to its existing owned buildings.

**How many staff are impacted?**

Decisions are still to be made regarding the design and layout and occupancy levels of the new building. These decisions will be subject to significant design and business considerations, and are key to making St Pauls Square the best working environment possible to support the way we work at DIA.

**Will there be a reduction in employees as a result of the move?**

No.

**How many locations will be moved to the new building?**

At least three – the current offices at Waring-Taylor Street, Featherston Street and The Terrace. Depending on design decisions and future operational considerations, there is the potential to further reduce DIA’s rental footprint.

**Who is designing/constructing/furnishing the new premises?**

As we have only recently signed the lease for the building, these decisions are yet to be made. Any such decisions will be consistent with the Principles of Government Procurement.

**How much will you save by moving? How much money? How much time? How many m²?**
By combining several existing leases into one property, DIA is mitigating the rising cost of property. We will see significant efficiencies for our staff in time saved not travelling between locations and allowing us to better share and collaborate in our work.
Good morning,

Later today Colin will announce to all staff the confirmation of our new Wellington office accommodation building, Saint Pauls square in Wellington.

We anticipate a lot of interest from staff, who will no doubt have many questions about how this move might affect them and their work.

I have included below some key talking points to support you in talking about this with your staff. It is really important that all the messages staff receive about the new building are consistent so staff are aware that we are committed to creating a fit for purpose working environment where people are able to work in ways that increase effectiveness and efficiency. Please feel free to use these talking points when discussing the new building with your teams.

- DIA has been working hard with the Government Property Group as part of an All-of-Government Wellington accommodation project to reduce the number of sites DIA occupies in Wellington and provide a new fit for purpose workplace that will support our future needs.
- The new location is the St Pauls Square building, which is located on Pipitea Street, which is adjacent to the Mulgrave and Molesworth Street buildings. This building was previously occupied by the Ministry of Education. This allows us to form a DIA precinct, making the most of our shared services and identity, and further breaking down barriers created by physical distance.
- Initially, staff from the current Lambton Quay (formerly Waring-Taylor Street), Featherston Street and The Terrace offices will be relocating to the new precinct. A plan is being developed to accommodate other Wellington staff from locations such as Victoria Street into the new precinct around or after the initial move.
- Our next steps are to develop the design of the new building, ensuring the new environment can support how we want to work at DIA now and into the future.
- After the landlord makes substantial renovations to the St Pauls Square building, we can develop a fit for purpose environment that will support the way we work at DIA. We have yet to make decisions about the planning and fit-out, but we’ll update you as things start to take shape. Many of you will be excited to hear that upgrades to core services such as air conditioning and lifts are high priorities.
- There will be plenty of opportunities to contribute along the way, both structured and informal. Staff input and support is critical to our new workplace.
- We are committed to creating a fit for purpose working environment where people are empowered and enabled to work in ways that increase effectiveness and efficiency, and ultimately deliver better public services to all New Zealanders.
- Not only are we able to reduce the number of locations we work at and work more efficiently, but we are also able to achieve modern workplaces which support increased productivity and staff wellness.
- While many Wellington staff will move offices as part of this project, the move is only part of the changes planned. How we work together, the spaces we need and the tools we use apply to us all, and will benefit everyone in DIA.
- We expect that we will begin moving to the new property in early 2018.
If one of your team has a question or a concern that you can’t answer, please get in touch with the Workplace team at workplace@dia.govt.nz

If you receive an external query, please refer it to the DIA Media team so it can be responded to in an agreed manner by an appropriate spokesperson.

NB: Although we are very close to announcing the new building to all staff, please do not share this additional detail until the announcement is published. As before, if you are asked questions by staff, you can let them know that we are looking to lease a building in the vicinity of the DIA owned Mulgrave and Molesworth Street buildings.

Many thanks

Andrea Cooke | Director, Human Resources
The Department of Internal Affairs Te Tari Taiwhenua
Direct Dial: +64 4 | Extn: | Mobile: +64 27 | 46 Waring Taylor St | PO Box 805, Wellington 6140, New Zealand | www.dia.govt.nz
Hi Emily,

Yes, I am happy for this to go out from me to SLC before Colin’s message.

Thanks
Andrea

Hi Andrea

Attached is the comms that was planned to go to the SLC before Colin’s building announcement on Monday. You signed out the message towards the end of May.

Are you ok that [redacted] liaises with [redacted] on Monday morning as to when she should send it out on your behalf once he knows when Colin’s message is going out?

Also, some other comms is planned for next week – it’s just tweaks to the 1840 content about the new building – also pre approved with the building announcement action plan but we just need to make sure it’s consistent with Colin’s message and the SLC messaging. In your absence, I don’t think we need to worry about getting these tweaks signed out given we will just be making them consistent with approved messaging. Are you ok that [redacted] just does this and publishes them? The other option is getting [redacted] to sign them out which doesn’t make any sense to me given she hasn’t had any involvement.

If there is any media interest, a set of Q&A’s have been developed which [redacted] has just approved. She will sign out the use of these if they are needed along with Morag should we get any enquiries. I’ve attached them, but was thinking if [redacted] is ok with them, probably nothing you need to worry about.

Cheers

Em
Hi Colin,

Please see attached the final building announcement with your feedback incorporated. This is planned to be included in a CE message in the next few weeks. If you have any final feedback, can you please let know at your standard comms catch-up.

Thanks
Andrea
Workplace building announcement: All of staff message

Kia ora tātou

I’m excited to share some big news with you regarding the lease of a new building in Wellington, creating a combined precinct for the majority of our Wellington based people by 2018.

We have been working with the Government Property Group to reduce the number of sites we occupy in Wellington. We are also taking the opportunity to think about our workplaces – no matter where you work - and how we can provide fit-for-purpose workplaces that will support our future needs.

Today I have finalised an agreement to move several of our Wellington offices to a building in St Pauls which is located on Pipitea Street, adjacent to our Mulgrave and Molesworth Street buildings. This move will enable us to form a DIA precinct, bringing our people closer together.

Initially, those of us from the current Lambton Quay (formerly Waring-Taylor Street), Featherston Street and Terrace offices will move to the new precinct. A plan is also being developed to accommodate other Wellington teams from locations such as Victoria Street into the new precinct.

Our next steps are to develop the design of the new building, ensuring the new environment can support how we want to work at DIA, now and into the future. I want us to work together to co-create this new workplace so there will be plenty of opportunities for you to contribute along the way, both structured and informal. You will hear more about that soon. And while the specific focus will be on this building, I want to take the opportunity to create an environment that can guide us when we develop other offices across the country.

Ngā mihi

Colin
Workplace building announcement: All of staff message

Kia ora tātou

I'm excited to share some big news with you regarding the lease of our new building in Wellington, creating a combined precinct for the majority of our Wellington-based people by early 2018.

We have been working with the Government Property Group to reduce the number of sites we occupy in Wellington. We are also taking this opportunity to think about our workplaces - no matter where you work - and how we can provide a new-fit-for-purpose workplaces that will support our future needs.

Today I have finalised an agreement to move several of our Wellington offices to a building, known as in St Pauls Square, which is located on Pipitea Street, adjacent to our Mulgrave and Molesworth Street buildings. This move will enable us to form a DIA precinct, bringing our people closer together.

Initially, those of us from the current Lambton Quay (formerly Waring-Taylor Street), Featherston Street and Terrace offices will move to the new precinct. A plan is also being developed to accommodate other Wellington teams from locations such as Victoria Street into the new precinct.

Our next steps are to develop the design of the new building, ensuring the new environment can support how we want to work at DIA, now and into the future. I want us to work together to co-create this new workplace so there will be plenty of opportunities for you to contribute along the way, both structured and informal. You will hear more about that soon. And while the specific focus will be on this building, I want to take the opportunity to create an environment that can guide us when we develop our other offices across the country.

Ngā mihi

Colin
Hi all,

We have drafted the attached comms, which I know you are across. I am proposing to send the below email to Colin. I don’t think there is any need to send this to Morag for approval, and that we can manage feedback on the comms through our normal processes (i.e. your weekly meeting with Colin). Can you review and make sure you are happy with the email, and confirm when you (or the comms person supporting Colin) is next meeting with him. I also want to double check with you that you are happy with the content of the building announcement – it is longer than normal CE announcements, and the tone is a little different. Do you feel that any further tweaks need to be made before it goes to him?

-- can you please confirm the date that the DA needs to be signed by?

Thanks
Andrea

Hi Colin

Within the next two weeks we are expecting Minister English to sign the Ministerial Report Back for the St Pauls building (Minister Bennett has already signed it). The Ministerial Report Back sign-off will delegate the financial authority to yourself to execute the Development Agreement (including the Deed of Lease) on behalf of DIA. There have been no changes to this document your endorsement on 28 April 2016.

Once the Ministerial Report back is signed by Minister English, the Deed of Agreement will be given to you for signing. This needs to be completed by xxx date.

We would like use this milestone as an opportunity to communicate to our people. We have drafted a message for you to send to all staff. (The SLC will get a message ahead of this). Please see this message attached for your review. will talk to you about any feedback at your regular meeting with her on xxxx date.

To compliment this message we would like to get a photo opportunity with your a representative from GPG (formerly PMCoE) and AMP up at the new St Pauls site. The photo would be taken at a different time to when you sign the development agreement.

Can you please let me know if you are happy with the approach we will work with to arrange a suitable time for the photo session.

Regards
Andrea
Workplace building announcement: All of staff message

I’m excited to share some big news from the Workplace project with you regarding the lease of a new building in Wellington, creating a combined precinct for the majority of our Wellington based staff by 2018.

We have been working hard with the Government Property Group as part of an All-of-Government Wellington accommodation project to reduce the number of sites DIA occupies in Wellington and provide a new fit for purpose workplace that will support our future needs

Today I have finalised an agreement with the new landlord to move several of our Wellington offices to the St Pauls Square building, which is located on Pipitea Street and is adjacent to the Mulgrave and Molesworth Street buildings. This building was previously occupied by the Ministry of Education. This allows us to form a DIA precinct, making the most of our shared services and identity, and further breaking down barriers created by physical distance.

Initially, staff from the current Lambton Quay (formerly Waring-Taylor Street), Featherston Street and The Terrace offices will be relocating to the new precinct. A plan is being developed to accommodate other Wellington staff from locations such as Victoria Street into the new precinct around or after the initial move.

Our next steps are to develop the design of the new building, ensuring the new environment can support how we want to work at DIA now and into the future.

After the landlord makes substantial renovations to the St Pauls Square building, we can develop a fit for purpose environment that will support the way we work at DIA. We have yet to make decisions about the planning and fit-out, but we’ll update you as things start to take shape. Many of you will be excited to hear that upgrades to core services such as air conditioning and lifts are high priorities.

There will be plenty of opportunities to contribute along the way, both structured and informal. Your input and support is critical to our new workplace.

We are committed to creating a fit for purpose working environment where people are empowered and enabled to work in ways that increase effectiveness and efficiency, and ultimately deliver better public services to all New Zealanders.

Not only are we able to reduce the number of locations we work at and work more efficiently, but we are also able to achieve modern workplaces which support increased productivity and staff wellness.

While many Wellington staff will move offices as part of this project, the move is only part of the changes planned. How we work together, the spaces we need and the tools we use apply to us all, and will benefit everyone in DIA.

We expect that we will begin moving to the new property in early 2018.
From: Andrea Cooke  
Sent: Monday, 4 April 2016 5:04 p.m.  
To: SLC  
Cc: [Redacted]  
Subject: [COMMERCIAL IN CONFIDENCE]: Workplace update

Hi everyone.

Exciting news from the Workplace project this week, as we work to deliver a range of improvements that will help ensure the Department is ‘fit for purpose’ reaches a big milestone that will benefit us all.

**Intended new Wellington location**

As many of you are aware, DIA has been working alongside the Property Management Centre of Expertise (PMCoE) to identify a new building location that will allow DIA to rationalise the number of sites in Wellington.

Negotiations for our target building have now reached an agreement in principle. I’m pleased to share that it is intended that we will move several of our Wellington offices to St Pauls Square, near the National Library and Archives New Zealand. This will allow us to form a DIA precinct, enabling us to better share and collaborate in our work and maximise the use of our space.

**Although we have an agreement in principle, the negotiations are still subject to a formal approval process which will not be completed until mid-late May. This includes Ministerial sign off. In light of that, please do not share that the potential building location is St Pauls beyond the Senior Leadership Cohort. If you are asked questions by staff, you can let them know that we are looking to lease a building in the vicinity of the DIA owned Mulgrave and Molesworth Street buildings.**

I am letting you know our potential building now because we have some design decisions that need to be made over the coming months. These design decisions need to be informed by our business needs relating to how we want to engage with our customers and visitors. We need to think about this in the context of how the St Pauls building will operate together with the Mulgrave and Molesworth buildings, and also the parts of the business that will remain in Victoria Street.

To help with discussions about this, I have arranged for the Senior Leadership Cohort to have a site visit to St Pauls Square on Tuesday the 17th of May from 10 am – 12pm. You will receive an invitation to this shortly.

**Next Steps**

- Colin’s signoff of the PMCoE ministerial report back is anticipated by late April. Ministerial signoff of the report back is then required from the Minister of State Services and the Minister of Finance (expected by mid-May).
- Small SLC group will help prepare for the site visit and discussion
- Site visit for Senior Leadership Cohort 17 May
- Broader communications to the department announcing the new building (following Ministerial sign off)
I will be in touch shortly to organise these visits, and again in the coming months building up to the announcement of the new building to all staff. I will keep you updated and pass on information to help you communicate to your teams about the project.

If you have questions please feel free to contact me, or the Workplace team at workplace@dia.govt.nz

Kind regards
Andrea

Andrea Cooke | Director, Human Resources | Project Executive, Workplace Project
The Department of Internal Affairs Te Tari Taiwhenua
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