MINISTRY OF EDUCATION
Te Tāhuhu o te Mātauranga

Project Design Brief Plan

Ministry in Wellington Accommodation Project

EPMO Project ID: FIN: 1

Last Published Date: 1 November 2013

ePMO
ENTERPRISE PORTFOLIO MANAGEMENT OFFICE

Table of Contents

1. Introduction

Currently the Ministry of Education is spread over five leased building around the Murphy/Pipitea Street area. This style of accommodation has led to staff working in highly individualised ways with business units operating in silos and office space being allocated on a hierarchical basis.

A number of the currently leased buildings have leases expiring which has provided the opportunity for the Ministry to look at consolidating the majority of the national office campus into one building. The Ministry is one of a number of Government agencies looking to consolidate accommodation within Wellington and the move has been approved through Cabinet as part of the Property Management Centre of Expertise's Wellington Tranche One.

There is a strong desire from the leadership team to change the culture of the Ministry. The first step in this process has been the development of a new vision and behaviours for the Ministry. These will underpin the design of the new building.

1.1. Ministry Culture

The move to the new building is expected to breakdown silos and allow for a more collaborative approach between groups and teams. It is expected to encourage greater formal and informal communication between groups, shorter feedback loops and faster decision making.

The open plan environment will undoubtedly bring some challenges in terms of changing staff behaviour and practices. Managers will be more visible and space will not be prioritised based on hierarchy. There will be a need for leaders to change the way they manage staff as they will not always be based at a single desk and visible to the manager. Staff will need to consider the impact of their behaviour on others, particularly with respect to noise levels and confidentiality in an open plan environment.

Currently the Ministry is highly paper based. This will be a critical change in the new building, where technology and space will mean paper files will be significantly reduced and clear desk policies established and enforced.

Key to the Ministry's success is the role of the Ministry as an enabler to the sector. This will mean that within the new building the sector will be key, with space available for them to work from the Ministry's offices including collaborative and meeting spaces. This will allow external people to the Ministry access to all areas of the building

1.1.1. Ministry Mission, Vision and Behaviours

The Ministry has recently developed a new vision and behaviours which are to underpin the Education in Wellington Accommodation Project. They are:

Our mission

Lift aspiration; raise educational achievement for every New Zealander.

Our vision

Every New Zealander:

- Is strong in their national and cultural identity
- Aspires for themselves and their children to achieve more
- Has the choice and opportunity to be the best they can be
- Is an active participant and citizen in creating a strong civil society
- Is productive, valued and competitive in the world.

New Zealand and New Zealanders lead globally.

Our behaviours

- We get the job done
- We are respectful, we listen, we learn

- We back ourselves and others to win
- We work together for maximum impact
- Great results are our bottom line

How we behave will make the difference. It's how we'll get results

1.2. Background

The Ministry of Education currently leases in excess of 20,000m^2 of office space. The proposed new Wellington location will provide approximately 12,000m^2 of lettable office space within one building with the provision of up to 1100 desks or workpoints.

Approval for this building consolidation was provided by Cabinet as a result of the approval of the Single Stage Business Case Wellington Accommodation Strategy, completed by the Property Management Centre of Expertise in November 2012.

This document outlines the approach going forward for the Education in Wellington Accommodation Project's communications and stakeholder management

The new building is to provide a different way of working for the Ministry. It will be fully open plan, providing areas for collaboration both within the Ministry and across the education sector. This will be a significant cultural change for the Ministry and will be driven by the Chief Executive and will be supported by the new Ministry vision and behaviours which have recently been created.

1.2.1. Staff Numbers and location in new building

A decision was made by the Secretary for Education that the Ministry will limit the number of people moving into the new building to 1100. This will enable the accommodation solution to deliver the most flexible and collaborative space for the Ministry.

As a result of this decision some groups who do not need to be located in the central CBD may be located elsewhere. There is also a decision that the Novopay project will not be moving into the new accommodation.

1.2.2. Government Wellington Property Strategy Objectives

The Government, through the Property Management Centre of Expertise (PMCoE) have developed a Wellington Property Strategy which underpins any property projects undertaken by government departments in the Wellington region. They have identified seven key objectives for participating agencies in the Wellington region.

These objectives are to:

- Reduce the amount of office accommodation leased

- Minimise the cost per workpoint for office accommodation leased

- Optimise the use of office space leased

- Improve the flexibility and responsiveness of the Crown's property portfolio

- Utilise the property solution to better enable agency, sector and AoG business outputs

- Improve and maintain the building safety and quality

- Better facilitate the effectiveness and increase the efficiencies from common property procurement and ICT functions delivered as part of property solutions.

1.2.3. Ministry of Education National Property Strategy

The Ministry is currently in the process of developing a National Property Strategy as required by the Property Management Centre of Expertise. This will be developed concurrently with this project. The National Office Accommodation Project will need to align with this strategy.

2. Design Approach

2.1. Activity Based Working

The Ministry is currently considering the introduction of Activity Based Working as part of the design of the new building. This will give the Ministry flexibility in its new environment and allow it the ability to change and grow easily. It will also provide an environment where all staff will physically fit into the building and will deliver the transformational change the Ministry is seeking.

2.2. Design Principles

There are four key design principles which will be applied to this building:

1. Meritocracy
2. Agility
3. Enabling
4. Connected

2.2.1. Meritocracy

- Meritocracy is about providing the space and tools based on what staff need to do their jobs in the most efficient and effective way.
- It means we don't allocate space based on hierarchy.
- There will be no offices, nor meeting rooms which are only available to some teams. Meeting rooms will be able to be used by everyone
- We will introduce new technology to support staff to be more collaborative
- Freedom to choose where to work from. Not necessarily wired into a desk. Mobile technology.

In reality this will mean:

- Standardised floor layouts with staff and managers in 'pod' configurations on an open plan floor
- Meeting rooms and spaces to meet a variety of needs, some will be non-bookable so staff can simply use them if they are empty.
- All other meeting rooms will be bookable through outlook. No rooms will be able to be removed from the booking system for the exclusive use of a specific team.
- Standard furniture will be introduced for all staff and managers.
- All staff will have access to all facilities and equipment.

2.2.2. Agility

- The ability to be flexible and adapt to change quickly.
- Clear desk policy and a significant reduction in paper (heading towards a paperless office) will create opportunities to be more agile and flexible
- Multiple locations all covered by wireless technology allowing staff to choose where they want to work from
- Reduced numbers of allocated desks, with all desks able to be used
- Flexible furniture allowing different workspaces to be set up and moved
- Project and hot desk spaces

In reality this means:

- Not all desks will be permanently allocated to an individual.
- Different working environments will be provided for:
  - Quiet zones for detailed, concentrated working
  - Collaborative spaces designed to inspire creativity and connectivity with other
  - Breakout spaces to work in a more relaxed, casual atmosphere
  - Project spaces which can easily be configured and reconfigured to meet needs
- Creation of working neighbourhoods, where teams work closely together and allow teams to shrink and grown within a space
- Mobile working, allowing our people to work from where it makes sense to work. This may be with one of our sector partners, at a school, at home or simply from different areas of the same building
- All staff will need to ensure their desk is clear at the end of each day. This allows other staff to use desks when someone is on leave, is sick or simply away from the office for the day.
- Work not being bound by paper will become a reality. New mobile technology will reduce our reliance on paper along with less paper based processes, and first class filing and archiving systems.
- Furniture will be flexible and easy to reconfigure to meet the organisation's needs.
- Wireless technology will be available throughout the building with mobile devices able to be booked and used by everyone.
- New telephones and 'thin-client' devices will be available on all desks allowing staff to login to any desk in the building. Software will be assigned to the staff member's profile, not to their computer so it will follow them wherever they go.

2.2.3. Enabling

- The space should enable the staff within the Ministry to work effectively in a way which suits them each day
- The ability for external sector staff, schools, students etc to come and work in teams with Ministry staff is important on an adhoc basis.
- Free address and open door policy where staff feel comfortable talking to and working with any one they need to get the work done.
- Ministry staff from around the regions should feel comfortable in this building and able to simply come to Wellington and work with no hassles.

In reality this means:

- Project space needs to be in a low security area to allow cross sector projects to be established
- Wireless connections need to allow external non-Ministry staff to connect
- The building will have neighbourhoods with distinct designs, which are welcoming to all with boundaries which blur with other neighourhoods
- Smart technology solutions will be incorporated into the design to ensure staff are able to use the building to best effect.

2.2.4. Connected

- Space will be connected vertically and horizontally
- Minimal visual blocks
- Creating areas to support individuals, family, community and sector

In reality this means:

- Meeting rooms will be open and visible, with limited manifestations on windows
- Open meeting spaces will be created
- High items of furniture will not be position against windows or in ways which limits a person's visibility across the office.
- Staff should feel there are spaces their children could sit after school and do homework while waiting for their parents
- Interconnecting stairs will provide visual and physical connections vertically through the building
- Layout and connection of neighbourhoods will break down silos and create internal connections between teams and groups

3. Briefing Details

3.1. Meeting Rooms

3.1.1. Enclosed Meeting room quantities

Current environment

Number of rooms	Number of seats	Total seating
2	0	0
6	4	24
19	6	114
4	8	32
23	12	276
2	15	30
6	20	120
2	30	60
64		**656**

Future Environment

Number of rooms	Number of seats	Total seating
12	2	24
8	4	32
0	6	0
8	8	64
5	12	60
2	15	30
6	20	120
2	30	60
46		**390**

3.1.2. Meeting Room Set Up

Meeting rooms for 4 or less people will be unbookable and each of them will feature a range of furniture options – desks, soft seating, arm chairs, small table and chairs, stand up tables.

All meeting rooms which seat 8 and over should have the ability to connect a PC/Laptop to a datashow and screen.

All meeting rooms 12 and over should have a movable cupboard to store PC equipment and should also have wireless mouse and keyboard.

The two 30 seater meeting rooms must be able to be joined by an operable wall and preferably adjacent to an area which they can open up further to create a large space for staff gatherings.

One of the 20 seater rooms will be the Marae room detailed in 3.1.5.

3.1.3. Non enclosed meeting spaces

Meeting Booths

Each floor should have at least four meeting booths which allow for semi-enclosed, meetings of up to 6 people to take place. The booths should be couch type seating with high backs, possibly with a viewing panel in the back. A table at normal seating height will be set between the two facing couches.

High table casual work zones

Throughout each work neighbourhood there should be tables at standing height with stools for people to meet and work in a casual way. Incorporation of writable glass panels around some of these tables would be useful. No cabling for computers or telephones is required.

Quiet Desks

A study pod type environment suitable for one person to work semi-enclosed and with good acoustic privacy should be included. There should be two banks of these pods per floor, each bank consisting of approximately 6-8 pods.

These quiet pods should have no phone, but should have a computer, keyboard, mouse and computer screen on each desk.

Breakout areas

Breakout areas should be scattered on each floor. One of which should be based around the main kitchen for the floor.

Breakout areas should include a range of the following types of settings:

- Soft seating – couches, chairs, ottomons, coffee tables
- Laptop touchdown spaces – High bench type tables with ergonomic chairs with space of laptop to be used.
- Booth type seating
- Chairs and Tables at seated height for 4-6 people. Either for meetings or for eating at,
- High collaboration tables with stools.

Breakout areas should be open plan, however using some screening around kitchen areas to contain noise wherever possible.

Use of writable glass panels in these areas would be useful to both divide spaces

3.1.4. Training rooms

Only one speciality training room is required in the building. This should be set up to accommodate 12 people attending the training, each with access to a computer. There should also be a Trainer, computer and table for the person delivering the training. Attendees should be able to sit looking at their computers, while also being able to view the front of the room where there should be a datashow and screen. The Trainers computer should be connected to the datashow.

3.1.5. Marae Room

The Marae room is used for huis and whanau meetings and has special cultural significance. It needs to have the feeling of a marae, with bench seating around the perimeter of the room and large folding meeting tables in the centre with conference chairs.

The room should seat approximately 20 people around the meeting table. It should have datashow and screen along with mobile whiteboard.

This room does not allow people to eat or drink in the room and therefore will need a soft seating area outside it for people to gather.

There is a large stone taonga which should be positioned outside this room.

3.1.6. Conference Suite

The conference suite should consist of the two 30 seater meeting rooms. These should have an operable wall between them so the rooms can be combined to seat up to 60 people.

The furniture should use folding tables and conference seating (stackable) so the rooms can be set up boardroom or lecture theatre style.

A furniture store must be located close to rooms to store excess tables and chairs when not in use.

3.2. Toilets

The new fitout will not include adding to the existing general toilet facilities on each floor. Allowance should however be made to add one disabled, unisex toilet/shower on each floor if possible. At minimum, one every two floors should be allowed for.

3.3. Hubs & Kitchens

There should be a tea station/kitchen on each floor. This should provide hot water via a 'billi' type system providing boiling and chilled water, dishwasher, 2x microwaves and 2x fridge/freezers per floor.

Each kitchen should provide an integrated recycling station with three drawers – waste, food and recyclables.

Cupboards for plates, glasses and cups etc should be provided along with pantry storage for supplies and staff food.

Power points for toasters and Panini presses should be provided.

Kitchens should be located close to hubs to provide a variety of seating options and minimise disruption to those in the work neighbourhoods.

A larger kitchen and hub areas should be provided on ground or first floor of the building to support meeting rooms and to provide an area for larger groups (up to 100) staff to gather.

Kitchens should be kept away from quiet zones and where possible there should be formal separation between work neighbourhoods to minimise noise disruption.

3.4. Storage

Locker banks will be installed for each neighbourhood, providing space for files, books and laptops. There should be approximately 1 locker for every 2 people on the floor.

In addition there should be centralised lundia on each floor, located near utility areas. These lundia should wherever possible be relocated from existing buildings.

Two-door, tambour units should be provided in each neighbourhood. These should be used to create privacy for desks. They should never be located against exterior windows. They should also be designed to minimise the ability for staff to store items on top of them. There should be one (1) tambour for every four staff.

Storage in the basement should be provided for the Shared Service Team with easy access for deliveries. This would be used for storing new furniture, large quantities of paper and other stationery supplies etc.

3.5. Desking

Desking should be a combination of 1600 straight desks, 120 degree desking and bench type desks. It should create the feeling of variety in each work neighbourhood.

Wherever possible desking should be taken from the perimeter of the building to minimise the need to include cable droppers to desks.

Thought should be given to provide privacy for staff when they are working from main walkways (ie, not having their back to a corridor). It should also provide various sized pods of between 4-10 desks to allow teams to come together and collaborate while working.

Desks should have low screens.

3.6. Activity Based Work Settings

3.6.1. Library Zone

This area should be in a similar way to a library. It will have the current library function located in it, but on a much smaller scale. It should also include banks of study cubicles for quiet work and individual soft seating areas suited to quiet reading etc.

This should be located close to the top of the building and provide a tranquil, restful space for staff to come and relax and work in.

If access to the roof was possible, then access from this space to the roof area would be ideal.

3.6.2. Conference Zone

This should be based around the main conference facility and should incorporate soft seating areas for casual meetings, kitchen and breakout area to support meeting rooms. It should also include a number of semi-open meeting areas which can be used for meetings, 'hot-desking', team gatherings etc.

3.6.3. Project Zone

This area should support project teams, providing bench type worksettings which can be adapted for a few people or many depending on the ebb and flow of people. It should provide creative zones with areas of wall or glass that staff can write on, there should be a combination of furniture which provides a colourful, varied and vibrant setting.

The area should support mobile TV units which can connect to laptops or tablets for displays and meetings.

Areas of the Booth type seating areas should also be created.

High tables should be set up with stools so teams can gather around the tables to brainstorm etc.

Ideally this area could be located in close proximity to the Conference Zone to provide easy access for external sector staff to use the facility and to minimise noise disruption to permanent work neighbourhoods. It will also show off the new Ministry culture to visitors and show the Ministry as a vibrant and creative organisation.

3.7. Internal Stairs and Reception

There is a requirement to connect the building through a new internal stair. This stair is to provide additional connection vertically through the building and to ease pressure on the lift system.

The Ministry would like to look at an option where the stair changes position on each floor so as to create a more visually appealing element (not just a 12 storey chimney). If possible if this could pop out of the front of the building and should connect through the main hub on each floor.

The Ministry would like to move away from a truly formal reception space. There should be room for up to 4 receptionists to work from. A 'concierge' style arrangement should be created, with more than one location to support both visitors arriving into the building and the main conference suite. The reception counter should not be seen as a barrier to entry of the building, it should welcome people.

There is a requirement for access to a small secure room close to reception and with line of sight across the reception area. This should include a desk to have the security system computer located on it and a secure coat closet and lockers for reception staff.

3.8. IT Rooms

There is no requirement for IT server rooms in the building.

One IT Build room is required with work benches around the perimeter of the room with above bench power and data trunking. The room will require thought in terms of air conditioning due to the volume of equipment and electrical requirements to allow for the load on systems.

Two IT testing labs will be required on a similar design to those currently provided in the Public Trust Building.

Patch cupboards are assumed to stay as existing.

3.9. Mailroom

The Ministry has minimal mailroom requirements. The mailroom does not need separate air-conditioning or white powder facilities. It should be accessed using swipe cards and should provide an afterhour's courier drop area – this should be secured by card access.

The mailroom should include a bench at an ergonomic height for staff to sort mail with XX pigeon holes for mail sorting. The mailroom also needs space for the following equipment:

- Photocopier
- Weighing machine
- Mail bags

There should be two desks provided for staff to work at.

Ideally the mailroom will be located close to entry points to the building for easy access for couriers.

A full scope of equipment in the mailroom is still to be completed.

3.10. Executive Neighbourhood

The executive team will be open plan and generally will be sitting amongst their teams in the core neighbourhoods. However the Chief Executive has a team of 8 staff who support him. As a result an executive neighbourhood should be created to provide space for the Chief Executive and his team. This space should also incorporate a 10 seater meeting room and a soft seating area.

3.11. Utility rooms

Utility rooms or areas should be incorporate in convenient locations on each floor. It is estimated two per floor will be required. These spaces should provide space for two MFDs, two secure destruction bins, one large shredder, a binding machine, large stapler and guillotine. There should also be appropriate storage for stationery including space to store paper and toners for the MFDs.

3.12. Catering Deliveries

A space needs to be provided in the kitchen/hub for the main meeting zone to allow for caterers to drop off food etc. This should be easily accessible from the lifts. This area should have adequate space for the storage of 3 tea trolleys and for serving crockery.

3.13. Carparking

The Ministry is comfortable only using the lower level carparks to allow the Basement level 1 to be utilised to create more working or collaborative space for the Ministry.

3.14. Roof

The Ministry understands that the roof may be available for development. If it is, then ideally this space would create a garden atmosphere with views through to the botanic gardens and the harbour. Thought would need to be given to protect the area from wind.

The setting would include tables and bench type seating, along with casual outdoor soft seating and a barbeque area.

Outdoor versions of the meeting booths would be included to create outdoor private meeting spaces, however the materials these are made from would be adapted to an outdoor environment.

Ideally this space would be reached through the new internal connecting staircase close to the library zone.