

NOT PROTECTIVELY MARKED

Police and Crime  
Commissioner  
North Yorkshire



# Corporate Performance, Delivery & Scrutiny Board

Athena House refurbishment  
De-brief and lessons learnt

NOT PROTECTIVELY MARKED



# BACKGROUND



- Athena House was purchased in February 2015 (DN 096/2014 refers)
- Athena House provides accommodation for over ten different departments
- In October 2015 the ICT and Estates Governance and Delivery Board provided approval for £813k for the refurbishment of Athena House



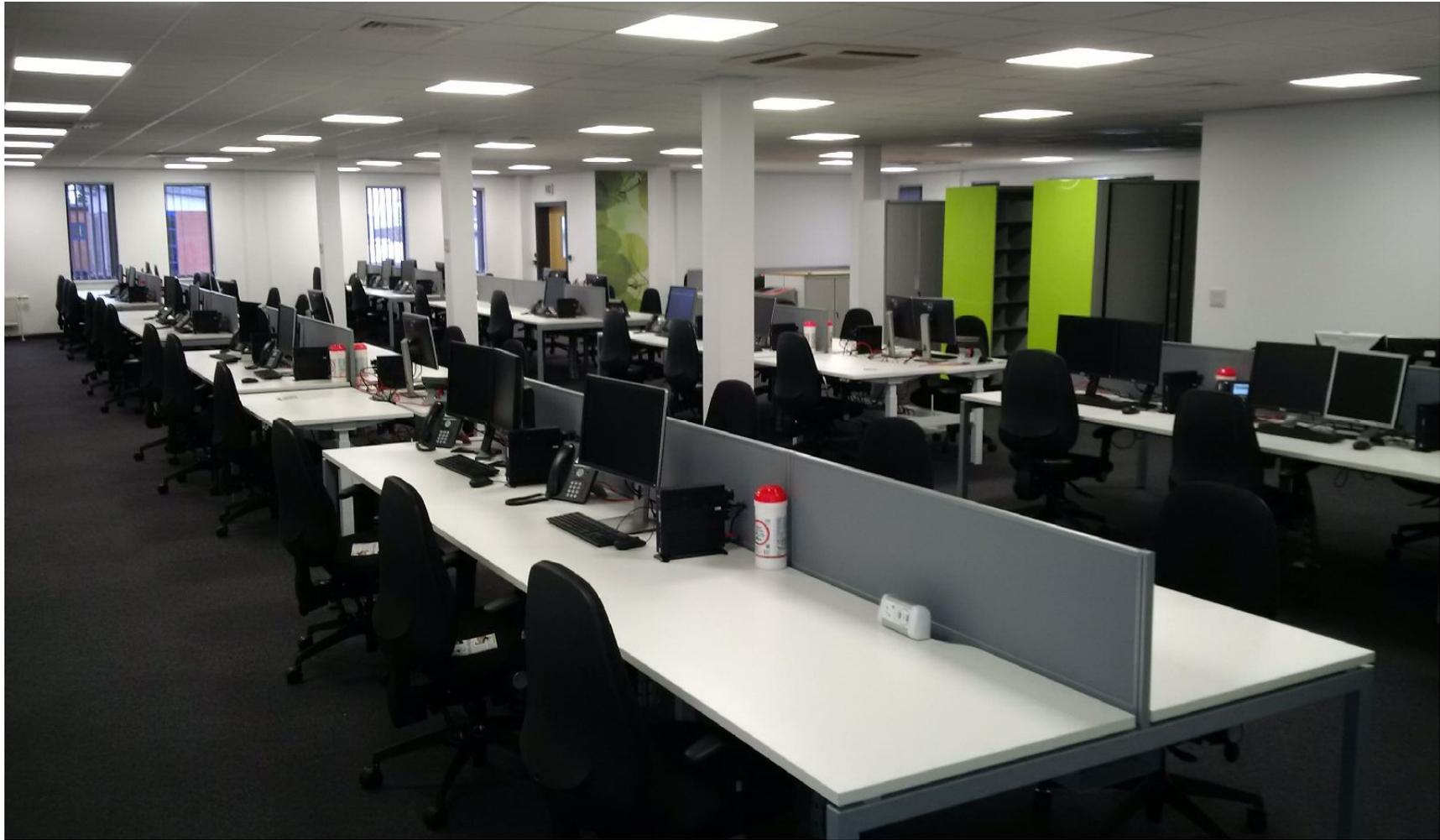
# REFURBISHMENT WORK

- The refurbishment comprises of altering the ground and first floor, replacing partition walls on the ground and first floor, full refurbishment of WC facilities, replacing kitchen and mess room areas, replacing lighting and installation of electrical services to accommodate the new desk and floor layouts, re-cabling of the data network throughout the building, and alterations to mechanical services to accommodate the removal of walls.
- The cost also included replacement furniture in order to provide an agile ready, open office working environment which will support New Ways of Working in the future.



# TIMELINES

- The building work was estimated to take around 12 weeks with all occupants being decanted from the building to other areas within the estate whilst the refurbishment work took place.
- The refurbishment was completed on time and in March 2016 officers and staff moved back in.
- Extremely positive feedback has been received from the new occupants and also visitors to the site. The new furniture and layout provides a template for the layout of the new Police Headquarters at Alverton Court.















# DE-BRIEF & LESSONS LEARNT

On 19 April 2016 key stakeholders met for a de-brief and to identify lessons learnt and where they could be applied to the Alverton Court project and other force projects, where appropriate.

Lesson	Response
1) Establishing a relationship with onsite SPOC	<i>Identify SPOCS in each department to ensure communications and a relationship is established to capture specific requirements, manage expectations and to accommodate the smooth re-location of the department.</i>
2) Earlier and clear communications	<i>Ensure staff receive clear and concise communications as soon as possible. Departments to be kept informed of the timelines for moving in order for them to prepare. AC PM to discuss with CCD their availability to attend AC stakeholder meetings. HQ17 Communications Plan already drafted and the HQ17 subsite has been launched. Line managers to ensure they are aware of their responsibilities and to ensure they communicate with staff in a clear, concise and timely manner. HR to provide masterclasses to Line Managers to support them.</i>
3) Decision Log	<i>Already in place for AC.</i>
4) Contingency Planning	<i>AC PM to ensure contingency planning in place.</i>
5) Managing expectations of external partners	<i>Recommendation for AC – PM to link in with any partners to manage expectations.</i>
6) PM for co-ordinations	<i>AC PM already in place.</i>
7) HR Support	<i>AC PM to discuss with the Head of HR, the support and level of engagement at AC stakeholder meetings.</i>



**Abbreviations:**

SPOC – Senior Point of Contact

PM – Project Manager

AC – Alverton Court

CCD – Corporate Communications Department

HR – Human Resources

HQ17 – Project name for NYP Headquarters re-location

Lesson	Response
8) Orderly resources at short notice	<i>AC PM to identify the risk and if required escalate and manage requirements for temporary resources at short notice. PM to be provided with information (i.e. contacts) to call upon Orderlies and Volunteers force wide.</i>
9) Tight timescales for moving furniture and lack of surplus furniture at temporary accommodation	<i>Not necessarily applicable to AC project as new furniture will be ordered and in place ready for when departments are re-located. To be taken into consideration for other force wide projects.</i>
10) Decisions being made during the refurbishment	<i>PM in place. Design / accommodation lock down to be in place.</i>
11) Agile Working not formally launched at time of refurb, full benefits not maximised	<i>Collaborative approach to Agile Working required for the move to AC, including AC PM and Agile Working PM.</i>
12) Ensure correct point of contacts within the ICT Department	<i>Ensure contacts list is up to date.</i>
13) Staff involvement and floor walks by department representatives	<i>AC PM to make arrangements for floor walks. Also staff involvement in naming meeting rooms, colour schemes; testing new equipment and furniture.</i>
14) Athena House project leads being involved in the AC project	<i>For consideration by respective Line Managers.</i>
15) Testing of ICT and telephony equipment	<i>Ensure wherever possible ICT and telephony equipment is installed and tested prior to departments moving into Alverton Court.</i>



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# SNAGGING ISSUES

- Additionally, feedback has been received from officers and staff located at Athena House since the refurbishment has been completed.
- Officers and staff provided feedback and suggestions via a whiteboard placed on the first floor landing at Athena House. This itself has been identified as good practice for Alverton Court.
- Snagging issues include:
  - Soundproofing the meeting rooms
  - Local management of reception, post room and front doors
  - Building ownership
  - ICT requirements in meeting rooms
  - LCD screens to provide corporate messages and information



# SPECIFIC APPRECIATION

The De-brief and Lessons Learnt meeting identified a number of individuals who had made specific contributions to the refurbishment of Athena House. These individuals have been written to by the Head of Estates, Logistics and Technology to thank them for their outstanding contribution to the project and their commitment to team working.