MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HIKINA WHAKATUTUKI

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1219.20 Stout Street Relocation Project Closure Report

Version 1.2

Date: March 2015

MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
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1. Document control

Version history

Date	Version	Author	Description of change
31/10/2014	0.1	Mandy Smith – Technology Project Coordinator	Initial draft version
20/12/2014	0.2	Marg Coleman – Technology Project Manager	Update to draft
6/01/2015	1.0	Nicola Bowler – Programme Manager	Final updates for release
4/02/2015	1.1	Nicola Bowler – Programme Manager	Financial summary updates
13/03/2015	1.2 Final	Mandy Smith	Final financial updates as at Feb accounts close

Template information

This document was produced using the Capital Portfolio Office's (CPO) Project delivery model 'Project Closure Report' template version 2.0.

Approved by

The following have approved the recommendations in this document.

Name	Responsibility	Date	Signature*
Peter Thomas	Deputy Chief Executive Corporate Services – Project Sponsor	18 Mar 15	RE Stout Street Relocation Project Cl

Reviewed by

The following people have a formal quality assurance role with respect to this document.

Name	Role	Supported	Date	Signature
Nicola Bowler	General Manager Property – Programme Manager	Yes	13 March 2015	
[redacted] 9 (2) (a)	Technology Project Manager	Yes	February 2015	Approved ahead of final financial costs in Feb

Consulted

The following people have been consulted in the production of this document (list excludes approvers and reviewers).

Name	Role	Date
Focus Group Representatives	Key stakeholders	Lesson learnt session held 20th October 2014
Stout Street Relocation Programme Representatives	Delivery team	Lesson learnt session held 15th October 2014
Mel Briasco	Building Project Manager from The Building Intelligence Group (TBIG)	8th October 2014 meeting to review lessons learnt

Distributed to

The following people / groups have been sent a copy of this document (list excludes approvers, reviewers, and consulted).

Name	Role	Date
Capital Portfolio Office (CPO)	Overseeing quality of planning, management and delivery processes.	February 2015 meeting
Property and Plant Project Review Board	Governance body overseeing property projects	February 2015 meeting

2. MBIE governance review and approvals

The following section is for the recording the outcomes of the MBIE governance approvals through the Project Delivery Lifecycle. It will be completed with information provided by the Capital Portfolio Office (CPO) after the review.

Approved by Project Review Board

The following are the outcomes from the ICT Project Review Board (ICTPRB) or Property and Plant Project Review Board (P&PPRB) meeting.

Name	Responsibility	Outcome	Date	Details
P&PPRB	Approves recommendation in this document.	Approved/Approved with changes/On hold/ not applicable		Link to minutes and other supporting documentation

Follow-up actions required as result of approved with changes

Describe follow-up actions that are required.

Recommendation

Describe any recommendations.

Approved by Capital Portfolio Committee

The following are the outcomes from the Capital Portfolio Committee (CPC) meeting.

Role	Approved?	Date	Details
Capital Portfolio Committee	Approved/Approved with changes/On hold/ Not applicable		Link to minutes and other supporting documentation

Follow-up actions required as result of approved with changes

Describe follow-up actions that are required.

Recommendation

Describe any recommendations.

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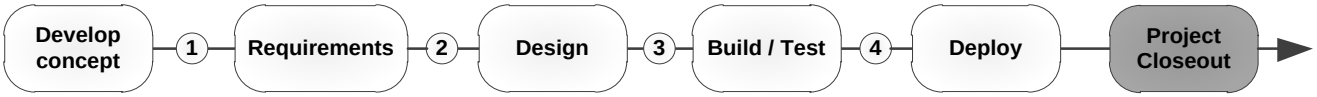
3. Overview

Context

This Project closure report is a result of the CPO project delivery model 'Project closure' phase for the 1219.20 Stout Street Relocation project.



Document purpose

The purpose of the Project Closure Report is for the Stout Street Relocation Programme to report to the Project Board and Project Review Board (ICTPRB/P&PRB) on how well the project has performed against its Project Initiation Documentation, including the original planned cost, schedule, and tolerances, the revised Business Case and final version of the Project Plan.

The document also summarises lessons learned that can usefully be applied to other projects and follow-on actions that are recommended to support the product in its operational state.

Recommendations to P&PPRB and CPC

It is recommended that P&PPRB and CPC;

1. **Note** the programme has delivered its outcomes and benefits as per the approved project business case; and
2. **Note** the final project spend of $688,978 Opex and $15,965,644 capex against approved project budgets of $650k Opex and $18.194M capex;
3. **Note** the programme has released $2.2M of unused capital back to MBIE; and
4. **Approve** the closure of the Stout Street Programme

Reference documentation

The following artefacts were produced as a result of this project:

Document title	Version	Author	Date	Link to File
1219 Stout Street Relocation **Project Brief**	1.1	Nicola Bowler	Mar-13	Project Brief
1219.20 Stout Street Relocation **Business Case**	1.1	Marg Coleman/ Vanessa Bailey	Jul-13	Business Case
1219.20 Stout Street Relocation **Programme Procurement Plan** *This document provides a high level overview of the approach for the various procurement*		Vanessa Bailey	Jul-13	Procurement Plan

Document title	Version	Author	Date	Link to File
streams including Audio Visual systems, soft fit out furnishing, relocation services, cleaning and the atrium café.				
1219.20 Stout Street Relocation **Communications Plan**		Sarah Berry	Dec-13	Comms Plan
1219.20 Stout Street Relocation **Project Plan**		Natasha Hay	Jul-13	Project Plan Project Gantt
1219.20 Stout Street Relocation **RIDDA**		Nicola Bowler	May-13	RIDDA

Achievement of outcomes and deliverables

Below are the project outcomes and deliverables which have all been completed by the Stout Street Relocation Project.

#	Solution deliverables	Comments
1	Enable MBIE to bring all of the non-customer facing National Office functions together within one building to support the new blended organisational culture	Completed
2	Provide an enhanced workplace environment that supports a new vision and culture centred on the sharing of knowledge and experience, teamwork, interaction and collaboration, and allows flexibility of workspaces	Completed
3	Provide a workplace that achieves high standards of health and safety, ecological sustainability and is an environment that is a great place to work within the constraints of its heritage listing	Completed
4	Ensure that technological, information services and workplace infrastructures are adequately provided, are forward looking and specified in sufficient time to enable co-ordination and integration with the landlord's works and achieve maximum economy	Completed

Achievement of project benefits

The following table lists the benefits identified within the Business Case, their key performance indicator and whether the benefits are on track for realisation or have already been achieved.

Benefit	KPI[1]	Status
Reduced costs as a result of minimising the number of MBIE's property leases within the Wellington region	Savings to MBIE of $43.42m over the next 20 years	Achieved. Rental savings by reducing MBIE's Wellington portfolio footprint by 31% are banked in the strategic financial plan. Lower than planned project expenditure resulted in less depreciation and a better overall NPV for the project also.
Reduced number of administration and facilities staff employed across MBIE's multiple buildings		Achieved. The Property Branch Change Proposal completed in May-13 enabled a streamlining of the services provided by Property prior to the relocation of 2000 of MBIEs Wellington based people into Stout Street and Project Central. In addition this provided an opportunity to assess how improved customer services would be delivered.
Contractual savings from consolidation of contracts for services like cleaning, catering and maintenance		Achieved. The consolidation of five buildings into two enabled a number of contractual savings across multiple services including cleaning, catering, ICT, and security systems.
Cost savings from the large conference suite on site that can host up to 250 people theatre style, rather than renting external conference venues for such meetings.		Achieved. The project implemented a large Conference Suite on the ground floor of Stout Street which is already being used for large functions both during the day and in the evenings. This represents a saving to the

[1] Key Performance Indicator agreed by the business.

Benefit	KPI[1]	Status
		Groups that used to pay to hire external venues for such events.
Organisational and cultural benefits as the project brings together MBIE National Office functions into one building		Achieved.
Productivity gains as staff will no longer be required to travel between buildings in the CBD to attend meetings with team members and colleagues		Achieved.
Productivity gains from consolidation of building facilities with tasks like stocking of stationery and kitchen consumables which is no longer done by administration roles within each business group		Achieved. This programme has enabled the consolidation of stationery and kitchen consumables to be managed by Facilities which has in turn freed up the time previously spent by administration roles within each Group. The project also installed a new facilities management tool that allows our people to log support calls directly – over time all calls will be channelled through this application to allow for reporting and trend analysis.

There are no follow on actions required to measure benefits delivery.

Performance against planned time and cost

The original plans were to complete the building to be "move ready" from the end of July and relocate the Wellington based people into Stout Street during August and September. These plans were based on loading the building floor by floor, however as the project evolved it became more apparent that it would make more sense to load the building on a Group by Group basis. This reduced the time to complete the moves into Stout Street from eight weeks to six weeks.

Part way through the project 110 Featherston St was bought into scope for MBIE to use as project overflow for the estimated 200 of our people that worked on projects that would not fit into the initial relocations into Stout St. Early negotiations with Inland Revenue, who sublease two floors of this site to MBIE, had this new site due to be ready in July for relocations ahead of the Stout St moves commencing. These dates

were not met due to elongated negotiations between the Ministry of Education and Talavera Property Group (TPG) for the refurbishment of 33 Bowen Street. As TPG were also the landlord of 110 Featherston St the lease for that location was linked by PMCoE to the Bowen St negotiation which in turn delayed approval of the IRD lease and our Featherston St relocations. This drove additional operational costs into the MBIE Property Branch project as we remained at Bowen St until December 2014 and had to run this additional site for six months longer than originally planned and budgeted.

Performance against planned time

The following table identifies the planned and actual dates of the project's key milestone:

Milestone	Business Case Planned Dates	Rebaselined Planned Dates	Actual Date
Frozen Layouts	Mar 13		Mar 13
Detailed Design	Apr – Jun 13		Jun 13
Fit Out Construction	Jul 13 – Feb 14		Jul 13 – Feb 14
Soft Fit Out	Mar – Jul 14		Mar – Jul 14
Practical Completion	22 Jul 14		22 Jul 14
Relocations	Aug 14	December 14 – Project Central relocations	Aug - Sep 14

Performance against planned cost

The following table identifies the planned and actual expenditure for the Stout Street Relocation Programme:

CAPEX	2012/13	2013/14	2014/15	Total
Budget	$1,049,000	$8,690,000	$8,455,000	**$18,194,000**
Actual	$1,048,853	$9,212,841	$5,703,950	**$15,965,644**
Variance %	**0%**	**$522,841 (6% overspend)**	**$2,751,050 (33% underspend)**	**$2,228,356 (12% underspend)**
OPEX	**2012/13**	**2013/14**	**2014/15**	**Total**
Budget	$3,000	$183,000	$464,000	**$650,000**
Actual	$3,000	$199,482	$616,496	**$818,978**
Credit from sale of surplus goods			-$130,000	**-$130,000**
Total	**$3,000**	**$199,482**	**$486,496**	**$688,978**
Variance %	**0%**	**-$16,482 (9% overspend)**	**- $22,496 (5% overspend)**	**$38,978 (6% overspend)**

The split of the spend across the project for the combined total of Capex ($15.965M) and Opex ($819k) costs is summarised in the table below

Project Spend Category	Total Spend
Furniture & Setup supplies	$5,588,868.02
Hard Fitout - Argosy	$5,881,718.99
Internal Costs & Project Staff	$1,827,837.44
Professional Services	$1,343,792.53
Records Rationalisation	$151,404.80
Removals	$375,886.78
Technology & Electrical	$1,615,113.78
Total Spend	**$16,784,622.41**

MBIE received $130,000 as a result of the sale of surplus furniture and office equipment from our old buildings which is reported as part of the project financials as it was received into the property cost centre that funded Stout St opex. The remaining over spend of $39k Opex was due to the multiple relocations required into Unisys House and Bowen Street due to the late delivery of the 110 Featherston St site.

The under spend on Capital was achieved by strong financial management across all work streams, the team strived to get sharp commercial deals and the best outcome financially for MBIE. Negotiation of bulk purchasing deals and strong management of hard fit out costs absorbed by the landlord as part of the development agreement. $600K of cost savings can be directly attributed to the use of Crown Relocations for the ICT unplug and plug activities during the move and $600k from insourcing of the soft fit out selection and logistics management components of the project from the architects to the MBIE project team.

4. Changes

WorkSafe New Zealand – removed from scope

Frozen layouts were approved planning to house WorkSafe NZ on level 7 of Stout St. As the new WorkSafe organisation evolved during early 2014 it was agreed that the new organisation would not fit in the allocated space and that they would take over the lease tail MBIE had at the former Department of Building and Housing site at Customhouse Quay. WorkSafe NZ moved into CHQ during August to coincide with the expiry of MBIEs lease on Unisys House.

This change positively impacted on the project as it reduced the liability of a lease tail on that site for MBIE and also allowed MBIE additional space that was required as the Group numbers in MBIE had grown since the initial frozen layouts with additional teams added to Group scope.

110 Featherston Street – added to scope

The approved Business Case highlighted that the programme had a physical constraint of 1750 people being the upper limit of staff numbers that could be housed within Stout Street. As the building stack was confirmed during Apr/May 2014 this constraint was altered by the addition of further desks to an upper limit of 1800 people that can be housed within Stout Street. Planning numbers received from Groups highlighted there was a shortfall of around 240 desks and CPC approved the procurement of a sublease from IRD of two floors at 110 Featherston St. This site was set up with 218 desks in a project team format with increased collaboration and meeting points. It is intended to be a flexible site for MBIE to use as project flex space and its generic layout should allow subleasing of this space in the future should MBIE no longer have the need for this space.

Soft Fit Out – managed internally

The original plan had the project using an architectural firm to do the soft fit out selection, colour ways and management of delivery and installation. The development agreement for 15 Stout St had an agreement that MBIEs architectural work for our pieces of the hard fit out was done by Warren and Mahoney who were the base build architects. This was a positive as it allowed for close integration between the base build and hard fit out works but it also blurred the lines as to when a decision should be made by MBIE and not the architects. During the design engagement, and whilst the project team set up and swapped out items in the model office and appointed the furniture vendor, it was decided that MBIE would manage the soft fit out pieces of the project internally. This is not something that the project would usually do but the base layouts did not require much change and the project team knew what had been tried and was successful in the model office and felt confident selecting furniture styles and colours and working with our furniture partners to design anything else that was required. This saved the project in excess of $200k in design fees.

Effects on original Project Plan

The Stout Street Relocation Programme had non-negotiable dates to vacate existing buildings by. As a result, there were no significant changes to the Project Plan. The one noteworthy change was that the move was scheduled to run through until the end of September 2014. However as planning progressed it made more sense to move staff in by Group rather than by floor, consequently the project were able to bring the end delivery date for the relocation of staff into Stout St forward by 4 weeks.

Delays with the negotiation of 110 Featherston St by IRD as mandated by PMCoE have been discussed above. These delays impacted on our timelines to exit 33 Bowen St. The final relocations from levels 2, 3 and 4 occurred on the evening of Monday 15th December and we completed our exit from Bowen St by Saturday 20th December. The timeline for the return of Bowen St to the landlord was negotiated as part of the MoE redevelopment agreement and the time allowed to complete the decant of the final floors was unrealistic. This saw undue pressure put on the project team and relocation partners and saw us have 24 hour crews working when MoE did not need those floors immediately.

5. Review and testing

The following artefacts depict what review, acceptance, and testing activities took place through-out the lifecycle of this project:

Artefact	Produced?	Completion date	Notes
Business Case	Y	July 2013	

As part of the design process for the Stout Street Relocation project a model office was set up on Level 6 of Unisys House. The purpose of the model office was to help the project to make informed design decisions on the furniture options including desks and desk setup, collaboration hub furniture and technology, types of white boards, the open plan set up with having the DCEs situated on the floor with staff, cabling solutions, seating, and privacy screens. It also enabled the opportunity to test some of the meeting room technology in a proof of concept environment where it could be used on a daily basis by staff.

The decision to have the model office proved invaluable as the programme very quickly recognised where there were items such as collaboration furniture that would not be used by staff if we implemented this at Stout Street. It also enabled us to iron out any technical issues with technology well in advance of implementing this at Stout Street.

6. Lessons learned

The following are the key lessons learnt, describing what went well and what can be improved on.

Following project completion, the project team engaged in three sessions in order to capture feedback from all perspectives including Melanie Briasco, who was the Construction Project Manager, for an external consultant team perspective, a Stout Street Relocation project team session, and a session with Focus Group Representatives who provided insight from the business.

What worked well

1. **Management Support:**
    - ICT steering committee helped to ensure ICT decisions were made quickly and documented;
    - a supportive sponsor in Peter Thomas enabled quick decision making; and
    - the general SLT support for the vision of Stout Street with the SLT video noted as a real turning point in terms of getting buy in from staff and building excitement for the project
2. **Clear project objectives:** The Project well scoped thus had minimal variations. It should be noted that the scope change to take on-board 110 Featherston Street was absorbed with no impact on the original budget.
3. **Records Management Programme:** The records reduction work addressed the storage issue early and the large amount of documents digitised during the project would not have been done had it not been a pre requisite for the moves.
4. **MBIE Procurement:** Procurement of all services and supplies completed on time and did not hold up any parts of the project. The project mitigated risks by:
    - awarding the Meeting Room technology RFP to an Audio Visual vendor other than the Audio Visual vendor who completed the meeting room technology design.
    - Not waiting for the PMCoE syndicated furniture procurement process and electing to use the NZ Police syndicated contract.
5. **Focus Group Representatives:** Acted as advocates in the business and relayed messages into their Groups. Bringing branch reps in at the right time was also very successful, particularly to help with the collection of Master Data information for the moves which was an onerous task.
6. **Strong management of the Development Agreement:** The development agreement for the Stout St project is a complex document and it required strong management and oversight to ensure MBIE got what was contractually agreed. At times this lead to difficult discussions with the developer especially around lifting capacity in the building.
7. **Regular Meetings:**
    - Weekly design team meetings that also included base build PM. These included the MBIE team along with Stephen Cummings (McKee Fehl), David Giera (WAM), Darren Buckley (Rawlinsons) and Melanie Briasco (The Building Intelligence Group) present.

- Focus Group Meetings were well run, informative, and a great opportunity to discuss ideas or issues.
- Project Team WIP sessions to bring together all the small pieces of work everyone had going on in the background.

8. **Communications:** Having a dedicated comms person with the ability to get straight onto The Link was invaluable. The overall communications programme received excellent engagement and feedback including the frequency of updates, open days, online learning modules, and timely responses to any queries or issues.
9. **The Model Office:** The Model Office provided a platform for testing furniture, technology and layout options in the MBIE working environment to ensure the soft fit out would be workable. Alongside this, the Model Office Open Day provided the business with an opportunity to familiarise themselves with the new layout and to view the new ways of working early.
10. **Project Delivery and Timeliness:** All key milestones were met, and the project was delivered on time. The timelines were tight with practical completion but this was well planned with a high level of detail and contingency plans.
11. **Restructuring the relocation plans:** Changing to relocate staff group by group rather than floor by floor was a good decision. This made the moves logistically easier for Focus Group Reps (Corporate Services would have been moving across 3+ weekends), also minimised impact to BAU and condensed the relocation timeframe. This did see some very large moves which negatively impacted on the project team but the team did an amazing job working long hours across the six move weekends.
12. **Relocation Weekends:** Engaging Crown to cover the end to end relocation process meant there was no confusion of demarcation points, the fact that the project had reports of 1 box and 1 laptop that went missing throughout all of the moves is impressive. Testing all PCs and having the right support (Datacom & Vodafone) readily available through the weekend to deal with any issues, combined with ICT post-upgrade support on Monday mornings meant staff were largely up and working by 9am on the Monday following each move.
13. **Negotiation of the best deals for MBIE:** The project team had a strong focus on value management and on ensuring the best bang for the project budget. This was demonstrated on numerous occasions when the team would take on tasks that were due to be outsourced or where we shopped around or negotiated better deals. Significant savings in excess of $300k were made by using Crown for the PC connections along with supplementary time and material resources from Datacom, students and the ICT team.
14. **Training & Documentation:** The Building User Guide was a great source of information leading up to the relocation, and is an ongoing means of training for staff. In addition to this, the online learning modules were well received and Induction Sessions held on day 1 had high attendance.
15. **Novation of Contracts:** Novation of contacts for DeNeefe signage and Precision compactus storage and lockers to McKee Fehl was particularly useful for ease of site access and integrating these pieces of work into the larger building programme. In hindsight, it would have been beneficial to have novated the contract for Futureworks meeting room technology as well.

16. **Decant from old buildings:** The task to exit the former buildings MBIE leased was major and required a dedicated project manager from August 2014 onwards to focus on the large task. Putting this responsibility with a different PM not involved in the load into Stout St worked very well and allowed both pieces of the programme to continue in parallel.

What can be improved on

1. **Include all dependencies in the project scope:** Pieces of work that were managed outside of the project including visitor sign in, security card rollout and Wi-Fi went right down to the wire with some not ready on day one in the building for Immigration NZ.
2. **Security Commissioning & Lift Interface to be earlier in Programme:** If we were doing this again MBIE would request that the construction vendor bring implementation dates for the lifts and security forward in the programme to allow for sufficient testing prior to staff moving in. There were lift interface issues with security cards right up to day one in the building for INZ. The fact that the lifts at Stout St introduced brand new technology to Wellington by Shindlers further impeded on getting this resolved.
3. **Carpet:** During the design process Warren and Mahoney ordered the wrong colour base carpet. When this was discovered there was not time to correct the issue as the carpet was due to arrive from Belgium and there was not enough time to order, make and ship a replacement batch. Carpet is a landlord item and discussions remain underway with our landlords about the light colour of the carpet and the cleaning burden this places on MBIE.
4. **Move Preparation:** Some teams did not do very well with getting organised for their moves. In some instances there was a shortage of general waste and destruction bins which needed to be ordered in advance which lead to teams leaving piles of rubbish that impeded on the removal companies' ability to do the moves. The consolidation of stationery should have started sooner across Groups to reduce the excess stationery that was discarded and the sheer amount that was moved in to Stout Street.
5. **Clearly document all decisions/discussions:** Despite the sharing of all Focus Group Meeting packs and regularly updating the FAQ on The Link, it was raised that there could have been better documentation of decisions and explanations around these. This would be beneficial in minimising the fallout from things such as 'no plants'. Focus Group Representatives found it difficult at times because they had little explanation to support why a decision had been made.
6. **Include the right people in the right meetings:** At times there could have been more involvement from the Project Team in some of the vendor meetings. For example an opportunity for the Technology PM to meet with Crown prior to the relocations to clearly explain the process for plugging in all PCs and how to deal with some of the 'exceptions' to reduce rework from ICT resources and the need to make changes after the first move.

Measurements

The Stout Street Relocation Programme had a dedicated project team set up to specifically deliver this piece of work, this included:

- Programme Manager;

- Logistics Project Manager;
- Technology Project Manager;
- Programme Coordinator;
- Project Coordinator from May 2014 to work on the technology components;
- Project Coordinator from May 2014 to work on the logistics components;
- Part time Communications Advisor;
- Building decant Project Manager from August 2014;
- A team of four students who were employed to set up the buildings including stocking kitchens, stationery areas, setup of desks and help with the moves.

Additional resources over and above the internal Stout Street Relocation Programme and suppliers of services and goods for the project included:

- Network Architect;
- ICT vendors from Datacom, Ricoh, FujiXerox and Vodafone;
- Construction Project Manager from TBIG;
- Architects from Warren and Mahoney;
- Quantity Surveyor from Rawlinsons;
- Service Engineer from Norman Disney Young;
- External legal advice from Greenwood Roche and Chisnall; and
- Relocation teams from Crown Relocations

7. Follow on actions and recommendations

Issues

There are no pending issues that require follow-on action. All operational issues with either of the two new locations are managed as BAU by the Facilities Team.

Handover needs

The Facilities team are responsible for the day to day operations at Stout Street and Featherston St. As part of the operationalization of the buildings a detailed Facilities Handover Document has been provided, along with supporting information, user guides and service agreements.

Supporting this, the Building User Guide has been published on The Link and is readily available to all staff.

Training needs

Meeting Room Technology:

Futureworks Ltd conducted 'train the trainer' sessions with 2-3 nominated representatives from each business group. The sessions covered all types of meeting rooms at Stout Street.

In addition to this, a more detailed training session was held for the Facilities team who will be the first point of contact for meeting room support. Quick reference guides have been included in the Facilities Handover document to assist the team in carrying out basic troubleshooting steps.

eSSETS Facilities Management Tool

A training session held for key members of the Facilities team before access was given. Following 'Go Live' further training sessions have been offered and ongoing support is readily available from eSSETS.

Building Induction Session

As identified in the project brief, building induction sessions were held on day one after each relocation. The sessions were not compulsory, but these were highly recommended and staff had the opportunity to attend one of three sessions at 9am, 10am, or 11am.

eLearning Modules

All staff were required to complete a compulsory induction modules about the evacuation process for Stout Street. In addition, two further modules were available for staff to complete and this included how to set up your workspace, and working in an open plan office. All of these modules have been updated to be enduring training modules and are available on the learning management system.

Building User Guide

Lastly, the Building User Guide remains as a self-service training tool accessible via the intranet.