



Encouraging partnership throughout the business change process

Relocom[®]
the IT relocation specialists

ALLEN & OVERY

An overview charting the success of Relocom Limited's partnership with Allen & Overy to deliver a successful and proactive solution to their business change, in late 2006.



How work-streaming complemented and supported Allen & Overy during their relocation: 2006

In 2006 Allen & Overy LLP, the internationally renowned legal practice, embarked upon one of the largest relocation project of that year. Their new home: a brand new, glass-encased building at Bishops Square. The relocation of over 2,000 of their workforce from two buildings, with minimum disruption, was an enormous task.

Complementary to Allen & Overy's vision *"to build a client-centred business in which our people can fulfil their ambitions and maximise their potential"*, the creation of their state-of-the-art building was an early promotion of regeneration in the Spitalfields area and encouraged growth for the firm.

Their aim was to be in situ by December 2006.

Why Relocom?

Allen & Overy's internal relocation team was led by Johnny Nichols, Head of Business Services Projects. Of creating the relocation team, Johnny says: "We first appointed move consultants, followed by 'move' and 'clearance' specialists. We were introduced to Relocom Limited (Relocom) in those initial tender presentations as a division of workplace change provider, Harrow Green. We chose to work with the group because of the experience and credibility they demonstrated."

As is true of most organisations, IT plays a major role in supporting the business processes of a law firm. With their expertise, Relocom was perfectly poised to ensure crucial, minimum downtime and disruption for Allen & Overy staff during the relocation, connection and rollout of existing and new equipment.

The original IT brief for the project was:

- 2500 desktop relocations from two sites
- 346 server relocations from various sites
- full decommission and recommission of equipment
- cleaning for all equipment.

"We have much experience of similar projects" says Philip Helsey, Managing Director of Relocom. Philip was enthusiastic about being a part of such a complex and interesting relocation. He says "I was excited by the prospect of such a high profile project because I knew that we had the experience and capability to deliver it perfectly. Everybody in our team has a 'can do' attitude and enjoys a challenge, and this ethos was also embodied by the Allen & Overy project team. With that calibre of partnership in place, I was confident of the project success from the outset."

"Our aim is to fully collaborate with our clients. Building trust, confidence, teamwork values and co-reliance between us is essential, particularly on such large ventures. Our clients need to feel that we are in it together, for the long haul. In that way we are better positioned to achieve a mutually beneficial and harmonious result, alleviating worry, concern and doubt from our partners minds. Happily, this confidence was reached early on with Allen & Overy."

" Everybody in our team has a 'can do' attitude and enjoys a challenge, and this ethos was also embodied by the Allen & Overy project team. With that calibre of partnership in place, I was confident of the project success."

Philip Helsey: Managing Director, Relocom

The Relocom team

In the original 'Invitation to Tender', Allen & Overy insisted that consistency was a crucial element for their relocation team. Philip was keen to comply with this request. Involving familiar faces in his team from day one meant that not only was rapport built quickly on both sides, but getting to know the topography of both vast sites was achieved efficiently prior to the relocation weekends.

Chris Taylor, a senior supervisor during the project tells of his involvement: "I was engaged from the early stages, creating mock relocation scenarios to test our processes. We employed a very 'hands-on' approach to planning and implementation from the outset."

• See Appendix 1: Technology Relocation Service Delivery Mode

Frank Burke and Clive Noonan, both experienced Relocom engineers, shared responsibility for the desktop relocation, the more critical and intricate of the two work-streams. David Bathe was in charge of the server relocation*.

Philip and Chris shared the supervisory duty for the project. During the relocation weekends Philip took the day shift, Chris overnight.

The plan

It was clear from the beginning that the project could not be handled conventionally, due to the size, scale, limited timeframe and unpredictable alterations of floor availability at Bishops Square. Flexibility, pro-activity and innovation were in constant demand.

“We broke the project down into separate work-streams, each headed by a dedicated programme team leader” says Chris. “The manageability of the large workforce, sometimes in advance of 30 people was easier with separate component tasks. By implementing a ‘production line’ technique we could rectify any anomalies quickly and easily, rotating tasks to alleviate blockages where duties were dependant upon the completion of other tasks.”

“And with the unknown state of the building each week, the fluidity that this model offered gave us the flexibility to deal with an ever evolving environment,” adds Philip.

Early involvement in the planning process allowed Relocom to share their asset management capabilities, an instrumental component in supporting a full IT audit, pre-relocation.

The audit

Using pre-collected Allen & Overy data, Relocom created a bespoke system, detailing each IT item and its location. The asset management tool enabled the team to quickly and effectively audit the 2500 desktop environments. It would also support Allen & Overy’s property management team, post relocation.

Allen & Overy’s Johnny Nichols explains: “Without the database, we would not have known what was being relocated. Our data was very outdated. The bespoke system allowed for quick, efficient and accurate data collection and future usage”.

The team innovated the use of tablet PCs to input data. By user, each desktop environment was detailed. Extra monitors, Dictaphones, Blackberry devices, location specifics of USB port positions, etc. were stored, ensuring consistency and accuracy for recommission.

The relocation

Prior to the relocation proper, the team undertook a pilot consisting of 30 users.

“It was excruciatingly painful” recalls Johnny Nichols. “The pilot took us all day, but it was an important lesson. Philip was there throughout. It was the flexibility, calmness and support offered by Relocom that helped us through that day and gave us confidence come the first move weekend.”

The main relocation was across six weekend phases, each phase relocating from around 300 up to 600 users for some phases. Each phase evolved week-on-week. The plan was tweaked as each floor was handed over, so the team needed to be flexible to cope with the fluidity and changeability of the environment.

The management for each phase was shared between the two partners, AYH (relocation project managers) and Harrow Green. Allen & Overy made the top level ‘who’s relocating and when?’ decisions and Relocom managed the tangible IT components of the relocation process in line with Allen & Overy strategy. This two-way approach worked effectively throughout the programme.

An additional pressure was the aggressive program for departure from the old site. Each phase consisted of a heavily task driven, rigorous process site-to-site:

‘New Change’: old site

- equipment clinical clean
- equipment decommission
- packaging of equipment
- transportation

‘Bishops Square’: new site

- flat screen rollout
- equipment recommission
- equipment testing (including VOIP)
- internal Quality Assurance (QA)
- post-move support (Monday)

Additional to the original specification, Relocom also undertook:

- VOIP handset rollout
- cable management of both desktops and client areas
- creation of the relocation asset management database.

“As part of the relocation we rolled out a Voice Over IP (VOIP) telephone system that had been piloted with great success at our Canary Wharf office,” says Johnny Nichols. “We expected to perform the rollout ourselves, but found when the time came we did not have the resource. Again, Relocom demonstrated their flexibility and wide-ranging expertise by agreeing to manage this for us.”

“Time and again they exceeded their duties to undertake overflow work. There were things that we’d not considered that cropped up throughout the project. Philip and his team were always there and willing to assist. I’d seen their team so much throughout the programme that it was difficult to distinguish who was a Relocom team member and who was one of our internal team!”

Johnny continues: “Their willingness to help, their flexibility and visibility was really comforting. I knew that I could rely on any member of the team to complete a proficient job. Most of the time I didn’t even need to ask. They were so effective that they were already on the case before I knew what was going on.”

“It was difficult to distinguish who was a Relocom team member and who was one of our internal team.”

Johnny Nichols: Head of Business Services Projects,
Allen & Overy

Post relocation

Following each relocation weekend the omnipresent Frank Burke and Clive Noonan returned on the Monday morning to ensure that all users were up and running.

A satisfaction survey was conducted by Allen & Overy after each move. 97% were satisfied with the relocation process, 47% of whom were 'very satisfied'. Such a high response rate is extraordinary, "The whole relocation team worked well together and that showed through in the high satisfaction rating. The IT roll-out was hugely successful and that is due to the exceptional efforts of Philip and his team" enthuses Johnny Nichols.

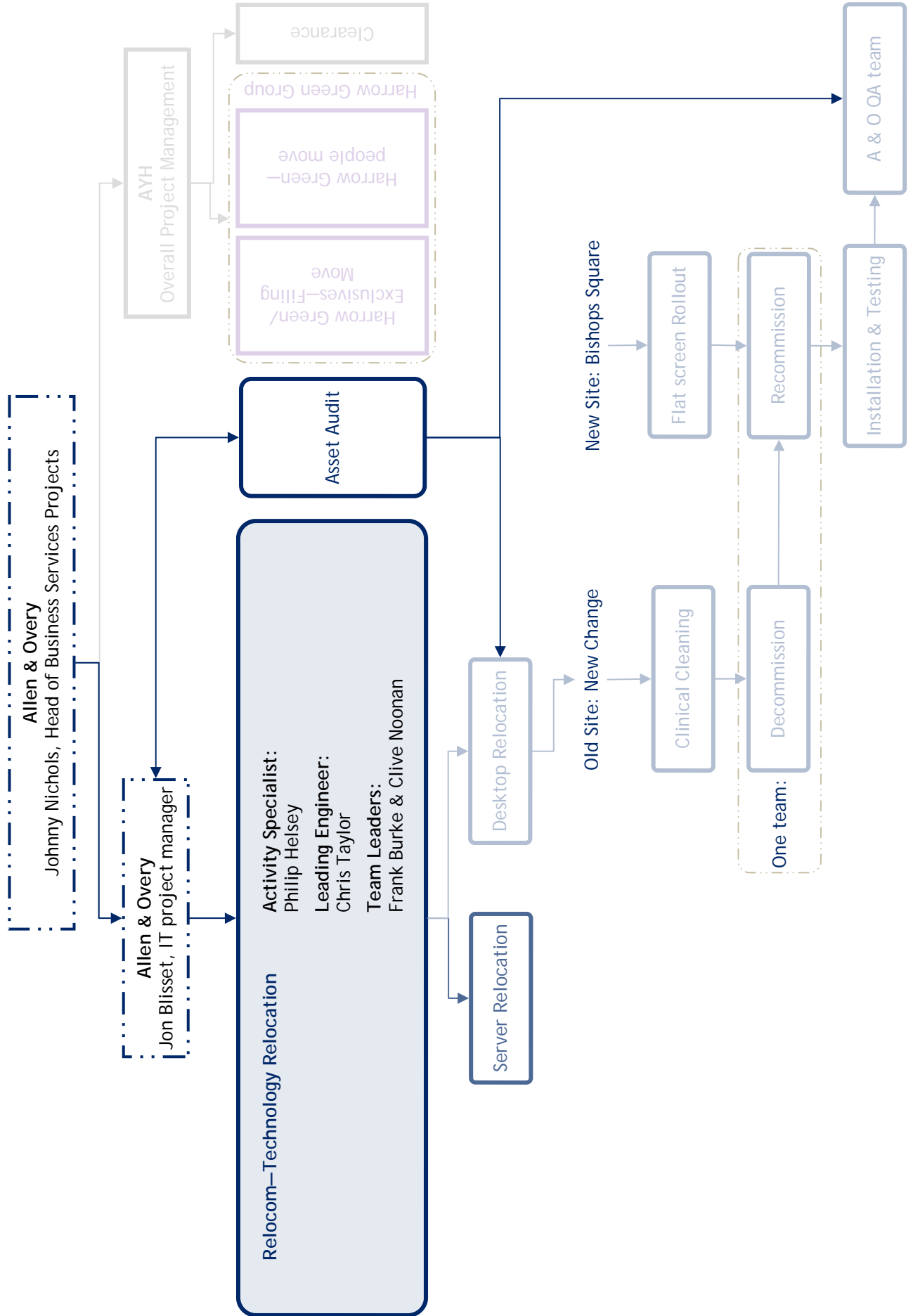
He continues: "I can't emphasise enough how supportive and professional Relocom were. Their commitment and dedication was unprecedented. Without them, I don't think things would have come together anywhere near as well as they did. They were like an extension to our in-house team."

"The IT roll-out was hugely
successful...due to the
exceptional efforts of the team"

Johnny Nichols: Head of Business Services Projects,
Allen & Overy

* The server relocation was planned and undertaken separately to the desktop relocation. Relocom were involved in relocating 346 servers to a disaster recovery datacentre, also based at Bishops Square.

Appendix 1: Allen & Overy Technology Relocation Service Delivery Model



Images

Demonstrating the scale of the project: the New Change building (old site: left) shown against the backdrop of St Paul's Cathedral has a fourth wall (from where the image was shot). And Bishops Square (new site: right), the toppled, glass skyscraper and new home for Allen & Overy.



(Courtesy of Allen & Overy)



(Courtesy of Allen & Overy)

The asset audit data collection screen: quick, easy and efficient. This bespoke creation worked because of innovative technology and quick find dropdown menus.

Location and User	Location WS/3/56	Building WOOD	Floor 08	Room WS/3/56	Position
	Full Name Johnny Nichols	Tel Extn 4858	Job Title Head of BS Projects		Division Code GBR01_BS01
	Telephone Make Mitel		Telephone Headset No		
Prim PC	Make	Model Dell Opti Plex GX260	A & O No / Barcode LNWS3433	Monitor Make	Monitor Model Dell 1504FP
Sec PC					
Laptop				Docking Station	No
Enter	Keyboard Type Standard	Mouse Type Standard	Mouse Position Right	Speakers No	Shredder
	Mechanical Dictophone No	Mech Dictophone Pedal No	Digital Dictophone No	Dig Dict USB Port	Footstool No
Clear	Blackberry No	Blackberry USB Port	PDA Cradle No	KVM Switch No	Mini Hub No
Loc	Printer Make	Printer Model	A & O / Barcode No	Printer Port	Print Queue
	Modem Make	Modem Model	A & O / Barcode No	Modem Tel No	Modem Type
Name	Fax Make	Fax Model	A & O / Barcode No	Fax Tel No	
Scanner	Make	Model	A & O / Barcode No	iBill Back A & O No	i BillBack Ser No
Dig Sender				Conf Phone Make	Conf Phone Tel No
Copier					
Server					
Special	Special Chair Please Chair Grey	Furniture Comment	Non Standard Desk	Additional Comments	

(Courtesy of Relocom Limited)

A typical desktop environment at Bishops Square: duplicated 2500 times during the project. This setup involved numerous dependant tasks to complete, including asset audit, flat screen installation, recommission of PC and peripherals, VOIP installation, cable management and testing.



(Courtesy of Relocom Limited)

Inside the disaster recovery datacentre, at Bishops Square: supporting all of Allen & Overy's business and relocated in partnership with Relocom Limited.



(Courtesy of Allen & Overy)

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