

# SCALA NEWS

THE NEWSLETTER FOR LOCAL AUTHORITY CONSTRUCTION PROFESSIONALS



## JOINT INITIATIVE ON BEST VALUE

Having struggled to come to terms with the everchanging CCT legislation over the years a new challenge has presented itself to overburdened construction professionals. Apart from Scotland, where CCT has been suspended, compliance with Best Value tenets will be required in addition to those of CCT for the foreseeable future. As a result Scotland is currently taking the lead on Best Value although a comprehensive document was sent to Chief Executives by the DETR on 25 July. This contains guidance on Best Value pilot schemes and outlines a framework for England, as well as consulting on changes to CCT in England and Wales and the Local Authorities (Goods and Services) Act 1970. SCALA, in partnership with CIPFA, is taking a lead in tackling the wide ranging management and procurement issues raised by Best Value as well as responding directly to the DETR on their proposals. Our initial response is published in full in this edition. The implications will be discussed in detail at future series of joint CIPFA/SCALA Competition Advisory Service workshops the dates for which and contact point are included in *SCALADIRECTORY*. Over the last year or so these workshops have grown from being a valuable source of information on guidance and legislation to an extremely useful discussion forum and mutual exchange of information on construction and property services competition matters, particularly in the light of increased competition from the private sector. Most authorities are already a member of at least one of the CIPFA CAS services in which case it is possible to join the C+PS CAS at a reduced cost.

The next series of workshops, starting in October, will have the invaluable technical update dealing with TUPE, benchmarking, framework agreements etc. and will be looking in particular at the effect of the proposed changes to the CCT regulations and guidance. These include changes to the 'T' calculation caused by % alterations to both VCT and CCT competition allowances, the restoration of credit for work in progress, the increased de minimis levels and exemption of LMS schools together with the revised timetables and greater flexibility in tendering and evaluation requirements. The criteria for pilot schemes will also be an important issue and the afternoon workshop session will be looking at the Best Action required to achieve Best Value through information published to date. A practical session will look at different approaches to Best Value, leading to means of measuring performance and the development of performance review plans, with a final look at relevant information databases which may identify areas for future development. No agenda is cast in stone and there is always

scope for answering individual concerns in the confidentiality of the local authority attended workshop.

The playing field may be more level than before but the goal posts are still moving. SCALA will do its best to keep you up to date through the various networking channels or send articles and comments direct to the editor.



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# Your guide to **SCALANEWS**



## SCALAFEATURE

This or a similar identifying logo signifies feature articles on topical issues such as the LA 'Yearbook' article in this issue or a special event



## SCALAEXCHANGE

The information exchange marketplace where problems can be aired, info. given and advice sought from fellow professionals in the industry



## SCALADIARY

A reference list of dates for future SCALA meetings and events including those for the regions and associated organisations



## SCALAINFO

A summary of SCALA council and committee meetings keeping members and readers up to date on current issues



## SCALANET

Your 24 hr. contact point on the Internet for the full range of SCALA services and information sources updated regularly at [www.scala.org.uk](http://www.scala.org.uk)



## SCALAWAG

A section devoted to members no longer in direct local authority employment or retired. Please submit articles and news for the next issue.



- P1 Joint Initiative on Best Value-guidance for construction profession
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- P14 SCALAPUBLICATIONS AND SCALAWAG
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- P16 SCALACONFERENCE

Tel 0151 334 4000

Please note the new roles and contact points below



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## SCALARESPONSE on Best Value

R Whittaker Esq  
Local Government Competition & Quality Division

2 July 1997

Dear Mr Whittaker

Best Value for Local Authority Services

Thank you for the opportunity to contribute to your current review.

SCALA, in representing Property professionals in Local Government, congratulate the Government on its far sighted approach and would welcome the opportunity to work closely with your Department, LGA, and other professional organisations in developing the necessary procedures.

Value for money has been high on our agenda for a number of years and we have already developed our thinking in a number of areas using this work as a base.

We set out below our assessment of the current position in relation to 'Best Value' and CCT, including some pointers to the way forward.

### Best Value:

A fundamental re-assessment of the relationship between central and local government is long overdue. The breakdown of trust between the two and the prescriptive means of control by central government, has led to reduced standards of service to the community, the very people both organisations exist to serve. Best value in conjunction with a review of the CCT regime is, therefore, an important move in correcting past errors and introducing continuous improvement and accountability into public services.

Consultation is a key element to the success of these proposals and as such it needs to extend beyond central and local government to involve the wider community. It is essential that included in this generic group are representatives of the end users, such as residents association and headteachers, together with the private sector, who in partnership with local government provide so many of our public services. By sharing this experience and expertise the proposals will have greater scope and long term value.

In assessing 'Best Value' in relation to the property estate, SCALA believes that there is a need for a set of guiding principles which can form the framework on which the process and procedures can be developed.

### Principles of Best Value:

- 1) Each authority needs an agreed Strategic and Service related property plan. Such plans will ensure that all decisions related to property are made within an overall framework and clearly assist the delivery of the service to the community. Part of the plan should be a partnership statement on how the authority will achieve its aims and objectives through consultation with all aspects of the community and the private sector.
- 2) A Chief Officer within each authority should be given the task of ensuring compliance with 'Best Value'.
- 3) The processes outlined in the Latham Report and further developed by the Construction Industry Board need to be built into the decision making programme. It is essential that elements such as:
  - appraisal of options
  - confirmation of business case
  - development of the strategic brief
  - assessment of the whole life cost of the projectare considered by the client at the earliest stage.
- 4) There needs to be greater focus on best practice in all aspects of the property process, such



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## SCALARESPONSE on Best Value(cont.)

as:

- better procurement practices.
  - improvements in project management including value management and value engineering.
  - best practice check lists in relation to the wide range of activities within the Property environment.
- 5) The establishment of national performance indicators to enable both internal and external monitoring of performance and relevant comparisons to be made with other local authorities, government bodies and the private sector. This needs to include the regular publication of such benchmarking indicators to allow continual monitoring and improvement of service.
  - 6) The appointment of an independent monitoring body such as the Audit Commission to ensure that performance levels are achieved and that best practice is continually updated.
  - 7) Clear guidance on the rules governing local authority finance, the use of capital receipts and the private finance initiative, together with a commitment by central government on likely future spending levels. Local Government needs the freedom to establish local priorities within a firm but less bureaucratic central government framework.

### Review of CCT

Currently, however, there is a need to review the CCT regime and assess how this might be improved in the short term. SCALA would suggest that the following areas need to be re-addressed.

- more objective guidelines in circular 5/96 governing the implementation of CCT to the incorporation of 'Best Value' techniques and consultation with the community.
- a review of 'de minimus' levels to ensure that the cost of complying with CCT does not exceed any anticipated savings resulting from CCT.
- to confirm as soon as possible the future of CCT, together with any changes and the implementation programme.
- to ensure equality of opportunity between public and private sectors, an immediate review should take place on the trading powers of local authorities with a view to allowing cross border tendering and competition with the private sector where there is a specified level of public funding for the project.

### Conclusion

SCALA has a major interest in the subject of 'Best Value' and is currently working with the LGA, The Federation of Property Societies and the RIBA to understand how the subject might best be developed.

We hope that the above will be of assistance in developing your review and would again confirm our interests in being a part of the development of best values.

Yours sincerely

A B Tyler  
President SCALA

Many of the points raised in the SCALA response have been taken on board by the DETR in either their draft Consultation Paper or the Principles of Best Value. These include wider consultation with the community and stakeholders, a review of the 5/96 (England) and 11/96(Wales) guidelines and a raising of the de minimis levels, a statement on the future of CCT and revised timetables, a review of the trading powers of local authorities, the use of performance plans together with the setting of national and local targets, the whole caboodle to be monitored by the Audit Commission-Ed.



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## SCALASTUDY DAY at Cheltenham

### A report on a successful event-Rob Tate

The annual Study Day on the 27 June, organised by the Technical Committee, was a great success with 90 delegates attending including the RIBA President. Using the SCALA Maintenance Survey as a base, the day examined how to achieve best value in the maintenance and development of our building stock. Laurence Cooper, Chief Building Surveyor for Norfolk CC and the Technical Committee's lead on the survey, described the survey and what it tells us, giving a taste of how it may develop in the future. The link between new build and maintenance expenditure was picked up by Matthew Allen, representing the Audit Commission, who reported on the Commission's recent work on capital and revenue expenditure and management research. Maximising the efficiency of a building and minimising its life cycle costs are crucial to PFI projects and Len Saunders, PFI Advisor to Dorset CC, described how they had achieved the most advanced school PFI project to date. Jane Lock-Smith, project architect from Terence O'Rourke Architects, set out the design approach

and gave an insight to an architect's role in PFI. The theme of efficient design to maximum effect was continued by Mukund Patel, Head of DfEE Architects and Buildings Branch, in discussing how the DfEE's new area guidelines should be used to effect a much needed improvement in the school environment - emphasising, with some passion, that our future lies in the way we educate our children. The afternoon session started with Dr. Jack Brettle, Chief Research Scientist of Pilkington's, setting out the potential for efficient design offered by the next generation of glazing technologies. This was followed by presentations of two low energy 'green' projects. Robin Booth, of Fitzroy Robinson, described the newly completed Barclaycard HQ in Northampton and Alastair Hackland explained the philosophy behind his competition winning futuristic housing project in Edinburg featuring radical green design solutions - and a car free environment!



Laurence Cooper    Matthew Allen    Len Saunders    Rob Tate    Mukund Patel    Jane Lock-Smith    Alastair Hackland    Robin Booth    Jack Brettle

## SCALASTAND

The photograph below shows David Kimmins and Steve George taking their turn on the SCALA stand which generated a great deal of interest reflected in the high level of sale of publications which totalled almost £300 - Ed.



The Technical Committee urge SCALA members, whether they attended or not, to let us know how they felt about the Study Day, its format and content, and whether it addressed their needs. Please forward your comments to myself or the editor to ensure the Study Day remains a success. Now is the time to get out your diaries and make sure you BOOK the -

**SCALA AGM on Thurs. 9 Oct. & the Conference on Fri. 10 Oct.**



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## SCALA AGM to be held on 9 Oct. 1997

Notice of meeting to be held at the Swallow Hotel,  
Waltham Abbey, Essex.

Because of the summer holidays early notice is being given to members of the AGM which is being held at 14.30hrs. on Thursday 9 October, the day before the Conference details of which are enclosed with this newsletter. In addition to the normal 'state of the society' reports will be two key reports on Marketing and Membership. These aim to respond to the continued change and challenges facing SCALA and it's members and seek to continue to provide the standard of service required by members both now and in the future. A final agenda and reports will be sent out at the end of wc. 21 September including location details.

Proposed agenda:

- 1.0 Apologies
- 2.0 Minutes of the last Annual General Meeting
- 3.0 Report of the President
- 4.0 Report of the Secretary and Elections to Council 1997
- 5.0 Investiture of President for 1997/1998
- 6.0 Marketing Report
- 7.0 Membership Report
- 8.0 Report on proposed amendments to bye-laws
- 9.0 Reports from the Chairmen of Committees
- 10.0 Reports from the Regional Convenors and the RIBA
- 11.0 Report and Financial Statement for the year ending 31 March, 1997
- 12.0 Any other matters notified to the President

NB: There will be a Regional Convenors Meeting after the AGM



## SCALADIARY

Please note that I am away on holiday from  
21 August to 13 September - Ed.

### SEPT

- 19 - SCALA Professional Affairs Committee
- SCALA Policy Committee
- SCALA Council

The venue for this day only  
is the Church House Conference  
Centre, Deans Yard, Westminster

### OCTOBER

- 9 - SCALA AGM and Regional Convenors meeting (see notice above)
- 10 - SCALA joint Conference with NHTPC and the RIBA on Regeneration (see P 16)

### NOVEMBER

- 21 - RIBA conference at St. John's College, Oxford on 'Public Architecture-The role of design quality in the pursuit of Best Value at home and abroad'

### DECEMBER

- 5 - SCALA Professional Affairs Committee at RIBA
- SCALA Policy Committee at RIBA
- SCALA Council at RIBA

### 1998

#### FEBRUARY

- 20 - SCALA Professional Affairs Committee at RIBA
- SCALA Policy Committee at RIBA
- SCALA Council at RIBA

#### APRIL

- 24 - SCALA Professional Affairs Committee
- SCALA Policy Committee at RIBA
- SCALA Council at RIBA

CIPFA/SCALA 8th. series of workshops on Construction & Property Services:  
Oct 1 London, Oct 2 Leeds, Oct 6 Perth/Stirling, Oct 7 Glasgow, Oct 8 Exeter, Oct 23  
Preston, Oct 24 Durham, Oct 28 Coventry, Oct 29 Builth Wells.

For info. on the CIPFA/SCALA Competition Advisory Service workshops on CCT & Best Value for Construction & Property Services contact Ed. or CAS direct on 0171 543 5790



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Rob  
Tate

## SCALACONTRIBUTION to the Local Authority and Public Sector Yearbook

Things will never be the same again! Construction in the public sector has undergone significant change over recent years. Post-war renewal and redevelopment, the development of schools to meet the post-war "bulge" and the development of comprehensive education, created a unique and heated period of development which clearly would not be sustained. However, with such a large public estate, the past had created the need for continuous maintenance and renewal into the future. The estate swelled further with the occasional government initiative - for example, both the Community Charge and local government reorganisation increased demand for new administrative accommodation. Despite all that, the extent of the need for building programmes in the public sector has not been fully recognised by central government, funds have been restricted and necessary programmes decimated. The still significant demand for building has not been met. The approach to the programmes we do have has changed radically. Whilst the money supply was necessarily restricted through the recession, to what extent that restriction was politically driven may become clear as the new Government gets into its stride, but it seems certain there will be little increase in public funds. What is already clear is that public building programmes will not return to the traditional model of funding and procurement purely through the public sector. The days of the traditional building programme are gone.

The key themes in public sector building which have emerged in recent years will continue. Partnership, in funding and implementation, brought with it the need for local authorities to enable and facilitate, rather than simply to do, projects and programmes. Regeneration, expressed through national and European programmes, demands a more strategic approach transcending public and private sectors. Whilst CCT seems about to disappear, the "value for money" theme will continue through benchmarking in respect of professional services, which will continue to change the way local authority professional offices view, and relate, to the private sector. In respect of building works, the restricted money supply places greater emphasis than ever on achieving value for money over the full life-cycle of buildings, balancing new-build specification against on-going maintenance and energy costs. Although PFI has achieved little success in local authority services to date, our

new Government is committed to making it work and accessing private funding through it. These themes challenge local authorities to find common ground and "win-win" solutions with the private sector, to the benefit of communities. The challenge to local authority building professionals is to ensure their potential contribution is fully understood and they grasp the opportunity to realise it. If they don't, they and their authorities will be the poorer for it - literally!

SCALA has been addressing these developments. Considerable work has been carried out examining the procurement of professional services, resulting in regional debates, publications and conferences. Whilst much of that work in respect of CCT necessarily focused on helping members prepare for competition, there was the important spin-off of learning how to clarify service objectives and activities. This led to exploring the implications of the inevitable switch to an output and customer driven future, from the traditional process and supply driven past. The "enabling" process, to achieve projects through or in partnership with others, has been the subject of a publication and a Study Day, and will be revisited in the near future. SCALA's "MAINTENANCE SURVEY OF LOCAL AUTHORITY BUILDING EXPENDITURE" is an important bi-annual publication, partly funded by the DfEE as the only survey of its type, and is being used to inform the issue of life-cycle costs to achieve improved value for money for authorities.

The message for building professionals, in both the private and public sectors, working on the public estate is that they will have to adopt new ways of working, develop new skills and new ways of applying traditional skills. They should innovate and create projects but, having done so, will often enable others, who bring funding and other skills, to realise those projects. Of course, moving from "doing", to "enabling" others to do, is not new to those who work in public sector housing. For some years "social housing" has been built by housing associations in partnership with local authorities. Design professionals within District and Metropolitan Councils have had to respond and many have not only learned the enabling role but also how to become housing associations' agents in implementing developments. In that respect the District and Metropolitan Councils have given a lead to



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## SCALACONTRIBUTION (cont.)

the County Councils who were the origins of SCALA.

Unitary authorities bring a further dimension through increasing the numbers of authorities covering the full range of services and, therefore, increasing the potential for a fully integrated strategic approach. Whether, under the new Government, this will extend to giving London the co-ordinated government it deserves remains to be seen. What I am sure will happen will be a move from authorities simply building to meet service demands, to them comprehensively managing and developing their property in a strategic way. I believe that will extend across the whole range of authorities from District to Unitary Councils driven by the pressures I have described, the influences of SRB, European and other similar programmes and the already increasing trend to a strategic property based approach.

In many ways that strategic approach will be easier to effect in the District councils where smaller scale can often mean a co-ordinated output is easier to achieve. Therefore, I believe there are opportunities for all authorities to benefit from their building professionals property management and development skills, even the Districts whose professionals have grown used to seeing their traditional work dwindling. To develop a PFI project, access lottery funds or successfully carry out a regeneration programme requires innovation and creativity at some stage focused on building and development. That requires vision, creativity and then an ability to turn ideas into reality through specifying what is required and ensuring it's provided. These are the traditional skills of the building professionals, who owe it to their authorities to win a place at the strategic development table. When they fail to do so their authorities can suffer ill-conceived programmes with poor value for money.

To win their place at the strategic core, local authority building professionals will have to apply their traditional skills in new ways, blurring the boundaries between professions and between the public and private sectors. There can be no preciousness, with everyone happy to be led by the most appropriate profession for the task. SCALA is supporting it's members, and hence it's members' authorities, partly through strengthening it's links with it's sister property organisations, but also through addressing this crucial cultural change.

We thought CCT was a major cultural change, but it was still the old customer/provider

relationship! The future will be built on a culture of partnerships achieving synergy. Buildings will only be part of a wider scene based on strategic objectives, and building professionals will have to learn to understand and influence that "big picture". The future for them will not be delivering buildings within traditional programmes, but will be a complex mix of development and risk management, of innovation and facilitating the products of that innovation through a variety of routes. Each partner must understand the others, their needs and objectives. Developers objectives are clear, there is nothing wrong with them and they must be met if a developer is going to join a partnership and bring his contribution - but they must be acknowledged and managed so that the local authority partner also achieves its objectives to the benefit of its communities. The local authorities' role in innovating, orchestrating, manipulating and managing a "win-win" deal and then enabling, and sometimes designing, the end product will be exciting.

The future is exciting. There is much to be done and it will be rewarding for those involved. All professions, and particularly SCALA members, have much to offer and are essential to most development activities. SCALA aims to help its members to share in that excitement, to the benefit of their authorities.

**PERSONAL STATEMENT BY ROB TATE-  
SCALA VICE PRESIDENT AND CHAIRMAN  
OF THE TECHNICAL COMMITTEE**

I believe passionately in a fully integrated approach to property management in the public sector, involving the proper co-ordination of all professions. The building professions are crucial to that approach, bringing the vision and skills that innovate and generate developments, but are often left out of the equation until asked to implement (perhaps) projects at the end of the process. Those professions need to establish themselves at the centre of the process for the benefit of their authorities and the communities they serve. Under my Presidency SCALA will support them in this, but will not act as a pseudo trades union seeking job protection for it's members. Look after the customer and the customer will look after you!



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## SCALA EXCHANGE

### Central/local partnership

A partnership working for local people, comprising senior ministers and local gov. leaders, chaired by John Prescott will cover twenty key work areas including Welfare to Work and education; crime, youth and safety; and public health, and social security. The LGA stated that the 'aim is to contribute to the development of policy from the earliest stages, so that central and local gov. can work together to achieve practicable and effective ways of carrying forward the Gov's programme, and enable lds to meet the needs of their communities'.

For further info, Tel: 0171 890 3333

*This slots in neatly with the involvement of the local community and stakeholders in Best Value-Ed.*

### Pat on back for local government

In response to the Nolan Committee Report on standards in public life Tony Blair said 'It has concluded that there are "an enormous number of dedicated and hard working people" in local gov. It has, however, identified that there is a lack of clarity about rules or expectation of proper behaviour, which it believes is because the responsibility for the maintenance of standards has moved away from local gov.....Our intention is to work in partnership with local gov. to establish a framework for local authorities guaranteeing the highest standards of conduct. Such a framework will be central to achieving our manifesto aim of more independent but accountable local gov.'

### Database for approved contractors and consultantants

As a follow up to the Latham Report the DETR are to set up on-line registers of approved contractors and consultants to be run in partnership with the private sector. The registers, known as the Contractor Management Information System (CMIS) and the Consultant's Register (ConReg), are currently for central gov. projects but Latham proposed extending them for use by all public sector bodies. The DETR will retain ownership of the database and be responsible for maintaining standards. Entry onto, and use by, public sector bodies is voluntary.

### Environmental data

The 19th. edition of the annual *Digest of Environmental Statistics* has just been published by the DETR containing a wealth of information such as the prediction that 1.3% of England's area will change from rural to urban uses between 1991 and 2016, a growth of around 12%. All the data is summarised in the companion booklet *The Environment in your Pocket* which can be obtained free of charge by ringing 0181 691 9191 quoting ref. 97 EP 023.

For further info, Tel: 0171 890 3333

### Tenant power

At the Chartered Inst. of Housing Conference last month Hilary Armstrong told delegates that local authorities should get tenants views before making decisions, not after. Also that they 'should prepare their housing strategies alongside the views and day-to-day experience of tenants - and should take in wider issues affecting society as a whole, working with other parts of local gov. and other agencies'.

*Surely, you've been doing this? - Ed.*

### PFI taskforce chief

Adrian Montague, a merchant banker, has been appointed to streamline the stalling PFI process. Despite the efforts of the Paymaster General, Geoffrey Robinson, to get the process going the proposed £200m redevelopment of the Treasury has been cancelled, but permission for the first hospital PFI scheme worth £90m at Dartford hospital deal has now been agreed. The question of compensation for cancelled schemes is still outstanding and could be criticised as a case of *can pay, won't pay!*

### Guideline fees

In *Better Value and Architectural Services for Local Authorities* the RIBA suggests that la's should publish guideline fees when putting projects out to tender. It also suggests other reforms to the CCT system including the tendering of work every five years instead of annually.

The Construction Industry Council is working on a method of benchmarking fees to act as an indicator for clients of what they should be paying to each consultant in order to get a properly resourced service, after concerns that fee based procurement is inefficient.



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## SCALA EXCHANGE

### Lottery fund bidding process

The Arts Council is introducing a new policing procedure for all projects over £0.5k. Projects will now have to apply for "design and project development" funding after approval of feasibility study funding but before that for the full design and construction money. The aim is to ensure that schemes don't fall flat on their face at this latest stage and to "ensure that applicants have properly considered all the options and carefully thought through each stage, before committing themselves to high design or building costs".

*Whether this is good news for architects and designers remains to be seen. It may help to ensure a reasonable level of fee but does it leave the door open to alternative methods of procurement? Any comments gratefully received - Ed.*

### Party Wall Act

For the first time throughout England and Wales, anyone intending to carry out building work on an existing shared wall, or new building on the boundary of a neighbouring property, or who wishes to excavate near an adjoining building, must find out whether that work falls within the scope of the Act. If it does, they will need to serve the statutory notice on all those defined by the Act as adjoining owners. Work started before 1 July is not affected. In England and Wales except inner London, work may go ahead during July and August without the need for a Party Wall Act notice, provided it does not rely on any new right within the Act.

*This will affect a lot of la work and free explanatory leaflets are available from the DETR. Tel: 0181 691 9191 - Ed.*

### Whitehall control of budget

It appears that the government will retain strict control of the money made available from the budget for the regeneration of our more deprived areas. As an example the DfEE will have final approval over schemes applying for part of the £1.3bn. earmarked for school repairs known as the New Deal for Schools. It will be distributed in the form of direct capital grants or supplementary credit approvals following applications from each school.

### Pensions see-saw

At the same time as the budget cut the value of nearly 7m. people's pension plans, resulting in increased pension contributions of around 15%, those in the local government pension scheme received news of greater flexibility in the operation of the scheme. There will be more local control over pension decisions and new flexible benefit options for both employees and employers! This will include a shared cost additional voluntary contributions arrangement to improve pensions and improved death benefits and spouses pensions. Of keen interest to members are the new options to allow employers and employees greater scope in the provision of retirement benefits, including new criteria to decide when benefits may be paid early. The regs. come into force on 1 April 1998, with details of transitional arrangements to be issued shortly.

*For further info Tel: 0171 890 3333*

### Boom or bust?

The latest DETR figures show that construction orders fell sharply in May to the lowest level since May last year. There was very little change over the previous quarter although public housing orders rose 45% and private commercial orders were up 12%. The largest expenditure in May was in the commercial sector, where entertainment facilities accounted for £200m. worth of orders out of a total for new orders of £1.904bn. This was £415m. down on April's total and contradicts previous evidence of a boom in the industry.

### Focus on Housing

Shortly after third round bidding guidance was announced for the Estates Renewal Challenge Fund (ERCF) the 1997 Housing Design Awards focussed on the contribution that high quality design makes to sustainable housing. The need to target public resources on the right type of housing in the right place at the right cost was stressed and no doubt the £50m. worth of ERCF grants needed to help transfer run-down and seedy estates into the private sector was very much on the government's mind. A further £330m. is available over the next two years.

*For further info. Tel: 0171 890 3333*



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## SCALAINFO

### COUNCIL

The response to the DETR on their Best Value proposals was approved (see P 3&4) which the President had discussed with both the FPS and TAG with whom SCALA is heading a joint working party on the topic. The need to influence other organisations was stressed and since the meeting the President has confirmed that he has become Chairman of the RIBA Public Sector Group, enabling both organisations to speak with one voice. In addition Philip Swann of the LGA has been co-opted onto Council.

The current years income from the CIPFA CAS link was almost £10k. In future to be based on a percentage of turnover rather than profit.

ALBA was welcomed as the new London region of SCALA following the necessary changes to the bye-laws. Proposals on changes to the membership and substantive changes to the bye-laws will be going to the AGM following detailed proposals in the summer SCALANEWS.

Publication sales continue at a steady rate, other than the Maintenance Return which sold 123 copies giving a higher income than expected of £3200.

The Policy Committee Report on the Marketing Plan was approved and this framework will be developed and finally presented to the AGM. Linked with this is the report on Internal and External Links which was also approved subject to clarification on confidentiality and security matters. All these areas of development will mean an increased role for the regions.

National Architecture Week will take place between 21-27 Nov. starting with a conference in Oxford on Public Architecture (see SCALADIARY).

Copies of the website were circulated and praised and it was also agreed to research the possibility of elections for vice president.

The following members were welcomed into SCALA:

#### FULL

Mr. R. Roberts-Worthing BC

#### ASSOCIATE

Dr. Christopher French-Essex CC

#### AFFILIATE

Mr. Stephen Pedlow

#### RETIRED

Mr. Mike Strutt

### PROFESSIONAL AFFAIRS COMMITTEE



Ian Vincent  
District Architect  
at Daventry DC

Chairman of the  
Professional  
Affairs Committee

Those of you who have not met Ian will not recognise him as he was famously absent from the New Year SCALANEWS when photographs of the Policy Committee et al. adorned the front cover. He has been very coy but at last he can be revealed in all his glory, bow tie included.

In the next issue Ian will be writing in detail on the work of the committee which ranges from the EC, insurance, contract and other professional matters through to a brochure/checklist he is preparing on the role of Ia's in C+PS matters, particularly relevant to the new unitaries.

Meetings take place on the morning of Council and new members are welcome.

See SCALADIARY for the dates.

### HOUSING

Following the Housing 2000 conference reported on in the last SCALANEWS the committee are developing the innovative housing initiative together with the proposed extension of the Maintenance Return to cover housing.

The CoW mini-survey form is on P 13 and it will be much appreciated if you can complete and return it. A background article is on the following page, and it is also intended to resurrect the joint career structure leaflet.

The conference, although organised by the Technical Committee, is very much to do with housing issues with illustrations from both Coin Street and Enfield, together with major presentations on regeneration. The involvement of the NHTPC and the RIBA will help ensure that this is an event not to be missed.



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## SCALAINFO (cont.)

### TECHNICAL COMMITTEE.

The Committee met on 24.7.97. The principle topics of discussion were:  
Work Programme.

In the recent past the Committee has led and published documents on key issues, most notably "The Enabling Authority" and the "Guide to CCT". It was agreed that the Committee should continue this approach by concentrating its efforts on one major current issue in addition to its "standing" responsibilities for the Study Day and the Maintenance Survey. However, it was recognised that there has been a tendency to overlook pure technical matters in adopting this approach. The Committee will, therefore, address two areas of work, in addition to the Study Day and Maintenance Survey.

Firstly, the Committee will promote the sharing of technical information and experience throughout SCALA, by use of SCALANET and the Newsletter. Regional Co-ordinators will have a key role in identifying technical issues within their area and forwarding notes for publication on SCALANET and the Newsletter. Ian Cook will be promoting the process on behalf of Technical Committee, which will keep a watching brief on the issues raised to identify any requiring further examination and to organise working papers where appropriate. Regional Co-ordinators, please put technical issues on your agendas and start using of SCALANET and the Newsletter!

Secondly, the Committee will address "Best Value" as its next major piece of work. The spectrum of this topic is very wide and the Committee will concentrate on the technical aspects whilst seeking to work closely with Professional Affairs and Policy Committees on the aspects which fall under their remit.

Study Day.

This is reported on elsewhere in the Newsletter. The Committee was pleased with

the event, which achieved its objective of addressing "matters of the moment" for SCALA - it also returned a good profit, despite only having two trade stands! Thanks were recorded to Committee members Laurence Cooper and Mukund Patel for their excellent presentations and Steve Mitchell who, on behalf of outLORE, organised the event which ran extremely smoothly.

It was recognised that the Study Day in recent years has taken the form of a second conference and the Committee felt now is the time to review and reaffirm or amend the format. SCALA members' views are requested in order that the Committee can raise the issue for consideration by Council. Your comments, please, to Rob Tate direct or through Bernard Wyld.

Maintenance Survey.

The next issue will cover 96/97 and 97/98 out-turn expenditure and 98/99 budgeted expenditure. Publication should be in November 98, but some information will be gathered this Autumn. Please help maintain, and hopefully further increase, the level of data on which the survey is based by ensuring your Authority returns its data promptly on request. The current document continues to be quoted nationally, most recently in the AJ (for a second time), and SCALA officers are routinely contacted by the national press for comment on related topics, most recently the injection of £2.3bn by Government for schools building and maintenance. Accordingly, Committee is considering how the Survey can be developed to contribute to Government's understanding of the needs of the public building stock. Information will be sought on the demand for and potential cost of replacing "time expired" buildings - when replacement is more cost effective than maintenance. Please assist the Committee in this important exercise - SCALA must do all it can to redress the underfunding the public estate has suffered in recent years.



## SCALALIAISON

Back in April this year SCALA Executive representatives met with Institute representatives to explore common ground. For the Institute of Clerks of Works it was an opportunity to reinforce their aims and objectives and emphasise the quality of those Clerk of Works who had achieved Licentiate or Member Status.

As an Institute they were concerned to examine the status of the Clerk of Works and how the SCALA membership perceived their role in

with the INSTITUTE OF CLERKS OF WORKS  
PROTESTATE, PROBATE, et VIGILANTIA'

the future local government procurement and inspection environment. In order to test out such views the Institute has provided a questionnaire which forms part of this newsletter and all members are asked to give time to its completion. The opportunity for comment/observation is expected to be a valuable part of the survey and may have an effect on the future training and development of the Clerk of Works role.

The Institute wished to emphasise their de-



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cont.

sire to respond to the modern needs of the construction industry and felt that the transferable skills of the Clerk of Works into conditions survey work or the employer agent role in Design and Build were obvious areas of increased activity.

Membership numbers are falling but there are still some 3500 members worldwide. The greatest difficulty now is in recruitment to the role, particularly as many courses in schools of construction do not encourage ambition for the Clerk of Works role. If 'Clients' still want this role there is an urgent need for full co-operation inclusive of the Education Sector. Clerks of Works are part of the construction

team and their traditional craft skill base and considerable experience of design into construction fits them well for inclusion in the initiation of projects to guide the design process with observations on buildability and workable detailing. They see much of what does and does not work.

Clearly, there is still much to discuss and we intend to meet twice a year to maintain contact. I leave you with a final plea to fill in the questionnaire below and as SCALA's link to the Institute of Clerk of Works I will keep you advised of progress.

Article by Ian Atkinson - Chair of Housing Committee and SCALA link with the Institute of CoW.

## CLERK OF WORKS EMPLOYMENT SURVEY

As part of the ongoing liaison between SCALA and ICW, it will be greatly appreciated if you will kindly complete and return this Clerk of Works Employment Survey to Ian Atkinson, Principal Architect, Design and Building Services, Sheffield City Council, 2-10 Carbrook Hall Road, Sheffield, S9 2DB as soon as possible, preferably not later than 15th September, 1997.

1. a. How many persons undertaking the duties of a Clerk of Works do you currently employ under that or other title?

1-5  6-10  11-20  20+

- b. How many of these are : Full time Employees \_\_\_\_\_  
Part-time \_\_\_\_\_  
Self Employed/Freelance \_\_\_\_\_  
Agency Staff \_\_\_\_\_

2. Are Employees carrying out Clerk of Works functions given other job titles? (e.g. Site Inspector or Technical Officer)

Yes/No If Yes, please give titles \_\_\_\_\_

3. Has the Clerk of Works function in your Authority been the subject of C.C.T?

Yes/No If Yes, how many of them are in I.C.W. membership? \_\_\_\_\_

5. In the new political and economic climate, do you consider that the number of Clerk of Works employed by you in the next 3 years may:

Increase  Remain the Same  Decline

Signatory: \_\_\_\_\_  
Department: \_\_\_\_\_  
Authority: \_\_\_\_\_  
Address: \_\_\_\_\_

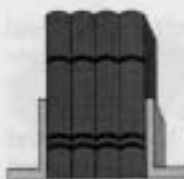
Comments/  
Observations \_\_\_\_\_



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## Book list

# SCALAPUBLICATIONS

A list of publications currently available from SCALA

1. Building Maintenance Expenditure by Local Authorities - The results of the only authoritative survey of maintenance expenditure on Local Authority Buildings between 1977/78 and 1996/97 Normal price £35 Discount price for SCALA members £22.50
  2. CCT GUIDE: A Guide for Clients to CCT for Architectural and related Professional services in accordance with the requirements of the Local Government Acts 1988 and 1992. First Copy £35 or £30 to SCALA members - Additional Copies ordered at same time £18 each
  3. CCT Experienced - The report of a SCALA NW Conference on the experiences of Authorities in the NW who were in the first tranche of CCT. £3 per copy
  4. SCALA Agreement for the Appointment of Consultants: Architects, Quantity Surveyors, Service Engineers, Structural Engineers, and Building Surveyors for Local Authority Commissions - 2<sup>nd</sup> Edition 1995 First Copy £36 or £30 to SCALA Members - Additional Copies ordered at same time £15 each
  5. SCALA Report: The Enabling Authority: Property Management and Construction Related services. First Copy £18 - Additional Copies ordered at same time £10 each
  6. SCALA Guide to the Construction (Design and Management) Regulations Now 2 copies for only £25 and 2 additional copies ordered at the same time will be only £10 (both +VAT)
- Order from: David Kimmins at 3 Manor Park, Ruddington, Nottingham NG11 6DS Tel/Fax: 0115 9846784
- Postage charged at cost on all orders
  - An invoice will be sent with the publications ordered (please don't send payment with order)



## SCALAWAG: Ken Jones

A LEGEND IN HIS OWN LUNCHTIME

By David Haswell, Director of Property Services, Monmouthshire CC

Kenneth Parry Jones died in March, 1997, in Spain some five years following his retirement as County Architect for Gwent after previously working in both Yorkshire and Wiltshire. During his latter time he survived a trial for Yorkshire at cricket, his first love, though his other passions included golf, English rugby and soccer. In his early years of professional practice Ken showed distinct signs of both promise and frustration. While at Wiltshire a bureaucratic ACA came into the office and instructed Ken to do something he regarded as particularly lunatic. At the top of his voice Ken shouted "I'm fed up of being ordered around by idiots-I want to be the idiot". A star was born, the legend commenced and Ken soon entered the mysterious and wonderful world of management.

In the midst of the 1973 LG Reorganisation KP applied for the job of Mon. CC County Architect, soon to become Gwent. After two days of what he called political torture and a failed medical, he was erroneously appointed as County Clerk. After embarrassment and confusion over his title, members finally burst into applause and came down the aisles to offer congratulations with one lady saying "The moment you came through the door Boyo, you were the one for me". Despite feeling at home he soon learnt he had taken over a demoralised dept. with the Chief QS on a charge of criminal negligence. Ken set about the task of reconstruction and possessing a natural aptitude for leadership and the ability to influence the de-

sign positively, he drove his colleagues to high standards of achievement. By the time he left, Gwent possessed a legacy of fine buildings, an efficient department and an amazing array of architectural awards. Outside the office his personal designs consternated the planners and he had a reputation for fast and idiosyncratic driving, not on any particular side of the road.

He took an active role in SCALA and held the position of Treasurer in the period leading to company status, but will perhaps best be remembered as the chief contributor of funny stories. Many turned directly to Ken's Tales from Gwent at the back of the Annual Report, and remember his new caravan overtaking his car on an autoroute or his bed floating under the town bridge as the Usk River flooded.

On 12 April, 1997, a large number of colleagues, friends and family met at County Hall to celebrate the life of Ken Jones. Ironically, his wife Cynthia, otherwise known as The Spy, had planned a celebration for Ken's 70th birthday which would have been on that day. Sadly, Ken did not make it but left a final message through SCALANEWS in April of the story of his approach to retirement.

In the title and opening lines is a posthumous message of prophetic irony. The title was "A funny thing happened to me on the way to the Knacker's Yard". The opening line reads "If it is true that Timing is everything then this piece will fall flat on it's face". I have no doubt that Ken is now a splendid County Architect writing funny stories in the Ultimate Knacker's Yard.



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# SCALAELECTIONS FOR COUNCIL

## 1997 Nomination Form



Now is the opportunity to become more involved in the running of your society by putting yourself forward for election to Council. Alternatively, you may know of someone who you feel could contribute to the initiatives being pursued by Council who you wish to nominate. Council is at the very heart of the society and is currently tackling proposed changes to the membership structure, as well as responding to initiatives from the new government in areas such as housing and Best Value. Your knowledge and expertise will be most welcome during this time of change.

Council currently has 13 full members who serve a 3 year term, none of whom are required to stand down this year. The minimum number required is 7 and the maximum 21 so there is scope for 8 more who must be full members of the society. There are also 5 honorary members (honorary posts and committee chairs) with scope for up to 6 co-opted members who need not be members of the society. It usually meets 5 times a year, in the afternoon, on the same day as Policy and Professional Affairs Committees. Your society needs you!

### NOMINATION FORM FOR ELECTION TO 1997 SCALA COUNCIL:

I, the undersigned, being a Member of the Society, wish to nominate

Name .....

Title .....

Authority .....

Address .....

..... Post code..... Tel/fax.....

#### PROPOSER:

Signature ..... Date.....

Name .....

Title .....

Authority .....

Address .....

..... Post code..... Tel/fax.....

I confirm that my nominee has expressly given his/her acceptance to nomination to membership of the Council of the Society and that the Seconder stated below has expressed his/her agreement to second my proposition (this may be done by phone)

#### SECONDER:

Name .....

Title .....

Authority .....

Address .....

..... Post code..... Tel/fax.....

If you wish to make more than one nomination please reproduce this form

Send to: SCALA Ltd., 6 Aldwick Ave., Bognor Regis, West Sussex PO21 3AQ (Fax: 01243 868160)  
**TO BE RECEIVED NOT LATER THAN NOON ON MONDAY, 29 SEPTEMBER, 1997**



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# RIBA NHTPC SCALA CONFERENCE

on

## REGENERATION

Rob Tate-SCALA Vice  
President and Chairman  
of the Technical  
Committee jointly  
organising the Conference

10 October 1997  
at the Swallow Hotel  
Waltham Abbey Essex

**INTRODUCTION** by the Lord Graham of Edmonton with a **KEYNOTE ADDRESS** by John Owen, Director for Regeneration, the Government Office for London.

**THE EDMONTON PARTNERSHIP INITIATIVE**  
Major regeneration at the centre of Enfield, including redevelopment of high rise housing. The client view by Jim O'Sullivan-Project Leader for Enfield LBC with the view of the winning consortium from Green Horizons.

**VALUE FOR MONEY IN ELECTRICITY SUPPLIES**  
How to take advantage of new opportunities resulting from the competitive energy market. Nigel Turner & Mark Parnell of London Electricity.

**THE ENFIELD SHOWCASE**  
Major commercial, educational and housing developments in Enfield presented by Enfield Property Services.

**SUSTAINABLE REGENERATION**  
John Taylor, Chief Executive of BURA, explains the recent history of urban policy in the UK and advocates an integrated approach to regeneration.

**REGENERATION OF PUBLIC HOUSING, HOW TO REACT TO LABOUR'S PROPOSALS**  
Presented by Robert Grundy of Savill's, International Property Consultants.

**PUTTING THE HEART BACK INTO WILTSHIRE TOWNS**  
Presented by Jack Koynenburg of North Wiltshire District Council.

**COIN STREET COMMUNITY BUILDERS COMMUNITY LED REGENERATION**  
Presented by Iain Tuckett, Director of Coin Street Community Builders.

Many authorities throughout the country, whether Districts, Counties or Metropolitan Boroughs, are involved in regeneration & the funding regimes & partnership working techniques required are relevant to us all. There will also be two 'firsts' - the conference will mark the incorporation of ALBA as the London Region of SCALA. It will also be the first conference to be jointly hosted by SCALA & the NHTPC. Networking & partnership with other organisations will be increasingly important in the future & I hope this will mark an exciting new phase in SCALA's development-RT Rob Tate

Book now with Steve Mitchell at outLORE: Full members £148 + vat  
Tel:0151 334 4068 Fax:0151 343 1902 Retired mbrs. £50 vat

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