

## 'BEST VALUE' BOLTED ONTO CCT REGIME ?

The optimism of those in local government that the policies of New Labour in government will be more sympathetic than the previous administration may be misplaced. Briefings from influential government advisers on Best Value, the proposed new contract between LA's and the people for front line services, have stressed that LA's are no longer be seen as the universal supplier for services such as health and education. Also that the need for diversity in the provision of services needs to be recognised and that differences in quality can result from inefficiency. LA's are still seen as obstructive to central government wishes and the progress made in working with and achieving the wishes of the community will be the measure of success in changing this image.

In the meantime CCT may remain, as a Local Government Bill was a notable omission in the recent Queen's speech. The earliest a new bill could now be introduced is a further 18 months away with legislation coming into force in 3 years time, allowing plenty of opportunity in the meantime for continued tightening of the CCT screw. Changes are under consideration but these may amount to no more than a review of the 5/96 anti-competitive behaviour guidelines and the de-minimis levels, although suspension is a possibility as has happened in Scotland.

The future of local government is seen as in a greater facilitating role and as the prime source of contact with the local people. Services will be subject to strict benchmarking criteria and a number of pilot schemes will be set up in the near future. The standard of performance of secondary services, such as engineering and architectural services, are likely to be set by the front line services they serve. These clients will be subject to rigorous performance reviews and will expect no less a standard from others.

Far from a thank you to local government for coping with local government reorganisation, the extension of and continual changes to the CCT regime, and ever declining budgets and increased need, New Labour have indicated that the jury is still out. Local government will be subject to a continual performance review.

A statement from Hilary Armstrong, the new Minister for Housing and Local Government, is imminent and it is hoped that this will clarify the situation. It looks very much as if the restrictions and bureaucracy surrounding local government will remain for the foreseeable future and it would be wise not to shelve plans for complying with existing legislation until more is known (see article on P3).



### WHO'S WHO IN NEW LABOUR : Environment & Transport Dept.

JOHN PRESCOTT-Secretary of State and Deputy Prime Minister

GAVIN STRANG-Transport Secretary

MICHAEL MEACHER- Minister for environmental protection, water, planning, countryside, Health and Safety Executive

RICHARD CABORN-Minister for regional affairs, regeneration and planning

HILARY ARMSTRONG-Minister for housing and local government

NICK RAYNSFORD-Minister for London working with Caborn (construction)

ANGELA EAGLE-Junior minister with Meacher

GLENDA JACKSON-Junior minister working with Strang and Raynsford

BARONESS HAYMAN-Jnr. mnstr. with Strang

Produced and edited by Bernard Wyld at 6 Aldwick Avenue, Bognor Regis, West Sussex PO21 3AQ

Company Secretary & Administrator-Bernard Wyld Tel/Fax 01243 868160 E-Mail: info@scala.org.uk

Finance Manager-David Kimmins Tel/Fax 0115 9846784

Website: www.scala.org.uk.

For queries / admin. matters contact Bernard Wyld and for orders / subscriptions contact David Kimmins

Scala Ltd. Reg. No. 2527462. Registered in England at 3 Manor Park, Ruddington, Nottingham NG11 6DS

# Your guide to **SCALANEWS**



## **SCALAFEATURE**

This or a similar identifying logo signifies feature articles on topical issues such as the 'Best Value' 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



## **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 'Best Value' bolted onto CCT regime? - the latest competition news
  - P3 Demonstrating 'Best Value' - an article by Kirsten Gillingham
  - P4 SCALA DIARY
  - P5 SCALAPRESIDENT - A mid-term review of progress
  - P6 CDM Regulations - Survey reveals major failings
  - P7/8 SCALA EXCHANGE - The marketplace for information
  - P9 SCALAINFO - A summary of council and committee meetings  
SCALAWAG - Tribute to Ken Jones
  - P10/11 SCALAMEMBERSHIP - Report of the Vice President  
SCALANET - The member service to be available 24hrs/day
  - P12/13 SCALAREPORT on major housing issues by Ian Atkinson
  - P13/14 SCALAREPORT on the role of HATs by Chris Johnson
  - P15 SCALAPUBLICATIONS - the current list
  - P16 SCALA STUDY DAY - 'Survival or Revival ?'
- Please note the new roles and contact points below



# Demonstrating 'Best Value' - a new regime?

## by Kirsten Gillingham

The 'Best Value' hare is out of the trap and running, but where did it come from, who let it out, and should we all be chasing it?

It first popped up in speeches by Labour politicians and policy advisers some months ago in the context of 'what will Labour do about CCT?' Now they have been elected New Labour are facing some dilemmas with local government. Their economic policies are as tough on public spending as the Conservatives and they are keen to be seen as friendly to business as well as to individual voters. Their election pledges of no new taxes and sticking to the government spending plans are essential if economic growth is to be maintained and the option of monetary union in the first wave is to even be considered.

One Achilles' heel for New Labour is possibly Old Labour. The shadow front bench must dread the prospects of banner headlines about 'Red councils back in the red' or 'Power to the Unions' or 'Private Sector ousted'. The message being given out consistently by Hilary Armstrong and her colleagues is one of financial restraint and a mixed economy of local service provision. A firm commitment to end CCT is always given with caveats as to time scale - after proper advice from civil servants, consultation with LAs and at least 18 months into a Labour administration - and what else might be required of local authorities. This something else has acquired the name of 'Best Value'.

So, what do we know of best value so far? It is to be a statutory duty on all authorities to demonstrate that they are providing best value services. This is to be underpinned by local performance plans, consultation with service users and consultation with other public bodies and the private sector. Trading accounts for LA services will also stay. From public platforms Labour speakers are throwing down the gauntlet to LAs to regulate themselves - prove that you can demonstrate best value and we won't need a highly regulatory framework to keep down the costs of local service provision. It seems that LAs cannot be relieved of

CCT without any form of alternative accountability. The politicians are quite clear that there is no reason why LAs should directly deliver all services themselves, private sector contractors are an acceptable route for service provision. Benefits from CCT have even been acknowledged by local authorities themselves - clear service specifications, understanding of roles, clarity on service costs and a greater degree of involvement for service users. Reference to the market place is an established tool in proving that services are provided at the lowest cost for the right quality.

Work is already underway in LA groups around the country on what Best Value should or could be. There are a range of tools and techniques that authorities would be able to use in exercises to define their services in terms of cost and quality, show the value of services to a range of stakeholders and compare them in some way to other authorities and the market place. The more interesting question is how a Labour government may seek to enforce a new statutory duty to demonstrate best value. Its objectives must be to ensure that local authorities are delivering as much as they can for as low a cost as



possible. By implication any authority failing to achieve or show best value would be running expensive and/or inefficient services. Logical sanctions would be to force those services into the hands of a more effective or efficient provider or require LA management to achieve the same result or face financial penalties. A fundamental question currently occupying much thought is how the failing, or not-so-well-performing, LAs would be identified. Performance measures or benchmarks and league tables are recurring themes, along with national standards and inspectorates. Nothing new for Education!

Interestingly, a best value regime could extend to far more services than CCT has so far, and force LAs to adopt new or different management techniques in all their departments and services.

So, should LAs chase the best value here and if so, what should they do?

LAs can choose to do nothing and await developments. By avoiding the challenge of self-regulation this would make a more prescribed best value regime more likely. Alternatively, local authorities can themselves start an informed debate about self-regulation and actively take on the responsibility of measuring their service

provision against each other and private sector service providers to seek out the best fit of service cost and quality for their own particular, local situation. The use of networks of fellow practitioners will be as important as in CCT for gaining new ideas and sharing experiences. In CAS we will be providing opportunities to meet colleagues from many different authorities and bringing ideas, theories, techniques and the experience of other authorities to keep subscribers in the best position to respond as they wish to the best value debate.

Now Labour have won the election local authorities need to catch the best value hare. Otherwise it may grow some big teeth and stop running!

*Kirsten Gillingham is in charge of Operational Management for the CIPFA Client Advisory Service.*

*NB: The latest round of joint CIPFA/SCALA workshops on Construction and Property Services has just finished where the concept of 'Best Value' was discussed in some detail. The next round of workshops will be in the Autumn. Ring the CIPFA Client Advisory Service on 0171 895 8823 if you want more information. Ed.*



## SCALADIRARY

### JUNE

12 - SCALA Technical Committee at RIBA

26 - SCALA Council and Professional Affairs Committee at Queen's Hotel, Cheltenham  
Guided Walking Tour of Cheltenham (see details below)

27 - SCALA Study Day on the condition of L.A. building stock, at Cheltenham

### JULY

18 - SCALA Housing Committee

### SEPT/

OCT-SCALA joint Conference with NHTPC on Regeneration (see SCALAexchange)

CIPFA SCALA 8th. series of workshops on Construction and Property Services  
(dates to be announced)

For information on the CIPFA/SCALA Client Advisory Service workshops on CCT for Construction and Property Services contact Ed. or CAS direct on 0171 895 8823



## SCALAEVENT before the STUDY DAY

A 'Guided Walking Tour of Cheltenham' will commence at 4 pm on Thursday 26 June outside the Queen's Hotel and will take approx. 1 1/4 hrs. There is no charge and there will be the opportunity to find out more about the history and architecture of this historic town.



Alan  
Tyler

## SCALAPRESIDENT

You will remember that the first action taken was to re-state the Mission and objectives of our society which are:

**'Serving Designers who serve the Public Sector'** through:

-Promoting the voice of public sector architects and architecture in the national arena

-Sharing knowledge and experience for the mutual benefit of members

-Supporting regional groups and initiatives

-Developing the skills and knowledge of members in delivering property services for the benefit of their authorities

and that everything we do as well as supporting one of these objectives should be done efficiently and together.

Our mission statement now appears on all our stationery and is a pertinent reminder of why our society exists.

The work plan we set ourselves covered seven major areas:

### **Developing and strengthening our external links**

Working together with other property related organisations has been one of the most important areas this year:

FPS-With the other property societies (CBSS, SCEME, SCQS, COPROP & ACES) we have reconstituted the FPS so that it can speak as the single voice on LA property matters to gov. and the LGA.

TAG-Through the FPS we are in discussion with TAG on how we can work together for the benefit of Property without undermining our respective societies.

LGA-On behalf of the FPS I have been involved in the negotiation to ensure that Property matters are fully discussed and understood by the LGA which in turn has strengthened our links with SOLACE.

ICoW-We are reviving our regular meetings to our mutual benefit which

A mid-term review of progress against the work plan set at the beginning of the year

now take place on a 6 monthly basis.

RIBA-Last but not least we are beginning to re-build our links with the RIBA. SCALA now has official representation on the Public Architecture Group and through Bernadette I am currently arranging for a meeting with the incoming RIBA President to see how we can better work together.

### **Developing a database of external links**

Unfortunately we have not been able to start this yet, which is a pity as it would have been very useful in developing our links with New Labour. The Hon. Sec. is looking to develop this area over the next few months.

### **Benchmarking**

Professional Affairs Committee are currently developing information based on the survey carried out for the Eastern Region. If you have any useful information please contact Bernard Wyld.

### **Skills network**

A database of the specialist skills available within the society is being set up by Technical Committee and the format of a questionnaire is below. Please contribute as the resulting publication will be of immense benefit to all members.

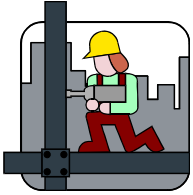
### **Increase membership**

The membership drive has brought in a number of new members but we do need to widen our base and I am looking to each one of you to spread the message to colleagues who are not members. One excellent development was the decision of ALBA to join SCALA as our London Region. This is a positive step forward and will be of long term benefit to all members.

As you will note from elsewhere in the Newsletter Rob Tate has been reviewing the wider membership strategy with regional groups and this important issue will be discussed at the AGM in early Oct.

The final two issues, the Newsletter and new support services have been successfully completed and are already helping the Society in a way which meets the needs of all its members.

**Skills network database** - please staple this to sheet(s) to be attached listing your skills and send  
Name: to B. Wyld, 6 Aldwick Avenue, Bognor Regis, W. Sussex PO21 3AQ  
Authority: List 1: Special skills you are willing to share with other members  
Tel. no: List 2: Other special skills you have access to in the authority



# CAN DO (A LOT) MORE !!!

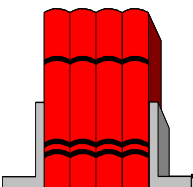
Survey reveals major failure of the construction industry to implement CDM Regs.



I've got far more important things to think about than site safety !

A recent survey by the Association of Planning Supervisors has identified major failings in the implementation of the site safety regulations two years after their introduction. This is despite the threat of heavy fines or imprisonment for serious contravention of the rules and the fact that the Health & Safety Executive can become involved through no fault of the designer. Major failings were found which are summarised below, but of particular concern is that the vast majority of Planning Supervisors are construction professionals. Architects constitute over a third of the APS membership while one in eight are surveyors, civil engineers or quantity surveyors. It is in their interests and those of the professions to ensure early appointment of the Planning Supervisor so that full consideration is given to all safety issues

- ◆ more than half of all planning supervisors appointed are not taken on until after or during the later stages of design
- ◆ no less than one quarter are appointed after tenders are issued while 2% are appointed after construction has got underway
- ◆ in 35% of projects there were serious delays in completing health & safety files and where planning supervisors assessed health & safety plans for clients, 44% had to be sent back for further development



*Book list*

**SPECIAL OFFER**

## **SCALA** GUIDE TO THE CDM REGULATIONS

**FREE GUIDE WITH EVERY COPY ORDERED**

Now 2 copies for only £25 and 2 additional copies ordered at the same time will be only £10 (both +VAT)  
No payment required with order and postage charged at cost  
Orders by letter or fax to David Kimmins at address below



# SCALA EXCHANGE

## PFI and GEST

The DfEE have kindly provided information on the 1997-98 Grants for Education Support and Training (GEST) awards to LEAs in support of PFI projects. In addition to PFI, the GEST programme supports a wide range of activity to improve schools.

It has been recognised by the DfEE that before PFI becomes an established method of funding capital projects in the schools sector, there will be a period where LEAs require the services of outside consultants, predominately for legal and financial advice. The GEST PFI programme supports LEAs' spend on external consultants' fees at a rate of 60% which in 97-98 supported £1m. of expenditure. LEAs were invited to bid for support for individual projects up to a maximum of £100k per project.

Bids for over 50 PFI projects in the schools sector were received with capital values ranging from less than £0.5m to over £50m. Of these projects support has been given to 13 with 3 in reserve.

The grant allows DfEE access to the PFI process and to obtain copies of documentation from LEAs leading to the drawing up of standard documentation to be used by all LEAs, alleviating the requirements for external consultants in the future. The scope of the GEST round for 98-99 is currently being assessed and the DfEE hope to again support PFI in the schools sector.

*For further information contact Peter Livesey of the DfEE Schools PFI Team  
Tel: 0171 925 6053  
Fax: 0171 925 6987*

## PFI progress

Geoffrey Robinson, the new Paymaster General responsible for PFI, has announced that Malcolm Bates, chairman of the Pearl Group, is to conduct a five week review into PFI. In the meantime he has sacked the Private Finance Panel chairman Alastair Ross Goobey, ended universal testing for the PFI process and has asked ministers to prioritise projects so that up to 50 projects could be top priority.

## BSI involvement

SCALA has a seat on a number of committees ensuring that LA needs are considered as new standards are being produced. This is an important area and one which has been of benefit to us all over a considerable period. We are now looking for members who would be willing to represent SCALA on the following committees in the future:

B/212: Tolerances, drawing practices, modular co-ordination joints, project information and computer modelling.

B/538: Curtain walling.

There are about 2 or 3 meetings a year usually in London.

*Please contact Rob Tate who would also be interested to hear from members who attend similar committees.*

## Microwave transmitters

Digital transmitters are being erected across the country for the digital telephone industry which do not require planning approval and are often sited on council property subject to LA approval. Once approval is granted the grantee has a secure tenancy under the Telecommunications Act. In order to obtain removal of these transmitters/receivers it has to be proven in a court of law that they are no longer needed.

Some concerns have been raised with regard to possible health problems caused by emissions from this type of equipment although the Government's Radiological Board have given assurances that they are safe.

*Independent checks on the level of microwaves transmitted are available from the Radio Communications Agency, Baldock Radio Station, HERTS SG7 6SH*

*Tel: Mr. Bull or Mr. Hoyer on 01462 428523*

## RIBA elections

With the RIBA regional elections of Council members we have a chance to strengthen the public sector's representation in those regions with public sector candidates - use your vote positively.

SCALA influence with the Public Architecture Group has expanded with the inclusion of our President, Alan Tyler, as a member.



# SCALAEXCHANGE

## Marketing Plan underway

Following an 'away day' last month, which included a frank 'SWOT' analysis of the society, the Policy Committee is putting forward a paper on the first stage of the Marketing Plan to the next Council meeting on the 27 June. It will cover a wide range of issues including who we want to attract as members, identifying new initiatives to support and expand the membership, developing databases together with external links and, most importantly, how best we can empower the regions. A copy of the membership report that went to Council in April is included in this edition.

*If you have any ideas on how SCALA should develop contact your Regional Convenor or Rob Tate to ensure that they are considered. Rob is preparing a major strategy paper for consideration at the AGM in the Autumn.*

## ALBA meets Rock

At the meeting on 10 April some clarification was provided on the subject of 'Making winning bids to the Arts Council Lottery Fund'. Schemes were criticised as having been building-led and wrong on cost and a design contingency and inflation allowance would now be included with only the most deserving schemes progressing beyond Stage 1. Revenue funding is excluded but partnership funding could include land, unexpired leases etc. Documentation should be clear, concise and self-explanatory and the submission should demonstrate that there was a competent team with the right approach to the problem. The feasibility submission should be a 'shallow plough' through the eight criteria for lottery funding and nomination of the proposed design/implementation team. The quality of LA in-house teams was generally seen as lower than the private sector. Design is important and David Rock as RIBA President will be seeking better procurement methods from the government.

*For further information contact Iain Welsh at LB of Waltham Forest.*

## Betts v Brintel Helicopters

Subsequent to the Suzen case reported in the last issue this case is now the leading UK authority on the application of TUPE to contracting out situations and indicates that Suzen applies to both first and second rounds of tendering.

Shell engaged Brintel to provide transport for men and materials for North Sea oil rigs under three contracts, each conducted from a different base. One contract was lost by Brintel who closed the supporting base in Norfolk as the new contractor operated from Norwich airport. Confirmation was sought from the High Court as to whether a transfer of undertaking had taken place. The High Court agreed but this decision was reversed on appeal. The two questions were:

-Was Brintel's operation at the Norfolk base comprising helicopters, landing strip, premises and staff, including rights to land on oil rigs and use their facilities, an undertaking or economic entity?

-If yes, was it transferred?

The answer to Q1 was yes and Q2 no. As little in the way of staff or assets transferred there was no transfer of undertaking. This still leaves scope for debate as to what the legal situation is where a contractor refuses staff in order to prevent a TUPE transfer and whether existing contracts are effected.



## SCALA Conference 1997

This year, SCALA is joining with the National Housing & Town Planning Council to hold a joint conference with the theme of regeneration. The conference will be held in Enfield in early October and will feature major presentations on regeneration projects in both urban and non-urban settings.

The conference will examine the issue from the point of view of meeting the needs of the community through corporate working within authorities and partnership with the private sector.





# SCALA INFO

## COUNCIL

Rob Tate presented his membership report which is repeated in full in this issue for further comment. Support for the need of SCALA to expand and retain influence on behalf of members was expressed, together with reservations on working too closely with the private sector. Consultation will take place at the next Council meeting, prior to presentation of a major strategy paper to the AGM in the Autumn.

The 97/98 Financial Plan and current statement was approved which showed a predicted loss on the Maintenance Return spread over two years, although income from the CIPFA CAS agreement may compensate for this.

Action agreed on the Marketing Plan, as reported in SCALAexchange, and mention was made of the complementary 'Vision and Mission' statement being prepared by Steve George.

Policy Committee items included bye-law amendments necessary for the integration of ALBA and the fact that most regions had still not applied for project pump priming money available.

The annual conference will be on the subject of 'Regeneration' and it is hoped to co-promote the event with sponsorship (see SCALAexchange).

The following new members were welcomed into SCALA:

### FULL

Mr. J. R. Gibson-Doncaster MBC

Mr. C. Mead-Hertfordshire CC

Mr. Barrie Page-Essex CC

Mr. A. Eckersley-Wakefield MDC

### ASSOCIATE

Mr. Malcolm Jarvis-City of York Council

Council heard of the unfortunate death of Ken Jones (see below). His last article was felt to be a fitting tribute to a man who had made a major contribution to LA architecture and to SCALA.



## Tribute to Ken Jones

Many who enjoyed Kens' article in the last edition will be unaware that shortly before publication Ken tragically died in Spain. His successor at Gwent, David Haswell, referred to the prescient nature of the article at a memorial gathering on what would have been Kens' 70th. birthday and will be writing a full tribute for our next edition.

## PROFESSIONAL AFFAIRS

It was reported that the Suzen case has not reduced private sector interest in CCT bids (see update in SCALAexchange on TUPE situation).

The CIPFA CAS link progresses well with a 40% increase in target membership in 1996.

It is hoped to establish closer links with the RIBA Public Architecture Group. The RIBA document 'Building the Future' was discussed and concern expressed over the role of the private sector as City Architect in the procurement process.

A brochure is to be produced for new unitary authorities on property matters. Agreed that the President would write to key figures in new Labour on key issues of mutual interest.

*Contact Ian Vincent Tel: 01327 71100*

## TECHNICAL

The Study Day will be at the Queen's Hotel, Cheltenham, on 27 June and is entitled 'Survival or Revival'(see advert). A future work programme has been discussed and agreed with the Professional Affairs Committee. The four main issues are the need to develop professional, procurement, technical and development strategies.

The Autumn conference will be on the subject of Regeneration.

The retirement of Frank Dowsland was noted and tribute paid to his contribution.

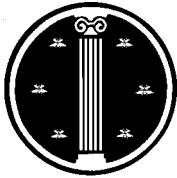
*Contact Rob Tate Tel: 0181 982 7011*

## HOUSING

Last met in Tower Hamlets in early April and a future article will focus on this and the 'Rethinking Housing' conference at the RIBA which focussed on the shift to private sector funding. The conference was sponsored by the Rowntree Trust who are researching innovative housing solutions in which the committee hope to promote an involvement.

Following the I CoW meeting on 8 April a mini-survey to be conducted on the CoW role and the joint career structure leaflet to be resurrected. Future areas of co-operation were agreed.

*Contact Ian Atkinson Tel: 0114 273 6192*



# SCALAMEMBERSHIP

Report of the Vice President  
to Council of 25 April 1997

## 1 OBJECTIVES OF THE REVIEW

*-The 'Review of SCALA by a Working Group appointed by the President' identified the need to increase the active membership and acknowledged that would be an on-going issue for SCALA.*

**An objective must be to increase the active membership.**

*-That report particularly referred to the need to recruit from the 'new' authorities (ie. arising from the LG Review and subsequently appointments of chief/lead officers responsible for construction/property activities in those and other authorities have often been of 'non-architects'.*

*-There are now a significant number of non-architect chief/lead officers in charge of the 'Public Sector Estate'-the objectives of SCALA recognise this (see below re. reference to 'related professionals') but the membership structure needs to reflect it.*

*-There is a trend to authorities providing their construction service as part of a property service..*

**An objective must be to acknowledge this trend and to address it in SCALA's membership strategy,**

**in order to retain/increase SCALA's influence in local authorities, construction activities.**

*-As a result of CCT, an increasing level of construction/property services are provided by private sector organisations. At present, SCALA makes a distinction between those such organisations which originate from within LG and those which have always been in the private sector, ie. architect leaders of the former can become members of SCALA, whereas the leaders of the latter cannot. Whilst members are concerned over commercial confidentiality, CCT has now made LA's potential competitors. Some regions (and SCALA Council!) currently allow the involvement of private sector representatives. SCALA's objective is to be '...a collaborative organisation of public sector architects and related professionals committed to assisting it's members in achieving the highest possible standards in the development, design, construction and management of the public sector estate for the mutual benefit of their Employers'. Continuing discriminatory membership will mean that objective can only be aspired to in a decreasing proportion of authorities.*

**An objective must be for SCALA to address the membership implications of pursuing this objective.**

## 2. PROCESS

The proposals which follow in Section 3 were developed through and following discussions with:

- Eastern Region
- North west Region
- The President
- The Company Secretary

Members of Council will recall that the matter was briefly discussed at the last 2 Council meetings. However, the proposals are my own and it should be noted:

*-Eastern Region were in favour of broadening the membership to include other professions, but not to include the private sector due to concerns over commercial confidentiality.*

*-NW Region were generally in favour of broadening and simplifying the membership to include other professions and private sector representatives, although some members remained concerned over commercial confidentiality.*

(cont.)



## SCALANET

Council have approved future internet provision together with the use of a commercial website, which should give easier connection as well as providing essential feedback on use of the site.

SCALA now has a registered domain name no one else can use, which is [scala.org.uk](http://scala.org.uk), and the website is in the process of being set up and should be operational in about two weeks time. Email can be sent straightaway. The addresses are as follows:

Website - [www.scala.org.uk](http://www.scala.org.uk)

Email - [info@scala.org.uk](mailto:info@scala.org.uk)

Remember, like the newsletter, this facility belongs to you so all criticisms and ideas for change and improvement will be gratefully received. I hope you don't have as many problems with new technology as I do!

Ed.



### 3. PROPOSALS

Revisions to membership criteria:

**Member:**

-Most senior registered architect employed by a public sector organisation.

-Any registered architect employed by a public sector organisation.

-Senior managers within public sector organisations who are responsible for those organisations' architectural/construction/property functions, but who are not registered architects, subject to being members of a relevant professional body (ie. as determined by SCALA Council).

**Associate:**

-Senior managers in the private sector responsible for the delivery of architectural/construction/property services for a public sector organisation through term/CCT contracts of a significant contract period (to be agreed by SCALA Council) subject to being members of a relevant professional body (ie. as determined by SCALA Council). SCALA Council to review membership on termination/expiry of the term /CCT

contract.

-Any registered architect employed by a private sector organisation responsible for the delivery of architectural/construction/property services for a public sector organisation through term/CCT contracts for a significant period (to be agreed by SCALA Council). SCALA Council to review membership on termination/expiry of the term/CCT contract.

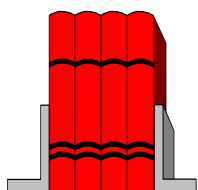
-Previous members who have retired from the public sector and who remain in architecture related employment.

**Members** to have full voting rights and qualify for election to Council.

**Associates** to have no voting rights and do not qualify for election to Council.

**Members and Associates** may be co-opted to Council, although Associates would not have voting rights on Council.

*NB: The current membership criteria are on the 'How SCALA can help you' leaflet which was distributed to members with the New Year edition of SCALAnews. No change is proposed to the Retired membership classification.*



## **Building Maintenance Expenditure By Local Authorities - 1977/78 to 1996/97**

### **IS NOW AVAILABLE**

*Study  
Day  
book  
list*

**Following a major review by the SCALA Technical Committee the latest edition of the only authoritative survey of maintenance expenditure now has the following features :-**

- New format
- Most building types included
- Data sheets from each responding authority
- Comparisons between types of authority
- Figures for planned, unplanned and locally managed expenditure
- Tables & charts covering trends over 10 years
- Analyses of shortfalls in expenditure of estimated need for all building types

**This is an essential reference for senior staff involved in the development of property and property maintenance strategies**

Please Order From:-David Kimmins, SCALA Ltd, 3, Manor Park, Ruddington, Nottingham, NG11 6 DS  
Tel/Fax 0115 9846784

PLEASE DO NOT SEND PAYMENT WITH ORDER-YOU WILL BE INVOICED SEPARATELY

**Normal Price £35 (plus p&p)**

**Discount Price for SCALA Members £22.50 (plus p&p)**

Produced and edited by Bernard Wyld at 6 Aldwick Avenue, Bognor Regis, West Sussex PO21 3AQ  
Company Secretary & Administrator-Bernard Wyld Tel/Fax 01243 868160 E-Mail: info@scala.org.uk  
Finance Manager-David Kimmins Tel/Fax 0115 9846784 Website: www.scala.org.uk  
For queries / admin. matters contact Bernard Wyld and for orders / subscriptions contact David Kimmins  
Scala Ltd. Reg. No. 2527462. Registered in England at 3 Manor Park, Ruddington, Nottingham NG11 6DS



# SCALAREPORT

A report on major housing issues by Ian Atkinson, Housing Committee Chairman

## *HOMES FOR THE NEXT CENTURY? - RIBA PAPER RETHINKING HOUSING? - JOSEPH ROWNTREE CONFERENCE*

Whilst the population is set to grow by only 3% in the next 30 years households are expected to increase by 30%. This reflects the need for more single person households. The major factor in the predicted 4.4 m households required in the next 10 years to fit to living trends amongst the young, middle aged and a growing, longer living, healthier older population. Quite simply the property profile in type quality and condition is not there.

### **How is the gap to be filled? and with what?**

The answer seems to be the private sector. The factors that suggest this are:

- The unwillingness of government to be the social housing/rented sector provider
- The trend towards investment in Housing by Financial institutions as Housing seems to offer a higher return than commercial property at sustained values above inflation.

### **A debate follows concerning:**

- What type of Housing (level of fit to need)
- Space standards
- Quality standards
- Environmental Impact  
(reduction of Energy use (including alternative renewable energy))

- Sustainability (ie Flexibility/Lifetime issues)

- Location rural, sub and urban

(Linked to Environmental Impact and the need to reverse the trend to rural locations).

- Land ownership

(who has control where is the land? Is it available or viable?)

- Integration with the workplace
- Industry capacity for the household need.
- Prefabrication - a revisited option
- Industry skills (what happened to Training?)
- Future patterns of working and leisure etc

All discussions point to the fact that Housing provision, the right to "shelter", the economic dynamic of Housing investment, with its effect on employment and its impact on personal, social and state levels is something having massive impact. Housing and its effect should figure as part of a platform in a planned economy with identifiable benefits for quality of life and community based values.

### **Who is doing what?**

The Joseph Rowntree Conference Rethinking Housing was certainly an important milestone in the re-evaluation of what "Housing" should be, who is it for, where should it be, and how can it be delivered. It was a forum for sharing and provoking the effort for innovation and development of social conscience, however, there was a notable bias of attendance away from certain key players.

|                         |   |                                      |
|-------------------------|---|--------------------------------------|
| Building Societies -    | } | Both of whom have an enormous impact |
|                         | } | on what is considered fundable and   |
| Investment Institutions | } | tend to stifle innovation            |

Local Authorities - Who are land holders and enablers.

Representatives of the non professional users What do they want?

Social or Subsidised Housing providers What about Housing for those who cannot afford very much!!

Fringe Pressure Groups Self helpers who need more help

I was reminded on many occasions of Alex Gordon's invocation for all buildings

Long life, loose-fit, low energy

also of Archigram's Plug in/walking cities

Are we now at a point where such notions can be practically realised?

It seems to take an awfully long time for us to learn the lessons, and looking across the audience I reflected that the average age was probably in the high 50's and if change was going to occur the required action needed to be forged by people in their early 40's. Many mumbled, (when being presented with prefabricated housing solutions) "We've been here before" Indeed we have, but the technologies have moved on!



### What Next?

A number of consortia/organisations are embarked upon or promoting Housing Innovations:

- Berkeley Homes ( a volume home provider ) are co-funding secondary research to investigate 'Best available technologies'.
- Wates are funding research into a Project House 2000 reviving the "failed" 2000 Homes bid. A research based brief will form the basis of a Design Competition later in 1997 to eventually provide supplementary funding to Innovative projects on site in 1988.
- The Peabody Trust which revolutionised social Housing more than 100 years ago is revisiting the determinants of Urban Housing form to meet the new challenges. There is, in their view, scope for simple, repeatable housing of a high standard, that will stand the test of time.

All housing architects have a part to play, and I hope to be able to steer an initiative that can come from SCALA through the resources of our in-house architect/thinkers. The first steps must be to secure a Client/Designer/Innovator/Constructors partnership, that could in regions and localities "build upon" housing commitments already in place.

I feel we have to maintain a broad view of Housing need from the "home on wheels" of the homeless to Inner city housing that will last, be flexible and be attractive to all social economic groups; and to rural housing that actually contributes to sustainable communities.

If anyone is interested please contact me

Tel 0114 2736035

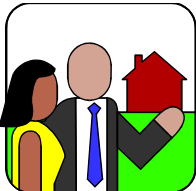
Fax 0114 2736299

or join us in the SCALA Housing Committee on 18 July 1997 (Venue to be decided) in which I hope to advance initiatives on the above in the context of community regeneration.

I would also ask that Regional Convenors look to promote the work of the Housing Committee and seek to nominate someone from their region with a Housing background to join us.

**To try and summarise. The UK needs:**

- An audit of the Housing Stock
- An audit of land ownership/ land suited and available for Housing
- A Partnership Plan for the 240,000 new households required/annum
- A Partnership on Quality and Space Standards
- A vision and mission to ensure a sustainable Housing Industry
- A practical investment plan to support the improvement of the existing stock in all sectors
- A Investor/provider/user partnership for viable innovative housing solutions.



## SCALAREPORT

### HOUSING ISSUES

A report on the role of HATs by Chris Johnson, Director of Tower Hamlets HAT

#### HATs 'Have you got an Exit Strategy'?

The Housing Committee visited Tower Hamlets, HAT (Housing Action Trust) in early April.

The host, Chris Johnson Director of Development who has long experience of 'hands on' Housing Regeneration led us into an understanding of what HATs are about and more importantly what is being delivered to local people.

The purpose of HATs was to provide a vehicle for a large scale transfer of stock from local government in a way which achieved greater Central Government Control in targeted funding for Regeneration. Substantial future investment was promised.

Tower Hamlets HAT started in 1993 with 2500 households, one of six HATs, in an overall HAT programme value of £850m. With equivalent local authority powers HATs have considerable clout for local impact.

The evidence of what is now being built at Tower Hamlets is social housing of the highest standard with space standards higher than Parker Morris, designed by Housing Architects with a 'Quality' track record. The HAT provides

- a lifetime housing philosophy
- extra bedrooms 'for flexibility'
- up to 5 bedroom houses to account for household sizes
- a high level of Tenant choice / decisions



This has led to pioneering Housing Standards. The houses are expensive but with the nil-cost land, and transfer options of redevelopment, rents have been kept remarkably low - £57 / week average to meet a 30 year payback.

Attached to the Capital investment is also a meaningful 'training to employment' programme for local people - a partnership approach which prioritises work opportunities for those living in the area whether administrative or craft. The objective is the development of skills for long term employment prospects rather than short term statistics. It is a hard act to achieve. Tower Hamlets has the right approach.

Now to the main problem, (which all HATs share). The funding available, now and in the future, is significantly less that promised at the outset, the basis on which the HAT planned its investment programme. The new labour government hasn't changed the scenario of a huge funding gap.

Tower Hamlets needed a partner and an 'exit strategy' and power to enable such options. Chris Johnson played his part in ensuring that the Housing Grant Construction and Regeneration Act 1996 included the provision for HATS to be succeeded by 'new bodies' corporate, allowing 3 potential exits.

1. A return to public sector management
2. Partnership with and transfer to a 'not for profit' Housing Association.
3. Formation of a Housing Company with or without a Local Authority, or a Community Based Housing Association partner.

Tenants have a right of return to Local Authority Control in any case but the prospect of this would be limited if the HAT has delivered high quality homes and jobs.

There are probably 2 main aspects of consideration for tenants

1. How can they sustain their empowerment and role in any new organisation.
2. How can the level of investment and borrowing leverage be sustained to enable completion of what was promised and is expected.

There are Constitutional, Financial and Organisational models to wrestle with but all HATs need to be working it out now. The HATs have from 4 to 7 years to run. The chart below indicates where they are now.

|                | RETURN TO LA | TRANSFER TO HA | NEW LHC | ORGANISATION FOR CBHA |                                 |
|----------------|--------------|----------------|---------|-----------------------|---------------------------------|
| CASTLE VALE    | -            | Yes            | -       | Yes                   | Mixture                         |
| NORTH HULL     | Yes          | Yes            | -       | Yes                   |                                 |
| LIVERPOOL      | -            | Yes            | -       | -                     |                                 |
| TOWER HAMLETS  | -            | Yes            | -       | -                     | Group Structure                 |
| STONEBRIDGE    | -            | -              | -       | -                     | Too early                       |
| WALTHAM FOREST | ?            | ?              | -       | Yes                   | Group Structure (subj. to vote) |

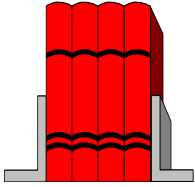
LA - Local Authority

HA - Housing Association

LHC - Local Housing Company

CBHA - Community Posed Housing Association

**Tower Hamlets has an exit strategy - whats yours?**



## *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 N W 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)

- Postage charged at cost on all orders
- An invoice will be sent with the publications ordered (please don't send payment with order)
- Orders by letter or fax to :-

**David Kimmins**  
Finance Manager, SCALA Ltd,  
3, Manor Park, Ruddington,  
Nottingham., NG11 6DS  
Phone/Fax 0115 9846784

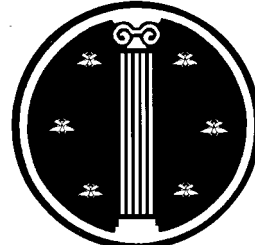


**Rob Tate**

SCALA Vice President and  
Chairman of the Technical  
Committee organising the  
Study Day

# SCALA

## STUDY DAY



27 JUNE 1997  
Queen's Hotel  
Cheltenham

# SURVIVAL OR REVIVAL?

## **BUILDING MAINTENANCE EXPENDITURE BY LA's**

A presentation on the results of this SCALA report will be given by Laurence Cooper, Chief Building Surveyor, Norfolk C.C. The results of the survey illustrate that we are in count down to the 'maintenance timebomb'.

## **LOCAL AUTHORITY PROPERTY MANAGEMENT**

Robert Hill of the Audit Commission revisits the recommendations of their seminal document which graphically forecast the 'maintenance timebomb'

## **DORSET'S NEW P.F.I. FUNDED SCHOOL**

Jane Lock-Smith of Terence O'Rourke, architects, describes this uniquely funded school. She will demonstrate the importance of balancing the state of the art, value for money design, and functional operation of the school



See **SCALADIARY** for details of  
the 'Guided Walking Tour' on Thurs.

## **SCHOOL DESIGN STANDARDS**

Mukund Patel, Head of the DfEE Architects and Building Branch, will discuss the Education (School Premises) Regs. which came into effect in 1996, abolition of the minimum teaching area and the new non-statutory 'Area Guidelines'.

## **NEXT GENERATION GLAZING TECHNOLOGIES**

Dr. Jack Brettle, Chief Research Scientist from Pilkington Plc., discusses next generation glazing technologies: high performance double glazing units, aerogel insulation and advance solar control coatings.

## **GREEN ISSUES AND THE BARCLAYCARD H. Q.**

Robin Booth, of Fitzroy Robinson, discusses their newly completed major 'green building' in Northampton.

## **ALL GREEN HOMES**

Alastair Hackland, of Hackland & Dore, explains the philosophy behind their competition winning futuristic housing project in Edinburgh featuring radical green design solutions.

Book now with Steve Mitchell at outLORE : Tel : 0151 334 4068  
Fax : 0151 343 1902

Produced and edited by Bernard Wyld at 6 Aldwick Avenue, Bognor Regis, West Sussex PO21 3AQ  
Company Secretary & Administrator-Bernard Wyld Tel/Fax 01243 868160 E-Mail: info@scala.org.uk  
Finance Manager-David Kimmins Tel/Fax 0115 9846784 Website: www.scala.org.uk  
For queries / admin. matters contact Bernard Wyld and for orders / subscriptions contact David Kimmins  
Scala Ltd. Reg. No. 2527462. Registered in England at 3 Manor Park, Ruddington, Nottingham NG11 6DS