

# SCALA NEWS

THE NEWSLETTER FOR LOCAL AUTHORITY CONSTRUCTION PROFESSIONALS



## CABE & SCALA COLLABORATE ON QUALITY OF DESIGN



Those attending the meeting were from left to right: Joanna Averley (CABE), Tim Parker (LGCF & SCALA), Bernard Wyld (SCALA), Richard Winter (LGCF & SCALA), Sir Stuart Lipton (CABE Chairman), Brian King-Fisher (LGCF & SCALA), Paul Finch (CABE Commissioner), Peter Stewart (CABE) and Noel Foley (LGCF).

At a meeting in July between the Commission for Architecture and the Built Environment (CABE) and the Local Government Construction Forum, the Chairman of CABE, Sir Stuart Lipton, emphasised the strong focus that was being placed on design through the work of the Commission in England. He stated the need to promote a greater interest in, and to work towards, a better understanding of architecture and design in the built environment. Currently, this was being achieved through CABE's programme enabling which offers help and advice, as well as through the design review process. He hoped to expand this area of work as well and take it into the regions through the work of architecture centres, such as those in Manchester and East Kent. There was also a need for a 'joined up' approach, if the budget permitted, by expanding the number of architecture centres and linking these regionally with the work of organisations such as English Heritage and the Regional Development Agencies.

Mention was made of the work of Lord Falconer, who has re-iterated what those closely involved with the procurement process already know, the need for a good client and architect as part of the quest for best value and exemplary design .

Importantly best value is not necessarily the lowest cost as, supported by the Treasury and the National Audit Office.

Sir Stuart stressed the need to improve the quality of local consultation, which tended to be too small at the front and too large at the back end. Also to focus on what matters; attention to detail and fitness for purpose. Flexibility in procurement was important in achieving these aims using the most appropriate form of construction contract.

Paul Finch, CABE Commissioner and Publishing Director for the Architect's Journal and Architectural Review, commented on the key role that local authorities had, often as client and planning authority, in ensuring high quality PFI schemes. The briefing notes must ensure that clients demanded equally high standards of design from everybody involved in the PFI process.

Other matters discussed included the importance of importing design expertise where local expertise was lacking, the fragmentation of skills and ensuring that long term aims and objectives remained a priority with councillors and clients.

Continued on P3:



**STOP PRESS: PETER MANDELSON NOW SPEAKING IN PERSON AT SCALA 2000**  
FOR FURTHER INFORMATION SEE CENTRE AND BACK PAGES



# Your guide to SCALANEWS

SCALA  
2000

## SCALAEVENT

This or a similar logo signifies feature articles on topical events such as SCALA 2000 in Hartlepool on 5-7 October and featured in this edition



## SCALAFEATURE

A series of articles on the theme of 'Public Architecture and Design' from CABE, the LGCF, SCALA members, the Labour Party and the CIC



## SCALADIARY

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



## SCALACOMMITTEE FEATURES

A selection of features on the work of committees which bring readers up to date on current topics and issues of interest.



## CIPFA SCALALIAISON

The 'homepage' for the CIPFA Best Value & Quality Forum on the valuable work carried out under the "Best Action, Best Value" strategic partnership



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P28 SCALA 2000- *'Partnerships and Public Architecture'*

Closing date for  
copy for the  
next issue is  
Monday  
16 October

**Next edition on Public Procurement. Articles & letters please- Ed.**



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*(Cont.  
from P1)*

Existing initiatives, such as the valuable work of the Construction Industry Council, currently developing a range of performance indicators for design, and CABE publications, such as 'By Design' (Urban Design in the planning system towards better practice), were seen as essential references and part of a complex equation in the search for better quality of design. The question was asked - 'How can this group ensure better quality of design in the £16bn annual spend on construction by local government?' It was agreed that the expertise within SCALA and its strong regional base will assist in resolving this conundrum which has been given high political priority.

To help achieve this it is proposed a publication will be produced informing the debate, rather than proposing solutions,

pulling together the various strands identified above. It will also present the main objectives of CABE. The aims of the publication should be to encourage debate on how to achieve good public buildings and the role of local government in sharing success and developing civic pride.

The timescale fits in well with SCALA 2000, a major event being held in Hartlepool on 5-7 October on 'Partnerships and Public Architecture'. Before then the framework for the publication could be agreed and the joint initiative officially launched by the keynote speaker and CABE commissioner, Sunand Prasad. Watch this space!●



*David Bentley*

*CIPFA  
Best Value &  
Quality Forum  
Adviser on  
Construction  
& Property  
Services*

## CIPFA SCALA BV&QF homepage

### 10 TIPS FOR SERVICE REVIEW

It is now six months since the Best Value legislation came into force, and many construction and property professionals are already involved in carrying out service reviews. As I go around the country I observe many different approaches and many varied alternative scopes of construction related reviews. I think it's fair to say I haven't yet seen the perfect review, and I don't think there is such an animal. What I have seen however is different merits in the varying techniques adopted. I think this can only be healthy for sharing good practice and learning from each other in the future. But I have also seen (and this is irrespective of the review method adopted) the same questions and difficulties cropping up time and time again. What I propose to do for this article is simply list 10 tips that may help in staving off some of these difficulties before they arrive.

**1. Start** - Some reviews that had a programme to start in April 2000 are only now having their initial review team meetings! Where a completion of review is required to feed into the March 2001 BVPP the timescales are compressed severely. It is only usually when you start a review that the input and effort required becomes apparent.

**2. Do something** - This is really a follow up to 1. Many reviews are having a number of meetings without any real review work being done in between. This is often through pressure of work and other priorities but also because individuals do not feel they can act without the full consent of the group.

**3. Delegation is what you need** - To get the review really motoring you need to delegate work throughout the review team and beyond. From my own observations it seems that some service managers are trying to do too much themselves and keep in control. The result of which is a review that is slowly getting bogged down and even grinding to a halt.

**4. Project management** - As construction professionals we are better than most at project management principles and techniques. The Best Value inspectors have already highlighted good project management as being a key to good service reviews but not many of us are putting it into practice.

**5. Staff** - How many of your staff know what Best Value is? How many of your staff know you are doing a review and what it entails? How many of your staff are involved in the review? Many managers tell me that staff are clear on what Best Value is and are aware of what is happen-



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ing in their department and are involved in the review. I have tested this out on a number of occasions and it is interesting to note how many times the staff view is totally the opposite! Are you really engaging the staff and do they really feel part of the process? The statutory guidance tells us that staff are the key to Best Value.

*(Cont.)*

**6. PI overload** - Performance indicators are the flavour of the month and someone somewhere seems to have a PI for anything you want to try to measure! My strong advice is to focus on a few key indicators that reflect the really important areas of your service. The Core Cities PI's for design are ideal giving 8 indicators that should be relevant to most authorities and I believe provide focus on the key areas of business. Any more than about a dozen indicators and the water becomes very cloudy. Don't just measure things because you can, it might just be a waste of time!

**7. Information Overload** - The second area of overload is in information and documentation. We all have reams and reams of information that we have kept for twenty years because we thought it might just come in useful sometime. A service review is not the time to get everything out of the cupboard just because it's there. Again just like with the PIs you must keep it simple and concentrate on the things that really matter.

**8. Consultation Overload** - The third and final overload (for this article!) is in the area of consultation. Best value requires us to consult with everyone that has got an interest in the service. As such many service reviews have gone consultation crazy. If you stop for more than two seconds in a corridor a questionnaire is thrust in your hand! I agree that consultation is the key to, not only a good service review but also, to improved service delivery, but step back and think before you do it. I include a subset of ten tips for consultation below

- ◆ Set out who your stakeholders are and their relevant importance
- ◆ Find out what consultation you do already, with who and how good it is
- ◆ Look at the different techniques for consultation and work out which is most relevant to whom. (Cold questionnaires are not always the answer to everything!)

- ◆ Think about what you really want to ask and ask the right questions
- ◆ Work out how you will collect and handle the information received
- ◆ Can performance measurement be built in to the consultation exercise? Such as the core cities customer satisfaction questionnaires
- ◆ What are your timescales? Can you undertake the consultation you want in the time available?
- ◆ You will need to inform consultees of why you are consulting, the timescales and the results of the exercise.
- ◆ Involve staff if possible in the exercise. (Not only consulting with staff but also involving staff in consulting with other stakeholders)
- ◆ Act on the results

**9. Performance Management** - *'Seeing is Believing'* is a document outlining the Best Value Inspection Service produced by the Audit Commission. Inside it tells us that Inspectors will be looking at a service from two perspectives. The first perspective is how is your service performing at the moment is it good, bad, indifferent etc. The second perspective however is probably the most important and also the one that is most commonly being neglected as part of a service review process: - Is your service likely to improve? This is where performance management comes in. We are generally not very good at this in Local Authorities and it is something we will need to take on board quickly. It is all very good producing performance information for Best Value but are we going to manage by it and have we got the systems in place to improve as a result? If not what are we doing about it in the service review?

**10. Get out more** - One great result of Best Value is that more authorities are talking to each other and to the private sector and learning as a result. This has got to be healthy and as you carry out your service review it will raise all kinds of ideas and issues for future service delivery. **One of the best ways of doing this is through the Best Value and Quality Forum for Construction and Property Services run by IPF in association with SCALA. For more details of this service please contact David Bentley on 01543 262030 or Bernard Wyld on 01273618.**

To find out more about the CIPFA BV & QF please contact:  
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# CIPFA SCALA BV&QF 19 series: SERVICE REVIEW INSPECTIONS

## 'THE SHAPE OF THINGS TO COME'

*Learn about  
the culture  
and aims of  
the Audit  
Commission  
Inspection  
Service  
from the  
inspectors  
themselves*

The title, 'The shape of things to come', reflects a major concern of delegates - the culture of the new inspection service. The 'name and blame' culture of some inspectorates does little to facilitate best value and the hope is that a constructive dialogue will develop with local authorities. The quote which best reflects the views of the inspectors who spoke during the series came from a Regional Director of Inspection who sees his work as:

**"A relationship rather than a process"**

This was reinforced by their emphasis on the **Features of a modern inspection service** which:

- ◆ Sees people as the key to improvement
- ◆ Challenges attitudes & performance
- ◆ Open about the basis of judgements
- ◆ Speaks clearly to local people
- ◆ Informs national policy and debate
- ◆ Employs skilled & credible inspectors
- ◆ Learns from what works and

**"Acts as a catalyst for change"**

This best value process was described as a means of illustrating how successful and creative local gov. is as opposed to focussing on a few well publicised failures. The inspections will cover:

- ◆ Reviews as set out in Best Value Performance Plans (BVPP)- typically a shire district will have a total of 35 inspector/days pa. which equates to one large and two small inspections
- ◆ Housing, environment, leisure, central services and cross-cutting themes- inspectors will take the lead on co-ordinating inter-service reviews which are more productive than smaller reviews
- ◆ Aiming to include all local services with Ofsted, Social Services and Benefit Fraud inspectorates
- ◆ Standards which customers recognise, as well as government
- ◆ Corporate context and perspective

By this summer inspectors hope to have visited all councils to establish priorities

and agree an inspection programme which will be about half that for a normal year. A number of facts and figures are emerging from this research which shows that not all authorities have grasped the concept of best value and have also failed to prioritise their workload. The shortest BVPP to date, on which the strategy for service reviews are based, was 38 pages with the longest 654 pages plus voluminous appendices. The latter will not be read. One district intended carrying out 74 service reviews in a year, the smallest being catering in an arts centre, while a London borough is to review motor cycle training and beachhuts! It was emphasised that selective examples such as these must form part of a balanced picture as top quality work is often rarely mentioned. The inspection process is described in detail in the Audit Commission publication 'Seeing is believing'- how the Audit Commission will carry out best value inspections in England ([www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)). What the inspection will do is:

- ◆ Concentrate on services as users experience them
- ◆ Focus on the area covered by the review
- ◆ Test it against key questions
- ◆ Check it against real life
- ◆ Synthesise the evidence and challenge the authority
- ◆ Appraise the response and report

The primary aim of an inspection is to focus on the user, to ask their involvement in the type and quality of service and to look for evidence to support the statements in the review. There will be no surprises and the authority will have the opportunity to question the findings of an interim report (unnecessary if the dialogue has worked well) before publication of a final report, which will be distributed internally before external publication.

Judgements will be made on the basis of a simple scoring system which asks two questions:

- ◆ Are we delivering a good service?
- ◆ Are we going to improve?

These have six main and sixteen second-



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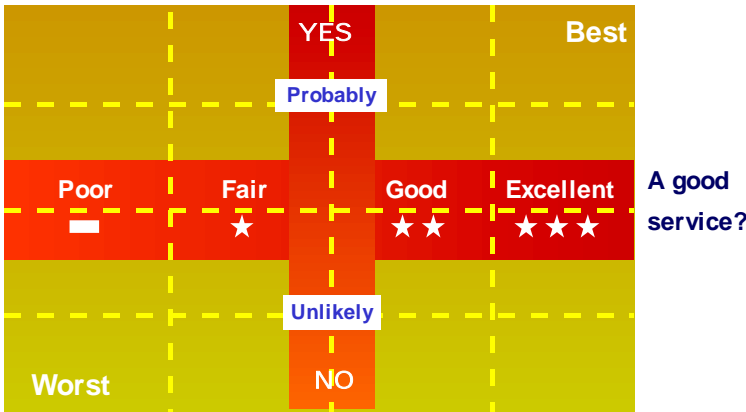


dary questions which formed the basis of the afternoon practical sessions. A selection of delegates responses are included in the series write-up mentioned above and will provide a useful checklist for your own review preparations. The scoring system is best illustrated by means of a simple chart:

*(Cont.)*

By plotting the inspector's two judgements on to a simple matrix, local people and the authority can easily assess the authority's performance and how it compared with others. How good the

Source - Audit Commission



service is has a star rating, while the likelihood of improvement is judged on a scale from Yes to No. The latter is seen as more important in the long term and stresses the need under best value for continuous improvement. The location within each square is unimportant but those authorities located in the bottom left hand square will be subject to a follow up inspection and may be listed as 'failing'. The aim should be to keep above the horizontal line. The Commission might make a referral to the DETR in the following circumstances:

- ◆ Serious service failures that could result in a danger to the public
- ◆ Persistent failure to address inspectors' recommendations
- ◆ Failure in a no. of services, revealing weakness in corporate governance

Although referrals are not anticipated in the first year there is a danger that the government will ask for a hit list of authorities in the run up to a general election. As the Audit Commission is statutorily responsible for the implementation of best value, as opposed to the DETR, this will be an interesting test of their culture of dialogue, pro-

moting best practice and forming relationships with authorities.

The inspectors are on 3 year contracts and will be judged on their performance, not just by the government but by an independent organisation, on the basis of detailed investigations of 10% of their reviews. A contribution towards the cost of a typical range of annual reviews for an authority is hidden within the rate support grant, but no additional funds will be available when additional or return reviews are necessary.

The answers to a range of key questions asked during the series are below:

- ◆ Are the inspectors reporting on the authority or the service?- the judgement will be on the service except where there is shown to be poor corporate governance
  - ◆ What is the timing?- as soon as possible after the reviews. Earlier if requested & if resources available
  - ◆ Competition and procurement?- proposals should be based on the 4C's and what is the best way to provide your service. The inspectors view on competition was stated as agnostic.
  - ◆ Will reviews include private sector suppliers?- Yes, whatever contract period. The resources needed for this should be included in contracts. The private sector should be consulted on service provision in any event, including contract improvement, even if service in-house
  - ◆ What resources should be put into the review process?- these should be proportionate to the gains and will be commented on if necessary
  - ◆ How will I know what's happening nationally?- a national report at the end of each year will pick up on major issues
  - ◆ How many reviews are there likely to be in each council pa?- Up to 10 totalling approx. 4000 pa.
  - ◆ How long will my service rating last?- until the next review in about 5 yrs., so get it right!
  - ◆ How many inspectors are there currently?- 10 in Wales and 100 in England with recruitment on-going.
- The concern of delegates was lessened after hearing of the constructive culture that was developing at the inspectorate, tempered by the Mandy Rice Davies experience of life- 'Well, he would



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# Asset Management



*Alan  
Tyler*

*Secretary to  
the FPS*



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The DETR's Single Pot dry run is now well under way and many of you will have been toiling with Capital Strategies and Outline Asset Management Plans.

The time scale for these first two items is short with the capital strategy to be submitted in July and the outline AMP by the end of November, all of which adds a considerable additional burden to your increasingly tight resources. These sort of pressures will not however go away as Property Strategy and Asset Management begin to assume a higher profile in Authority's forward planning.

So what can you do to make the process easier for you? The simplest is always to learn from others, your fellow professionals and avoid wasting your time by "reinventing wheels".

To achieve such networking on a National scale the FPS (Federation of Property Societies) and CIPFA (Chartered Institute of Public Finance) have joined forces to develop an AMP NETWORK fully supported by the DETR.

Both the DETR centrally and the Government Offices regionally have pledged their support to the venture and will be assisting in its development. They will also be taking part in the regional workshops so that you know that the information you receive will be the best available.

The development of the network will be constantly monitored by a user forum made up of representatives from the subscribing Local Authorities, DETR, FPS, CIPFA and will maintain strong links

with other networks such as the one formed by DfEE.

The main features of the network will be:

- Three series of regional seminars per year in the South West, Midlands, North West, London, Yorkshire and North East. These regional events will be supported by the regional government offices who, as you are already aware, are responsible for the inspection process. You will be entitled to send two representatives to each series of regional workshops, which we hope to commence at the end of September.
- Access to model documents and guidance produced by other subscribers or societies
- A regular bulletin and diary of events. This will include issue of all government papers so that you know you all the up to date information.
- An interactive web-site and bulletin board, where information can be downloaded.
- A help-line.
- A chance to influence though providing feedback directly to the DETR
- Access to National events on AMP related matters.

The advantages to your authority are clear:

- You will always be up to date
- You will have access to best practice from across the country
- You will have access to specialist expertise
- You will be part of the process able to assist in its development

The cost of the above services will be £700 for a full year's subscription, which will run from September 2000●



*(Cont.)*

say that wouldn't he! Inevitably, more demands will be placed on the increasingly stretched resources of local authorities. The acid test of the success of best value and the inspection process will be whether best value will be allowed to flower in a culture of co-operation and common aims, or degenerate into a triumph of dogma over good practice, as exemplified by CCT. This is a test of central government and their agents, just as much as local government. If best value is to be as an inspector described it, 'as good a chance as local authorities will get', it should be a fair one●

## How do I find out more?

To find out more about the CAS service please contact:

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# BEWARE THE SINGLE STATUS AGENDA

*Mark  
Freeman*

*Architectural & QS  
Services  
Manager*

*Solihull  
MBC*

By now, the majority of you will have been made aware of "the Cleveland case", where a group of workers took a successful course of legal action, against their Local Authority employers, on the grounds of a lack of parity in working conditions, including pay, for similar posts within the Authority.

In an effort to alleviate claims for discrimination in salaries and working practices, resultant from that landmark legal case, Local Authorities, nation-wide, are being required to implement a nationally agreed package of measures, which is collectively being termed "Single Status". This process is to ensure parity and harmonisation of working conditions for 'blue' and 'white' collar workers alike. It is my understanding that every Local Authority in the country will be subject to this agreement.

In the Metropolitan Borough of Solihull, the terms of the Single Status agreement were jointly agreed between representatives from the Employer as well as the three main Trades Unions. A requirement of the agreement was that every job, within the Authority, shall be evaluated and assimilated onto a new pay and grading structure. It was stressed that the post and not the individual incumbent were to be evaluated. Solihull Elected Members have opted to implement the Single Status measures, in a cost-neutral way i.e. 'losers' must meet the cost of 'winners'.

This process of Job Evaluations was carried out, using a proprietary 'Local Authority Single Status Job Evaluation Scheme' - suggested by one of the Unions as being the one most appropriate for the task. All Job Evaluations have now been completed.

The results are disastrous, from the viewpoint of a large number of staff - especially professionally qualified staff. Within the Authority, approximately 2000 staff are termed 'losers' by the Management. Employees in both the Building and Engineering Design Groups are expected to accept dramatic salary reductions.

As Architectural and Quantity Surveying Services Manager, my own annual salary

is expected to be reduced by between 13% and 29%. The Group's Senior Quantity Surveyor will see his salary reduced similarly. Architectural and Engineering staff have received similar treatment, with some instances being worse than others. The Employer's response is that all staff have a right to appeal, with current salaries being 'protected' until April 2002.

For this Group, the ramifications are serious. As things currently stand, it will not be possible to recruit additional staff - except school leavers and graduates - for 'qualified' positions, due to the low salaries, which we will be offering. Additionally, existing, qualified staff will be forced to leave, in order to protect current standards of living. Our own Directorate and Departmental Senior Management appear to be doing all that is possible to alleviate the seriousness of the situation. It is also to be hoped that the relevant Trades Unions will act to mitigate the situation. However, the options for action appear limited by the terms of the agreement itself.

If nothing else, one would hope that this brief article would serve as a warning, prior to the arrival of Single Status within your own Authority. Do not underestimate the importance attached to Job Evaluation questionnaires and interviews. At risk of being accused of elitism, the whole process seems weighted against professionally qualified staff, who currently attract a 'reasonable' salary level. Solihull is beginning to accept that the system has flaws. The flaws are being acknowledged and strenuous efforts are now being made to mitigate the consequences.

I wish you well with Single Status and remember ..... "there is always an appeals process!"●

This is a reprint of an article which first appeared in the Summer 2000 edition of SCQSnews. I will be interested to hear of other peoples experiences- Ed.



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# SCALATECHNICAL TALK

## TECHNICAL COMMITTEE REPORT

Technical Committee is currently taking forward two main tasks - Study Day 2001 and Maintenance Report 2001 - and on both of these we need help of the wider membership.

*Mukund Patel*

*Chairman of the Technical Committee*

*Technical Committee interests:*

*Asset Management Plans*

*Maintenance Survey*

*Best Value*

*BSI*

*Benchmarking*

*Study Day*

*Skills database*

*Priority issues etc.*

### Study Day

The Study Day 2001 is planned to take place in May next year. Technical Committee would like your suggestions for the main theme for the Study Day. This year's theme on Sustainable Future proved to be very popular. Over 90 delegates attended the Study Day. Other topics we have covered in recent years include 'Meeting the Stakeholders Needs' and 'Refurbishment'. Some possible topics discussed at the last Technical Committee meeting include :

- ◆ **Multi-use Buildings** - increasingly buildings are being used by variety of groups i.e community schools, Sure Start Centres, Adult Learning Institutes etc. We could cover key issues and best examples at the Study Day.
- ◆ **Building for flexibility** - because of rapid changes in computer technology and changing age profile and population changes, many buildings designed today, will be used very differently in 20 years time. What can be done now to ensure flexibility and adaptability in future.
- ◆ **School of the Future** - As capital spending on schools rises over the next three years we need to ensure that schools built today continues to serve the educational needs well for at least 30 years. Discussions on key issues and best practice from home and abroad.
- ◆ **Legislative Burdens** - recent years has seen a host of new regulations and changes in existing ones i.e Building Regulations, Health & Safety Act, Asbestos Regulation, CDM Regs, etc. How do these affect the designs and do we need so much regulations?

would like to be considered for the next Study Day. We have set up a Discussion Forum on the SCALA Website for the Study Day 2001 on where you can post your views.

### Maintenance Report

SCALA Maintenance Report is probably the most important publication that SCALA produces. It helps to highlight on a national stage and in an independent way, the lack of investment in local authority buildings over the last 20 years. The next report will be the first of the new style report. The survey form has been simplified and includes AMPs data which all authority will have readily available. The form has been sent to all members. The return date was 4<sup>th</sup> September but David Kimmins, who is co-ordinating the survey, has said that he will accept late returns up to the end of September.

This time we are using a new specially developed software, which will make analysis of data and production of the report much simpler. All being well, we hope to publish the report early next year (say February) just ahead of the possible general election.

### Asset Management Plans - Update

Most LEAs have now submitted their Condition Data and DfEE has given initial feedback to authorities. More comprehensive feedback and comparisons of each authority's data against national benchmark would be sent to LEAs once all the data has been received and analysed.

DfEE has now issued AMPs Guidance No.6 on 'Appraisal'. This sets out how A&B Branch and LEA Support Division in Darlington will carry out appraisal of each LEAs AMPs. The appraisal information will then be used for determining part of the capital allocation for 22001/2002.

We would like your views on any of these topics or indeed any other ones you

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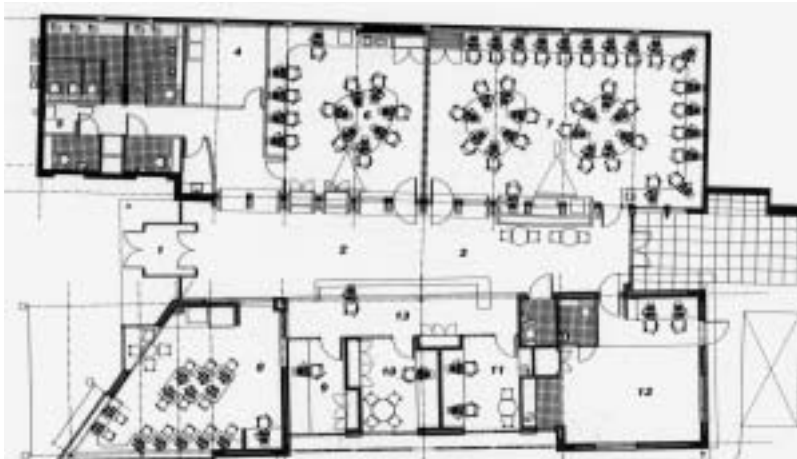


## CITY LEARNING CENTRES - for the twenty-first century

The Department for Education and Employment in has launched the Excellence in Cities (EiC) initiative, aimed at driving up standards in inner city schools. A key element of this initiative are the City Learning Centres (CLCs). By providing outstanding local facilities, the Centres will improve education standards and skills levels, promote employment opportunities and counter social exclusion. Initially 66 CLCs are planned. They will all be located in secondary schools in urban areas. The aim of CLCs is to enhance learning opportunities of pupils in major cities. To bring this about, the objectives of each CLC must include :

- ◆ improve access to, and use of, the latest education technology by pupils and adults;
- ◆ improve attainment levels through use of that technology;
- ◆ increase staying on rates;
- ◆ reduce truancy figures;
- ◆ improve employment prospects;
- ◆ act as test beds for innovation and

*(Cont.)*



### Wandsworth CLC at Southfields Community College

- 1 Lobby
- 2 Reception, waiting
- 3 Circulation
- 4 Servers room
- 5 Boiler plant
- 6 IT room (12 wk.sts.)
- 7 IT room (30 wk.sts)
- 8 Cyber café
- 9 Technicians office
- 10 Managers office
- 11 Staff workroom
- 12 Creche
- 13 Reception desk

new ways of teaching and learning. While the core client group for these Centres will be pupils and teachers, the Centres also have a role to play in providing opportunities for the wider community to promote lifelong learning, including supporting the work of the network of ICT Learning Centres. This role will be reflected in each CLCs' objectives. CLCs must also serve at least five other secondary schools in the area and offer support to primary schools and to adults and businesses in the catchment area.

### Links to other EiC initiatives

The CLC would play an important role in the delivery of other linked initiatives. In particular, the National Grid for Learning (NGfL); Gifted and Talented, Specialist Schools, Beacon Schools and Education Action Zones (EAZs)

### Business Involvement

CLCs will be expected to have a key role in developing new ways of learning and teaching using the very latest ICT. This means identifying and testing out often radically different approaches to the traditional ways of learning and teaching. In particular, CLCs should explore the impact and potential of ICT on home-school learning. For example, can ICT help to create more flexibility in where, how and when children learn; can ICT be used to improve support for children who do not easily fit into the school system; or, more generally, can ICT improve the interface between home and school?

Business partners and individual Centres will therefore be free to establish their own links and partnerships. These would involve key companies or consultancies providing individual CLCs, or groups, pro-bono "Business Process Re-engineering" expertise to help create new models for home-school learning that will remove learning barriers for individuals and raise standards for all.

### Funding

Government will provide £1.2 million per



CLC for design and capital works. This funding can be used for recruitment and training of staff, purchase of hardware and software and also for contribution towards running costs. Each Centre will also receive £220,000 per year for re-



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current expenditure. CLCs will also be expected to generate income through nominal charges to adult learners and 'start up' businesses who use the centre.

#### Technical Advice

DfEE has issued a "City Learning Centre: Design Guide" (*Revised July 2000*), which covers building design, layout, equipping of CLCs, etc. The key issues for CLCs buildings are :

*(Cont.)*

#### High Quality Architecture

The purpose of a CLC is to deliver high quality educational and communication services, and the architecture should reflect this purpose through imaginative and innovative design solutions. It should look modern and lively. Entrance areas should be visible, capacious and welcoming. Finishes would be similar to those associated with an office building.

#### Green Architecture

Whether rehab or new build, it is a requirement that all building work should be carried out to the highest environmental standards, with excellent insulations and low energy use. Materials should be recycled, recyclable or from sustainable sources. Elements such as natural stack ventilation and pvc-free cabling are encouraged.

#### Flexibility

The space provided within a building will need to be capable of rapid reorganisation, both on a day-to-day basis and in the longer term. Centres will on a daily basis be providing for a range of clients with different needs. They will also be catering for both individuals and different sizes of groups. And in the longer

term, the future of technology for education can only be guessed. Over time the ICT hardware will change dramatically and teaching methods and arrangements will be subject to frequent reassessment.

#### IT Resources

Each CLC should provide individual computer workstations that have new educational software. CAD engineering and architectural programmes, graphic and website design together with digital communications equipment, scanners, laser printers, colour printers, plan printer and photocopier. All workstations should be internet-connected. ICT systems should be robust, flexible and adaptive. They should be fast and forward-looking. They should make extensive use of communications; to the internet, to the schools and to the local community and wherever possible high broadband connections should be used. They should offer full access to technology for the disabled and special needs groups.

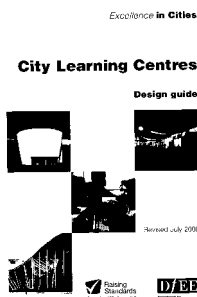
#### Timetable

The first 32 CLCs will be established from September 2000, 34 more CLCs will be established from September 2001.

Contact for CLC Design Guidance:  
[jonathan.ibikunle@dfee.gov.uk](mailto:jonathan.ibikunle@dfee.gov.uk)

Tel: 020 7273 6704

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### City Learning Centres: Design Guide

This guide concerns itself primarily with issues relating to the design, layout and equipping of a Centre. The intention throughout is only to indicate issues which the CLC designer should consider as part of the design process and is not intended to be prescriptive. The first two sections cover the choice and location of CLC sites, and the range of accommodation to be expected. The third section suggests possible approaches to equipping the Centre with ICT and specialist building services. At the end are examples of three different build options.

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# SCALAPRACTICE PROGRESS

SCALA PRACTICE COMMITTEE:  
Chairman's report for SCALANEWS:  
August 2000

*Richard  
Winter*

*Chairman  
of the  
Practice  
Committee*

*Practice  
Committee  
interests:*

*Legal &  
insurance  
matters*

*Best Value  
EU issues*

*Benchmarking*

*Contract  
documents*

*Public  
architecture*

*Procurement*

*CDM etc.*

I hope you are all refreshed after a Summer break. Even if you have not been away perhaps you find, as I do, that August delivers several breaks -

- Enquiries from Members diminish and school managers totally dry-up
- Normally stagnant intersections flow freely
- Less muddy site visits - The list goes on and on ....

Summer has its good points, with or without any Alpine vistas.

The Practice Committee at its July meeting continued its examination of emerging architecture-related issues. There is so much new material that we need all our prioritising skills in handling Practice Committee business. We do our best to concentrate on key topics and feedback is positive but pretty limited. So a question to all - *consultation* in best *Best Value* tradition!

**Q: Do we focus on those issues most likely to be most relevant and most timely to most members? -**

- ◆ Please email or fax me now with an answer.
- ◆ Let me know if and how you feel member information from our committee can be improved.
- ◆ And best of all - contact me, be welcomed to our next meeting and tell us, face to face.

Back to July:- Here is a selection of some of the issues covered:

## CDM - THE NEW PLANNED DEFINITIVE GUIDE:

a welcome correction has been received from the Association of Planning Supervisors (APS) to our report in the last SCALANEWS. The definitive *CDM* document they have been planning is most decidedly NOT transferring from APS's control to that of *Easibrief*. Apologies to APS for picking-up and reporting otherwise: With APS clearly maintaining management control, I envisage little ques-

tion but that SCALA will maintain its strong interest and potential input.- I greatly welcome close SCALA involvement with this document.

STOP PRESS! Proper CDM guidance has suddenly become of even greater relevance and importance to all with today's worrying news of last year's steep increase in building industry accident fatalities.

## MEETING WITH CABE (COMMISSION FOR ARCHITECTURE AND THE BUILT ENVIRONMENT), 7<sup>TH</sup> JULY 2000:

The highly positive and productive session held with Sir Stuart Lipton and several CABE commissioners in their St James' Square offices is this SCALANEWS' lead article and is fully reported elsewhere. Suffice to highlight a few agreements:

- ◆ that both CABE and SCALA identified and acknowledged mutual benefits from forging strong links.
- ◆ that this would be the first of regular business meetings
- ◆ SCALA can and should get involved with CABE's aim of establishing a national network of Regional Architecture / Design centres.
- ◆ SCALA professionals' direct dealings with local government members and in development control ("planning") are important in helping CABE secure improvements in the built environment

SCALA members are being asked to contribute to the formulation of a **Database of Good Design** - CABE is planning a 'slide library' that will focus particularly on minor street-scape schemes that demonstrate design excellence. It is envisaged that this will serve to illustrate best practice in *street-scape design*, an issue CABE have identified as important because it can often be very poorly handled.

Please send or email me photographs of your good street-scape-related jobs for possible incorporation in this database. If you need to cover the Copyright to your offerings please



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produce also an accompanying explanatory note or email.

**DETR / CIC 'DESIGN' PERFORMANCE INDICATORS:**

The DETR is seriously interested in defining in a programme spanning the next 10 months or so, 'clear and measurable' performance indicators relating to *design* - that is aesthetic as well as the more tangible aspects of design, such as sustainability and so on. I attended the first workshop held at the DETR on 28 June that began to explore issues and scrutinise existing practice and techniques in a series of facilitated groups. I and quite a number of the other architects present, but also with engineers, a surveyor or two and a client representative, were assigned to exploring issues around *Quality* - with Robin Nicholson as facilitator. There was a fascinating though ultimately inconclusive debate that, together with reports from the other 4 groups, provided a valuable insight into the complexity - and the importance - of the task ahead.

**I found most notable the clear link between this study and CABE's design scrutiny responsibilities that we were discussing just a few days later.**

**JCT UPDATE:**

Brian King Fisher is the Practice Committee member most involved in JCT business. I found particularly significant his update on ongoing work into a form of contract for *Partnering*. Purists will complain that contracts tend to diminish the true concord that partnering imbues, but I seem to remember Latham in a moment of pragmatism, perhaps, advocating the New Engineering Contract (as it then was) in his early promotion of partnering principles. Indeed it's in that direction that I have looked so far. But now that the dust is settling on several demonstration partnering projects it must be timely for JCT to tackle this work - I will be watching developments with interest.

Another new development by JCT is the *New Form of Contract for use by Major Clients on Major Projects*. This is being fast-tracked over the next few months to meet a pressing need, identified by major developers and contrac-

tors, for a specific type of contract. Large players attend the group to the almost total exclusion of architects - nothing from the RIBA, only a representative from SCALA standing-in for the first meeting. The intent - not surprisingly - is to frame the contract around Design & Build. **Can you volunteer to see this through? - Take up this opportunity to see the big players in action - whilst upholding your architectural credentials! It will involve several monthly visits to 'the smoke' - starting now!**

**AMONG OTHER ITEMS NOTED WERE:**

- ◆ LGA *Construction Forum* meeting on 18<sup>th</sup> May when some dissatisfaction was expressed by attendees about general lack of progress on our topics within the LGA itself. The conclusion was that this was down to scant resources - a real manpower issue. It was through Brian King Fisher's pursuit with CABE over our *Design and the Built Environment* remit from this Forum that led to the St James' Square meeting noted above.
- ◆ Consultation paper *Building Regulations and Fire Safety Procedural Guidance* (<http://www.construction.detr.gov.uk/conindex.htm>)
- ◆ A preliminary draft *Policy for Construction Clients* from the CIPS Policy Advisory Network. I query floating possible forging of links from SCALA with purchasing professionals in order to foster mutual positive recognition of respective areas of expertise & so improve services.

**Don't forget to**

- ◆ let me know your thoughts on the service as a whole,
- ◆ send in pictures illustrating your high-in-design, small-in-scale projects - preferably street-scapes
- ◆ volunteer to help on the JCT project to write their Major Contract●

Richard Winter  
 Head of Property Management  
 Bucks CC  
 Tel/fax: 01296 382079/382776  
 E-mail: richard.winter1@virgin.net

*(Cont.)*



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# SCALA 2000

## SCALA 2000

BOOKING

Please photocopy & use a separate form for each person:

**SAVE £20 BOOK BY 4 SEPTEMBER**

Day delegate fee Fri. 6 October	£140	<input type="checkbox"/>
SCALA members booking before 4 Sept.	£120	<input type="checkbox"/>
Additional delegates from same office	£95	<input type="checkbox"/>
Retired members	£75	<input type="checkbox"/>
B&B & Reception Thursday 5 October	£65	<input type="checkbox"/>
Double B&B & Reception 5 October	£80 for 2	<input type="checkbox"/>
B&B & Dinner Friday 6 October	£90	<input type="checkbox"/>
Double B&B & Dinner 6 October	£135 for 2	<input type="checkbox"/>
SCALA dinner only	£29.50	<input type="checkbox"/>
Tour of Tyneside developments	£5	<input type="checkbox"/>

Please indicate any special dietary requirements:

Please **DO NOT INCLUDE PAYMENT** with your booking as you will be invoiced separately. All prices subject to VAT at the standard rate.

Name:

Title:

Dept:

Authority:

Address:

Post code:

Tel:

Fax:

E-mail:

*Please note that bookings cancelled up to 22 Sept. will be subject to a cancellation charge of £50 and no refund can be given after that date.*

Please return the completed booking form to:

David Kimmins, SCALA Finance Manager  
39 Main Street, Keyworth, Nottingham NG12 5AA  
Tel/fax: 0115 846 9408

Email: [policy@scala.org.uk](mailto:policy@scala.org.uk) or book online:

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**STOP PRESS:  
PETER MANDELSON  
NOW SPEAKING IN PERSON  
AT SCALA 2000 ON  
'Partnerships in Hartlepool'**  
Final details to be confirmed

### PARTNERSHIPS AND PUBLIC ARCHITECTURE

HISTORIC QUAY  
HARTLEPOOL 5-7 OCTOBER 2000

At SCALA 2000 explore how partnerships of all types can further the enhancement and maintenance of the built environment and identify the contribution different players can make in promoting good design and responsible stewardship of the public estate. There are many organisations involved in public architecture and their involvement embraces a variety of roles. SCALA 2000 will look at promoters, funders, clients, developers, designers, contractors and the influencing role of government through CABE, the Treasury Task-force and the DETR Local Government Task-force. The morning session will cover the work and influencing role of CABE, current research into partnership options, the guiding role of the 4P's in achieving good design and the work of the LGA Construction Forum and its partnership with local authorities in improving construction performance. Case studies of successful partnership schemes will form the afternoon session, to include the experiences of promoters, clients, contractors and designers.



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# SCALA 2000

## SPEAKERS

**Sunand Prasad** came to England when he was 12 and has maintained involvement in architecture and urbanism in India, where he was born. He is a founding principal of Penoyre and Prasad Architects, which is known for a diverse range of award winning buildings. He is a CABE commissioner and active in the RIBA promoting the integration of design and construction.

**Chris Johnson** has had wide ranging experience in both the local authority and voluntary sectors, particularly in housing procurement. Previously Chief Surveyor & Head of Construction Services at the LB of Lewisham, then Head of Development at Tower Hamlets HAT, Chris is now a regeneration consultant to various public sector organisations and a former SCALA President.

**Martin Lipson** is Senior Executive at 4P's (Public Private Partnerships Programme): 4P's advises and supports local authorities in developing private sector partnerships. On secondment as Regional Director of Building Design from WS Atkins, Martin was previously Assistant Property Director for Essex CC where he established the enabling/policy-making/procurement division of the Property Services Department.

**Iain Beaton** is Assistant Chief Executive at St. Helen's MBC with specific responsibility, amongst a number of areas, for the Council's procurement strategy under best value. Chair of the LGA Construction Forum, member of the DETR Local Government Task Force, the LGA Contracts Panel and represents the LGA on the Construction Industry Board.

**David Bentley** is a quantity surveyor with a background in both the private and public sectors. Since 1990 his work has moved away from his traditional building background into the development, procurement and project management of CCT, Best Value and other major strategic initiatives. Since August 1998 he has worked for CIPFA as lead advisor on Best Value for Construction and Property Services running workshops and providing advice and training to L. authorities. David is involved in various Best Value and quality initiatives including the DETR funded Practical Partnering case study & the Core Cities Design Benchmarking Initiative.

**Andrea Heinlein** is Assistant Director of the multi-disciplinary Design Division at Nottingham City Council responsible for 100 staff and contracts of £30m pa. An architect and urban designer she also taught for 8 years at the Architecture School of what is now Greenwich University. Andrea is now responsible for the National Ice Centre, a £33m partnership project won, at feasibility stage, in competition with private practices.

**Dickon Robinson** previously worked in environmental and behavioural research and then as a private practice architect designing hospitals and housing schemes, as well as being first chair of the Solo Housing Association. In 1975 Dickon became Assistant Director of Housing for Property Services at Camden before joining the Peabody Trust in 1988 as Director of Development and Technical Services developing it into a key London regeneration agency. He is Chair of the Foyer Federation and a board member of St. Mungo's.

**David White** joined Miller Construction in 1979 as a Quantity Surveyor. David is currently Commercial Manager with responsibility for the North and central region of England. A wide range of projects have been undertaken with a particular interest in the Partnering concept and the shared benefits to be gained. Several projects will be highlighted which have embraced the partnering philosophy on both a formal and informal basis.

# SCALA 2000

## PROGRAMME

### THURSDAY 5 OCTOBER

- 17.00 **AGM** in the Sheraton Room at the Grand Hotel
- 19.30 **Civic Reception** at the Hartlepool Art Gallery

### FRIDAY 6 OCTOBER

- 9.00 **Registration, coffee & viewing of stands**
- 9.30 **Introduction by the Chair**
- 9.35 **Partnerships in Hartlepool**  
Presentation by Peter Mandelson, Secretary of State and MP for Hartlepool
- 9.45 **Keynote address** Sunand Prasad, CABE Commissioner & principal of Penoyre & Prasad
- 10.25 **Partnering in the Construction Industry** Chris Johnson, Regeneration Co-ordinator, Bow Peoples Trust
- 11.05 **Coffee and viewing of exhibitors stands**
- 11.25 **Producing Design Quality in PFI Products**  
Martin Lipson, Senior Executive at the 4P's
- 12.05 **Partnering & Construction Procurement**  
Iain Beaton, Chair of the LGA Construction Forum
- 12.45 **Question & Answer Session**
- 13.00 **Lunch and viewing of exhibitors stands**
- 14.00 **Partnering & CIPFA's Best Value & Quality Forum**  
David Bentley, CIPFA Adviser
- 14.20 **National Ice Centre Nottingham – a Partnership for Success** Andrea Heinlein, Assistant Director (Design), Nottingham City Council
- 14.50 **A Property Asset Management Strategy for the next Century** Dickon Robinson, Director of Development & Technical Services, the Peabody Trust
- 15.20 **Tea and viewing of exhibitors stands**
- 15.40 **Partnering – The Contractor's Perspective** David White, Commercial Manager, Miller Construction
- 16.10 **Question & Answer Session & Summing Up**
- 16.30 **Conclusion of the event**
- 19.00 **Pre-dinner drinks** in the Ballroom of the Grand Hotel
- 19.30 **The Presidential Dinner & presentation on the Music Centre at Gateshead** by Jason Flanagan, Foster & Partners

### SATURDAY 7 OCTOBER

- 9.00 **Tour of Tyneside** leaving from the Grand Hotel

one with the CIPFA Best Value & Quality Forum for Construction and Property Services. The aim is to offer independent and informed advice to local authorities through regular workshops, bulletins, a help line and special events. For further information tel: 01273 736182 or view our websites at [www.scala.org.uk](http://www.scala.org.uk) and [www.ipf.co.uk](http://www.ipf.co.uk).

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# SCALADIRY

## SEPTEMBER

- 8 Southern Construction Forum meeting at Southampton City C. (contact Ed. for further info.)
- 14 SCALA Technical Committee meeting at DfEE, Conference Room 1, Caxton House  
NW Region meeting at Preston (contact David Mycock Tel/fax: 0161 911 4130/3411)
- 22 SCALA Practice Committee  
SCALA Policy Committee  
SCALA Council at IPF Ltd. 27 Queen Anne's Gate, London.  
Eastern Region meeting at Bury St. Edmunds (contact Nigel Badcock Tel/fax: 01284 763233/757378)
- 28 London Region meeting at Building Research Housing Group Open Day at BRE Garston (contact Chris Johnson Tel/fax: 020 8692 1553/8691 1573)

## OCTOBER

- 5-7 SCALA 2000 at Hartlepool (see centre and back pages for more information)
- 5 AGM in the Sheraton Room, Grand Hotel, at 17.00hrs.  
Civic Reception at 19.30hrs. in the Hartlepool Art Gallery
- 6 'Partnerships & Public Architecture' at the Historic Quay starting at 9.30hrs.  
The Presidential Dinner and presentation on the Music Centre at Gateshead in the ballroom of the Grand Hotel commencing with pre-dinner drinks at 19.00hrs.
- 7 Tour of Tyneside leaving from the Grand Hotel at 9.00hrs.

### CIPFA/SCALA 20th. Series of workshops on Construction & Property Services:

12 Sept. London, 19 Sept. Durham, 20 Sept. Wakefield, 25 Sept. Preston, 26 Sept. Bulth Wells, 27 Sept. Taunton, 28 Sept. Lichfield, 27 & 28 Sept. Scotland & 9 Oct. London.

**NB: Special introductory workshop on Best Value in York on 3 October.**

For info. on the CIPFA/SCALA Best Value & Quality Forum workshops for Construction & Property Services contact Ed. or CAS direct on 020 8667 1144



## SCALAAGM to be held on 5 October 2000

Notice of meeting to be held at 17.00hrs. in the Sheraton Room at the Grand Hotel, Hartlepool

### Proposed agenda:

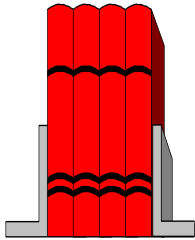
- 1.0 Apologies
- 2.0 Minutes of the last Annual General Meeting
- 3.0 Report of the President
- 4.0 Report of the Secretary and Elections to Council 2000
- 5.0 Report & Financial Statement for year ending 31 March 2000
- 6.0 Investiture of President for 2000/2001
- 7.0 Presidential aims & objectives for 2000/2001
- 8.0 Investiture of the Vice-President for 12000/2001
- 9.0 Reports from the Chairmen of Committees
- 10.0 Reports from the Regional Co-ordinator and Convenors
- 11.0 Proposal to introduce a corporate membership category
- 11.0 Any other matters notified to the President
- 12.0 Close of meeting



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## SCALAPUBLICATIONS

A list of publications currently available from SCALA

### ◆ APPOINTMENT OF CONSULTANTS DOCUMENT ◆

The latest edition of this best selling document is available incorporating adjudication clauses to comply with S.108 of the Housing Grants, Construction & Regeneration Act 1996.

*"I am impressed with it's succinctness and the straightforward language in which it is written..... I shall be recommending that the Head of Property Services considers using it in future"*  
*Alan Moore, Principal Solicitor at Worcestershire C.C.*

**First copy £38 or £30 to SCALA members**  
**Additional copies ordered at the same time £15 each**

◆ **Building Maintenance Expenditure by Local Authorities (NEW EDITION)- The results of the only authoritative survey of maintenance expenditure on local authority buildings between 1977/78 & 1998/99** Normal price £70 (Add. Copies £35) Discount price for SCALA members £50 (Add. Copies £25).

◆ **SCALA Report: The Enabling Authority : Property Management & Construction Related services.** 1st copy £18-Additional copies ordered at same time £10ea.

◆ **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)

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- Postage charged at cost on all orders
- An invoice will be sent with the publications ordered ( no payment with order )

### ◆ PROFESSIONAL INDEMNITY COVER ◆

This SCALA Occasional Paper draws together up to date legal & insurance advice from a wide range of sources. It deals with the complexities associated with working for public sector linked companies, trusts & the like, & the implications of working on projects that hover around the margins of l.a. business are described. Also the constraints that preclude local authorities from offering indemnity cover for their elected members. It concludes with a model indemnity clause that is offered as a reasonable foundation for use by professionals in affirming cover for their public sector work.  
only £5 a copy from David Kimmins at the above address

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**By Design-** Urban design in the planning system: towards better practice

The guide provides sound practical advice to help implement the Government's commitment to good design, as set out in Planning Policy Guidance Note 1. It has been drawn up around a limited number of principles of which three are drawn out in particular:

- ◆ Good design is important everywhere, not least in neglected areas
- ◆ The creation of successful places depends on the skills of designers

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# Delivering design



*Paul  
Finch*

*CABE  
Commissioner*

*Above right:*

*Peckham Library*

**Client:**  
*LB of Southwark*  
**Architect:**  
*Alsop & Stormer*

The public sector is perfectly capable of delivering high quality, innovative buildings. A trawl of any annual awards will demonstrate local authorities, central government and bodies such as London Transport, taking a lead in ensuring inspiring, well thought out buildings and public spaces. The new Peckham library stands out as innovative, risk taking building undertaken by the local authority, while the improvements to Birmingham city center's public spaces demonstrates the impact that local government leadership can make. However, there are still notable cases of unimaginative, poorly designed projects getting through the system. It is more than odd that in some quarters design is still seen as an added extra, to be considered once the serious discussions on budgets and timetables have taken place. Design is a key tool in the armory of reducing costs and ensuring delivery on time. Coupled with this are the clear social and environmental benefits of a well thought through development.

Key to the process is the vision and commitment of the client. How does the public sector become a good client? Firstly, lowest cost must not be seen as best value, with design as an optional extra. The public sector, as the project promoter and generally the end user, should have the whole life cost as a central consideration. Design is key in cutting maintenance and running costs, while also tackling problems of vandalizing (a key question as you know for anyone designing a school for example). Although local authority budgets will always be tight, central government, most notable in new PFI guidance (see below), is putting in place the requirements and the freedom to invest in design. In most cases quality design does not cost more, as getting it

right at the design stage reduces waste, delays and alterations further down the line. Currently 10% of construction costs are thrown in the skip, while another 10% are spent reworking.

The starting point of being a good client must be widespread ownership of the project, by local authority officers and members, but also the local community. We need knowledgeable clients who feel they have the skills and the power to demand high quality design. Some risk taking may be required; however the Commission for Architecture and the Built Environment, among others, offers free advice to clients to reduce risks, both real and perceived.

Although teamwork across disciplines is needed (do not use the highway engineer as an excuse for poor public spaces), the ideal client will ensure a single point of responsibility, through out the design and build period.

Proper consultation with the end users, coupled with good designers, can result not only in pleasant but also popular environments, which can make a real impact on the efficiency and effectiveness of local authority services. High quality design in public buildings and the public realm is also key to raising the status of local government, demonstrating local democracy can make a difference. It gives a sense of place, local identity and ownership in an increasingly mobile society.

The Commission for Architecture and the Built Environment (CABE), was formed in 1999 as the national champion for high quality in the built environment. CABE aims to work closely with local authorities in a number of ways. The Commission is a non-statutory consultee in the planning process, taking over the



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role of the Royal Fine Art Commission in respect of design review. It can offer advice on design and design / development strategy at all stages of the process.

Complementary to design review is CABE's project enabling programme. This programme is about getting involved with partner organisations at an early stage of a project, generally before they (as a client) get a design team on board. We aim to help the client get the right result, in design terms, by having the right process in place and high aspirations for what can be achieved. The programme draws on the skills of project enablers who are nominated to projects to provide expertise on behalf of CABE.

Both the design review and project enabling are a free service. However CABE's budget is limited, and while we aim to help wherever we can, we are forced to prioritize our workload. We have a particular interest in major public buildings, town centres, neighborhood masterplans and other strategic projects. We hope that SCALA members will feel free to approach CABE, the earlier the better, in their procurement process. CABE also has a strong role in the regions, working to bring together the various regional public bodies (such as the RDAs and Government Offices), in delivering quality design. We would be very happy to suggest

relevant contacts in your area.

The Commission has also been working hard to change the policy framework to allow those in local government, and elsewhere, to

deliver the high quality we all aspire to. The perception that central government sees best value as lowest cost has been changed for good by the publication of the Treasury's PFI technical note 7. This note states clearly that in addition to cost a host of other factors must be considered. These include reducing whole life costs, enhancing service provision, the social and environmental benefits and architectural quality. It lays out how to incorporate these requirements within a bid and advice on evaluation and selection of bidders. Although the note is on PFI, its messages can be used to strengthen the arguments for quality design in other forms of public procurement.

The DETR / CABE publication, *By Design*, again clearly demonstrates central government's commitment to promoting local government's role in delivering high quality design. The guide provides a detailed example of how to put the framework in place for quality, from the local development plan through to the management and monitoring of projects. This "how to" guide should be read in conjunction with English Partnerships and the Housing Corporation's Urban Design Compendium. This is an invaluable guide to thinking about urban design. While there is no blueprint for successful design, there are a range of key principles which need to be considered, that these two guides outline.

Central government is increasingly urging, indeed requiring, that local authorities see design as integral to, and often the starting point for, their development process. Coupled with this are increasing powers for local authorities to demand high quality, with guidance on how to achieve this. Finally as Egan and others have shown, design saves money, so the excuse of "we can not afford it" is rapidly evaporating. The ball is in your court, to now provide the enthusiasm to deliver●

**References:**

DETR and CABE, 2000, *By Design. Urban design in the planning system; towards best practice* (see Book Review on P17).

English Partnerships and the Housing Corporation. *Urban Design Compendium*. English Partnerships.

Treasury Private Finance Taskforce, 1999, Technical Note 7, *How to achieve design quality in PFI Projects*. HMSO.

*(Cont.)*

**Victoria Park, Birmingham**

**Client:**  
Birmingham City C  
**Design:**  
Birmingham City C  
Landscape Group  
& Eachus Huckson  
Landscape Archi-  
tects Ltd.

**Lead artist:**  
Dhruva Mistry



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# Quality Design in the Built Environment—the work of the LGA Construction Forum

**Brian King-**

**Director  
Design &  
Property  
Services  
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City  
Council**

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8000/8082**

The Forum on 13 January 2000 asked Richard Winter, Noel Foley and Brian King-Fisher to investigate how good quality design can be obtained through the new ways of working in Construction.

Meetings were held on 24 February 2000 and 3 March 2000 with Members of Scala to discuss the issues, seek views and collect information. No further meetings have been possible due to workload.

A background note for the meetings was sent out by Richard Winter as follows:-

In many ways, the architect/design discipline is at the centre of new team-based approaches to construction, which underpin much of rethinking construction. It is the designer who must translate the client's wishes into a design solution. In the team working environment, the designer will broker solutions to problems of design workability before construction begins. Without high quality design at the core, rethinking construction approaches may not work.

There are some concerns about the role of architects and designers in rethinking construction approaches by many architects and local authorities. Again, this relates to the wider remit that local authorities have to secure a high quality of life for their citizens, which may be partly achieved through the provision of a varied and high quality built environment. In this context, this means having design solutions tailored to the specific built environment context to achieve the best design outcome. For many this seems to go against the grain of some of the standardising elements of rethinking construction, particularly in relation to prime contracting of design, build and maintenance operations for buildings that may be easily replicated, such as housing. Some work needs to be done through the Forum to:-

- ◆ investigate with RIBA and SCALA and CABE the role of design in a

range of rethinking construction approaches.

- ◆ recommend how local authority planning policies can be brought to bear on long term procurement arrangements that may be adopted for local authority capital programmes
- ◆ evaluate how local authority clients can ensure that appropriate design solutions are carried forward into new buildings

In addition SCALA News has included articles identifying the need for design quality to be given its rightful priority and asking members to submit "their experience of where and why Quality in Design has proved its worth".

Since the January meeting of the Forum a number of statements have been made raising the profile of good design including the publication of Technical Note No 7 by the Treasury Task Force "How to achieve Design Quality in PFI Projects".

A summary of some of the statements is attached for information.

#### ACTION:-

- ◆ Further meeting of working group to be set up to take forward the issues.
- ◆ Every opportunity should be taken to raise the issue of Quality of Design when comments on Government papers or documents arising from Egan etc
- ◆ Set up forward links with CABE to support their work in promoting good design (see lead article).
- ◆ Include regular articles in SCALA news to keep members informed and enlarge the debate.

Any further supportive information to:

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# Quality Design in the Built Environment— a summary of recent initiatives

*(Cont.)*

1. **9 Sept 99 LGA Forum** - Stuart Lipton Chairman of CABE in his presentation emphasised need to put Architecture back into the Agenda; need to educate our audience in the importance of Architecture and environment; redefining architecture to support good quality/value, improve quality of life.

2. **20 Jan 2000 talk "Public Art in the Urban Context"** by Chris Smith, Secretary of State for Culture, Media and Sport.

So what is good architecture and should Government take an interest in this? I believe so, for a number of reasons. Architecture cuts across many areas of Government responsibility. It is the task of the Government to draw together policy threads on architecture and urban design to create the basis of a national urban design framework. There is an important role for the new advisory body, the Commission for Architecture and the Built Environment (CABE). CABE's remit encompasses education and a regional and community agenda, as well as the national design review function inherited from the Royal Fine Arts Commission.

3. **25 Feb 2000 "Building"** CABE is working with Treasury to revive the guidelines for PFI projects to give greater priority to design. CABE believes the current guidelines make it difficult for clients to justify the commissioning of good design.

4. **25 Feb 2000 "Building"** NHS Estates to set up a list of preferred contractors and consultants. Chief Executive Kate Priestly said a separate list of Architects was needed because NHS Estates puts a high value on design. "Our buildings are open to the public and have an iconic status in their communities" she said "Ministry of Defence buildings tend to be hidden away from the public".

5. **31 March 2000 "Building"** Reported that CABE Chairman Stuart Lipton is to hold talks with junior Ministers in May over improving the quality of Government buildings.

The Seminar on 11 May will discuss the recommendations of 2 reports submitted to the Prime Minister. One compiled by Lord Falconer on behalf of the Dept for Culture, Media and Sport; the other by Andrew Smith, Chief Secretary to the Treasury. The Culture Dept. report makes recommendations on using good Architects and the Treasury report looks at value for money, good design in public procurement and how to spread best practice.

6. **Civic Trust Awards 40<sup>th</sup> Anniv. 23 March 2000** Speech by Chris Smith Secretary of State for Culture, Media and Sport (see Easter 2000 edition of SCALANews).

7. **Treasury Taskforce: Technical Note No.7** on "How to Achieve Design Quality in PFI Projects" (see Easter 2000 edition of SCALANews).

8. **Building Design 24 March** reported that a new set of **Key Performance Indicators (KPI's)** used to benchmark innovation across the industry will be published later this year and will be aimed squarely at architects and other Consultants.

9. **Address by Beverley Hughes Construction Minister at Joint Conference of the LGA Task Force**, Nottingham 27 March 2000.

10. **"Building" 20 April 2000: Report on Speech by the Prime Minister at Building Awards.**

Tony Blair this week launched a crusade to improve the design and quality of public buildings so that they recalled the Edwardian era of civic pride. Blair said the UK had "some of the world's most respected and best-known architects, world-class contractors, suppliers and material manufacturers". He said it was right that the construction industry "should have its own Oscar ceremony (the Building Awards) to recognise the people that are doing so much to improve the way they work and to make better products." In his closing remarks, Blair said: "As well as the outstanding contribution you make to the economy and the thousands of jobs you provide, you are - quite literally - responsible for the infrastructure and fabric of our society."●

*The full text of this document is available on the SCALA Discussion Forum on the website:*

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

*Comments and contributions gratefully Received.*



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# Architecture and design in the public sector

Ask Councillors if they are interested in running a 'design consultancy' and the answer would be 'no'. Yet this is the model that has been promoted for in-house architectural services since the late eighties. The predictable result has been estrangement of architecture and design from the political process and a consequent pattern of decline or privatisation.

Much of our physical environment is degraded and, in particular, the major English cities are in a shocking state in comparison with those in neighbouring countries. In seeking to make life better, architecture embodies the immediate needs and expresses the future aspirations of society; it is imperative that it is represented not just within the public sector, but at the heart of community governance.

A number of straightforward questions need to be answered. What are the benefits of public sector design? What is the scope of public sector design? How should public sector design be managed and promoted? What are the most effective means of design review and quality control in a democratically-accountable organisation? What is the best way forward?

## BENEFITS

Any large organisation requires advice and support from experts who understand its problems and policies and are immediately accessible. There is a natural synergy between a strong 'in-house' team and a variable flow of advice / fresh thinking from outside. This is good business; the two roles are distinct and complementary, attempts to make the 'in-house' service identical to the external consultancy (or vice-versa) are counter-productive. A local authority has functions of leadership and co-ordination within the community. It controls the public realm and is best placed to lead the large-scale

processes of urban and landscape design. It provides the means for democratic participation, communication and expression, in Architecture as in other important activities.

## SCOPE

Design functions are spread across departments or divisions. Despite the attempts to introduce and sustain 'corporate' thinking, local authorities still suffer from inter-department rivalries, many of these fuelled by the development of internal market mechanisms. Design, like financial and legal issues, affects the organisation as a whole; poor design advice or performance is comparable to poor legal or financial service - the effects can be (and have been) disastrous. Good intelligent design is a reflection of an intelligent organisation; 'Dumbed-down' design symbolises a 'dumbed-down' service.

Design functions include architecture and project management, interior design, urban design, landscape design; technical support, maintenance, sustainability and conservation; project and contract management; engineering, transportation, lighting and utilities; graphic design and public relations; information technology, systems architecture and software; property management, planning and development.



*Perry Beeches School, Birmingham -an inspirational educational resource with phases 1 & 2 produced by "a strong 'in-house' team".*

## MANAGEMENT

Local authorities utilise a 'top-down' line-management model. This is driven by the desire of Councillors to deal with a small group of accountable senior officers who normally each assume departmental responsibilities. In the eighties, authorities such as Kirklees introduced the concept of separating their most senior officers ('executive directors') from specific departmental functions. The concept has gained wide support, but most of the change has been cosmetic with 'departmentalism' continuing at a 'lower tier' of management.

There are three imperatives to public sec-

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tor design management; one is to ensure that an appropriate quality of service is achieved, the second is to ensure that there is continuous engagement with the political process, the third is to ensure that there is effective teamwork, including the active involvement of 'service users'. In my view, there is no direct equivalent of the singular all-powerful private 'client'.

Historical models included City / County / Borough Architects, championing design and providing professional leadership within politically-driven programmes of post-war reconstruction. As these major programmes declined, Architects sought alliance with other areas in which there was a higher political profile, prompting titles such as Director of Technical Services / Property Services / Planning and Architecture. One interesting proposal, considered in Wakefield in 1987, was for a Department of Design and Information Technology, arguing that just as both functions touched every part of the organisation, they shared the same fundamental characteristics in terms of performance and management requirements.

#### **DESIGN REVIEW**

The sharing and promotion of good practice, the spotting of problems and the continuous improvement of quality require some form of 'Design Review'.

In Birmingham, this has been tackled in two different ways. As Head of Architecture, I developed a collective project-based Design Review system within the in-house consultancy ('Birmingham Design Services'). This was linked to a 'Design Review Panel' which supported the Planning Control process. The aim has been to develop a consistent approach to design quality and urban design across the City as one of the significant benefits of bringing Planning and Architecture into a single department (although a divorce is imminent).

There are various possibilities of extending the 'Design Review Panel' idea to incorporate other disciplines (such as Transportation), and to involve outside bodies. The danger is that the clarity of vision and coherence of argument could be compromised by the involvement of too many people. In Birmingham, we

have restricted all Design Review meetings to a maximum of 12 people.

#### **THE WAY FORWARD**

The emphasis for the future should be on the creation of a 'Design Champion' within each authority. Richard Rogers has argued for a 'City Architect' or 'Civic Architect', a figure with credibility and wide support, drawn from the private sector, presumably on a part-time basis. This is an interesting idea, but I believe that for the proposal to realise its full potential, the 'Champion' must be full-time and fully accountable within the political process and be able to lead an expert office producing a significant body of its own work of high quality as a basis for engaging in partnerships with high quality private practice. This office should not be department-based, but exist at the centre with a wide remit, playing a key role in informing, influencing and expressing the basis strategies of the Council.

I remember distinctly that, when interviewed for the Birmingham post, officers concentrated on my experience and approach to technical and financial issues, whereas Councillors went beyond the brief, to ask about the future shape and 'feel' of the City - the big and vital design questions that need to be answered. If we are not in a position to give deliverable answers to these 'political' concerns, Architecture and Design will continue to be viewed as marginal activities●

#### **NOTES:**

Perry Beeches School, Birmingham- Phases 1 and 2 were designed in-house as bespoke solutions (Project Architect Malcolm Leech) in close collaboration with an enthusiastic head, staff and governors. Subsequent phases are part of a PFI 'design & build' package for ten schools. Trevor Skempton argues that school buildings should be an inspirational educational resource and sees 'design & build' as a 'dumbing down' of architectural standards.

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## Are good design and PFI mutually exclusive?

### THE SHEFFIELD SCHOOLS EXPERIENCE

PFI has rapidly earned the reputation of being a tortuous and long-winded method of procuring buildings. I have been involved from the inception of the idea right through to signature of the Sheffield schools grouped PFI, I am not going to argue against this thesis. However, the justification that it is 'the only show in town' is impossible to deny. For many of the pilgrims involved in the long march from outline business case, just reaching signature is the Holy Grail. Securing design excellence at the same time is frequently regarded as an unobtainable ideal. Mediocre design in PFI schemes so concerned CABE that they persuaded the Audit Commission to publish guidance notes on achieving quality in PFI.

So are there examples that buck the trend? I sincerely believe that the six schools currently under construction in Sheffield, through a 25 year contract with Tilbury Douglas, will demonstrate that design quality does not have to be abandoned with this procurement route. Four secondary schools and two primaries have all been designed by GML Rock Townsend, and these will be buildings of character, interest and quality. So what were the critical success factors? For those just embarking on a PFI building project, these are the features of the procurement process used in Sheffield that I would commend. Indeed, the City Council is sufficiently pleased with the deal that has been signed for it to be planning to use the same model, with some minor modifications, for its second PFI which has just secured Treasury Task Force approval to advertise.

### ADVERTISING STAGE

It is vital to set your stall out before consortia get themselves locked into arrangements with their design teams. Thus, in the very first information that was sent to contractors when they replied to the EU Journal advertisement, it was made very clear that the Council would only be shortlisting consortia that were using architects and other consultants who had a track record of producing

outstanding school buildings. Whilst the best architects sometimes produce less than exceptional designs, mediocre firms rarely produce buildings that will win design awards.

There were a few phone calls asking for suggestions, and when the expressions of interest were received most of the obvious practices were there. Having identified around half a dozen teams that were considered capable of delivering on the financial and legal criteria, it was possible to reduce down to four teams that all included first class designers. The battle was half won!!

### ENCOURAGING HIGH QUALITY SCHEMES

The four shortlisted teams were all required to produce detailed schemes for all of the six schools. This is where a good client is needed to ensure the designers can produce their best. First of all, the bidding teams need to have confidence that the client knows what is needed, and that as many uncertainties as possible have been eliminated. The fear of expensive abortive work will deter reputable firms from getting involved, or will discourage them from applying maximum effort. For our schemes, we had secured outline planning consent for all the sites, prepared a desk study on ground conditions, and carried consultation with the local communities to ensure that any potential local opposition was minimised. Detailed survey drawings of all the sites were made available.

In addition the brief, contained in the Invitation to Negotiate (ITN), had been very carefully prepared and agreed with all the schools to ensure that there was no confusion when the designers went to talk to all the Headteachers. Whilst the aim of PFI is to allow maximum innovation by the bidders, it is important that the basic accommodation requirements are established and minimum room areas defined. Specification details are apparently incompatible with the PFI philosophy, but all the bidders seem to appreciate having access to a suggested specification, derived from many years experience within the LEA, deposited in the 'information room'. Most followed it very closely.



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The PFI tender process followed the negotiated route, and therefore discussions with the design teams were possible prior to submission of first bids. At this stage it is important to provide clear and robust comment on initial proposals. Headteachers were often taken in by superficially glamorous schemes, and the designers were sometimes reluctant to abandon design ideas that were fatally flawed. We had great difficulty discouraging one design that came to be known as 'starship enterprise'. However it was clear that the innovative plan would be a nightmare when 1500 students all changed classrooms at the same time. What we were trying to avoid was a very attractive bid in every other respect having to be ruled out because one school design just didn't work.

#### **EVALUATION**

Another way of making bidders take design seriously is to explain the scoring system for the evaluation process. We made it clear that design quality was one of the five scoring criteria to be used when selecting the final bidders. In addition, we spelt out what would be taken into account in calculating the design 'score'. These were issues such as efficiency of the planning, sustainability, quality of materials, and aesthetic excellence - what one Head called the wow factor. There was no doubt that this strengthened the architect's hand in discussions with contractors and funders within the bidding consortia.

The evaluation was carried out by a team made up of Headteachers, Education Development Officers and different design disciplines from within the Council's Architects Department. This was a very constructive and rigorous process, as well as being very enjoyable! When two bidders were eventually selected to go through to the next stage, it was possible to provide some very detailed feedback to the design teams, which contributed to further design improvements.

#### **BEST AND FINAL OFFERS (BAFO)**

Two bidders then had to take their schemes right through to final designs,

including obtaining full planning approval. The philosophy was that when the Council selected 'preferred bidder', whichever bidder was selected it would be quite happy to proceed with all their final designs. The process of refinement by bidders, and comment by Schools and the Council, now became very intense. The assumption was that only minor details could be amended following selection of the final bidder.

This stage of the whole process was vital to maintaining design quality. The Council's tactic was to insist that the designs for every single school were of the highest possible standard while there was still a competitive edge to the process. With two designs for each of the six sites this was a demanding objective for both sides of the negotiating process. Several school designs were abandoned and totally replaced at this stage. The other issue that must be remembered is that the consortium with the 'best' set of designs may not necessarily become preferred bidder - financial or legal factors may override. Therefore design excellence must be achieved for both bidders at this stage.

#### **CLOSING THE DEAL**

Once the preferred bidder has been selected the competitive edge has been lost. It is very difficult to obtain improvements after this stage unless they are design development without a cost implication. It is very important to resist the reassurances of bidders that 'we can sort that out if and when we reach preferred bidder'. They won't! Even if the Architects want to, the contractor probably won't let them. Don't fall for it, even when time pressures are building up. Financial pressures after preferred bidder stage are more likely to force you to compromise the quality.

So if all this makes you think that achieving design quality in PFI is more like a game of Diplomacy than judging a design competition, you are probably right. But if the local authority team is canny and works hard with the various bidders, I do believe it is still possible to end up with some excellent buildings. Hopefully this doesn't all sound too much of a nightmare - it was usually pretty good fun!●

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## Am I an optimist?

In the early 1980s, I remember speaking at an RIBA Conference in York – a critique of the way in which the lack of political vision, a planning regime which started from addressing ‘what is failing’ rather than ‘what is working’, a lowest-cost mentality, and a ‘whose got the sharpest pencil?’ competition between all the professionals and building contractors were combining to fail local communities. A series of slides illustrated how the various players saw the same housing project – the architect (a mansion), the politicians (a row of semis) the QS (a timber-frame), the builder (no foundations) – and what the residents actually got (a system-built flat). I argued that we needed to reconstruct the relationship between all the players – and, especially to treat citizens seriously – if we were to deliver success instead of failure.

Politicians need to be optimists; often unjustified ! In this case, despite the valiant attempts of many of the players to address these issues, the political and legislative infrastructure of the 80s and 90s actually served to re-inforce the problems – CCT, private good/public bad, the unregulated market is master, lowest cost etc were all promoted as ideological necessities, and placed in the context of continued reductions in infrastructure investment and the boom and bust economy.

Both the Latham Report (1994) and the Efficiency Unit report (1995) for the Cabinet Office drove a coach and horses through the belief that these ideologies delivered good value in design and construction:

**How did CCT contribute to ‘the need for a public policy commitment to... openly finding out which designers, constructors or specialist suppliers are the best....working as a team not opponents....making no compromises with people or suppliers who are unco-operative or adversarial’? or address ‘the culture of over-preoccupation with lowest price....standing in the way of getting all-round value for money’? or promote ‘the need to re-inforce the message that imagination, realism, judgement and skill are essential’ ?**

The real challenge for professionals and politicians has been to manage the ideological/cultural change from ‘lowest cost’ to ‘best value’. Unfortunately, one skill that local government learned from CCT was to operate by regulation, just as government came to believe that it could only secure change by being prescriptive. Thus, whereas ‘best value’ is about a cultural agenda, its implementation is characterised by procedural requirement – hopefully a short-lived phenomenon (I said I was an optimist !) to which the recently announced piloting of Public Service Agreements to address central/local relations will contribute.

Nobody said the challenge of ‘best value’ implementation would be easy –

- the need to focus on outcomes, not inputs or procedures
- being open about information, rather than secretive
- providing a focus for partnership – challenging, not cosy – to deliver the outcomes, rather than a competition to exploit the other players
- being accountable locally for the performance, rather than accountability nationally for jumping through a series of legal hoops
- being competitive and focused on continuous improvement
- incorporating flexibility to provide the dynamism to be responsive, rather than paying a premium for change.

I am delighted that SCALA picked up the challenge of best value in design and building services, promoting a framework and touchstones that will enable both self-evaluation and external review, and is now moving on to address best value in the Quality of Design.

I have no doubt that a combination of the Rogers’ report, the CABE agenda, the SCALA initiative, and Ministerial backing for training the next generation of urban designers – especially in the context of the significant increases in infrastructure investment announced in the Comprehensive Spending Review – provide the opportunity to secure real improvements in the future quality of the built environment and the quality of life for local communities.

Am I an optimist ? Absolutely....don’t let me down !●

Howard Knight

*Howard  
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# Construction Industry Council presents the first phase of Design Quality Indicators

The construction industry recognises that design has a fundamental impact on all aspects of a construction project and in the development of the built environment. It is vital to the organisation of value and the achievement of buildability, successful supply chain management and client and user satisfaction.

CIC aims to develop Key Performance Indicators (KPI's) for design under a project jointly funded by the DETR. The Partners in Innovation supported project will focus on architectural and specialist design professions delivering better value to clients and users. The fundamental objective of this research is to provide tools to demonstrate the extent to which design quality results in improved assets and community value, improved performance and delight.

To do this CIC has set up a multidisciplinary group to make proposals for Design Performance Indicators which measure the effect of design on the satisfaction gained by building development. These will bring together the abstract process which couples tangible to intangible assessments. The study is to focus on the added value which the professional services bring to the quality of the built environment. The indicators will address the cultural/social aspects of aesthetics, appropriateness to community and delight, the utility value and technical performance in respect of efficiency and measured comfort as well as the areas of economy and sustainability in the following working group areas:

## 1 Functionality and fitness

- ◆ How can you measure the functionality for users of a building?
- ◆ How can you assess the degree to which the building fulfils its purpose or fitness?
- ◆ How can the flexibility or adaptability of a building be measured at

the design stage?

## 2 Delight and impact

How can we measure delight of a building to different communities?

- ◆ Users/occupiers
- ◆ Clients
- ◆ Local community
- ◆ Design team
- ◆ The cultural impact on the wider world

## 3 Value

- ◆ What measures can be used to assess the value of a building to the client?
- ◆ What indicators can be used to assess the value of design at the conceptual stage?

- ◆ What indicators can be used to assess the value of design on project completion?

- ◆ How can the value of design be measured through the life-cycle of the building?

## 4 Quality

- ◆ How do designers assess the quality of their designs?
- ◆ How do owners assess the quality of the design?
- ◆ How can we compare the quality of design across different buildings?
- ◆ How can we integrate good quality design into the construction process?
- ◆ What role can quality systems play in supporting the development of the design product?

Each group will be responsible for developing an approach to the measurement of design quality in their area and produce a list of five to ten indicators of design quality. Research is being carried out by Prof. David Gann and his team at the Science & Technology Policy Research, University of Sussex.

The first phase of the project, started in June, has just been completed. The results will be announced on the 13 September 2000 at the RIBA's Design Quality Conference to be held at Portland Place●



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# The SCALA 2000 experience



*The Grand Hotel– Hartlepool's Premier Hotel*

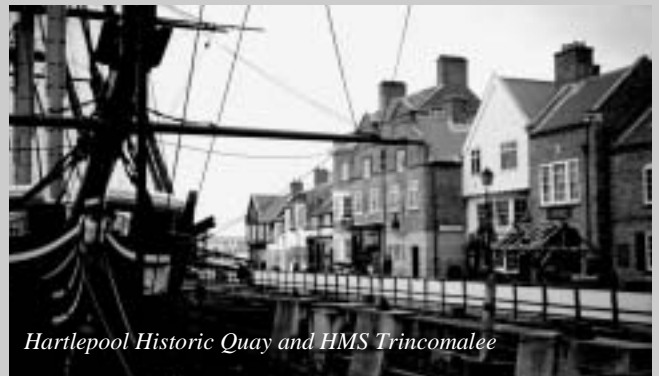
*Your SCALA 2000 experience begins with a civic reception at the Art Gallery hosted by the Mayor. Accommodation is at the nearby Grand Hotel and a shuttle bus is available to take delegates the following morning to the Hartlepool Historic Quay, a reconstruction of an 18th.c North Eastern seaport. Here a full day of presentations and debate on how partnerships can enhance and maintain the built environment takes place, with scene setting by the local MP and Secretary of State, Peter Mandelson. We have, not one but, two CABE commissioners on the need for design quality and a long term asset management strategy, with further presentations from practitioners experienced in both partnering and PFI from the consultants and contractors viewpoints. A successful example of a large scale partnering initiative and the role of the CIPFA Best Value & Quality Forum in promoting best value in local authorities completes the stimulating agenda. Relax in the evening at the Presidential Dinner and learn about the Gateshead Music Centre. Visit it under construction the next day, together with Baltic Wharf, the Millennium Bridge and Newcastle Quayside. To enjoy this experience you need of course to book– if you haven't done so use the form on P14 for your first real architectural experience of the millennium●*

## **PARTNERSHIPS AND PUBLIC ARCHITECTURE**

**HISTORIC QUAY  
HARTLEPOOL 5-7 OCTOBER 2000**



*Hartlepool Art Gallery*



*Hartlepool Historic Quay and HMS Trincomalee*



*Gateshead Millennium Bridge  
and the Baltic Centre for  
Contemporary Art*



*Gateshead Music Centre*



**STOP PRESS: PETER MANDELSON NOW  
SPEAKING IN PERSON AT SCALA 2000 ON  
'Partnerships in Hartlepool'**

For detailed information on this event which explores how partnerships can enhance and maintain the built environment please turn to the centre pages of SCALAnews

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