

SCALA NEWS

THE NEWSLETTER FOR LOCAL AUTHORITY CONSTRUCTION PROFESSIONALS



PUBLIC ARCHITECTURE AT THE CROSSROADS

The pace of change over the last twenty five years, and the effect this has had on life at home and in the workplace, has been dramatic. Some would argue that this has not been for the better. Equally, many accept the need for and inevitability of change and local government can justifiably claim to have been in the forefront over this period. Local government re-organisation, declining resources and CCT are typical of the challenges that have been met, more so than in any other area of government.

Local government is now far more flexible and focused as a result, particularly in support services where construction and property has been at the cutting edge of competition for many years. Much has been learnt and the continuing challenge of providing best value will ensure continuous improvement.

Two areas are of current concern, the first of which is featured in this edition. Quality of design has at long last come to the top of the agenda and the following articles show the contribution that SCALA is making in supporting the work of others such as M4I and CABE. Procurement is another significant issue and the Society is concerned at the dichotomy of views being expressed in this critical area. To quote 'Better Public Buildings', "The million-pound mistake is made on day one, in poor briefing and design thinking" making the point that better procurement and quality are crucial to a project's success.

So what are the positive and negative vibes which are of so much concern? Firstly, the Cabi-

net Office Better Regulation Task Force Report recognises "that there has been in the past a tendency for Governments to over-regulate in some areas" going on to refer to fostering "a new culture in Whitehall". While not referring specifically to local government services the language is refreshing, but culture still appears to be a problem with civil servants apparently

struggling to find practical ways of ensuring that the quality of design is given its rightful emphasis. Why not ask those in local government who have been doing it for years?

Secondly, a possible negative vibe comes from the Local Government Procurement Task Force research into local government procurement and its aim to "Identify a model corporate procurement and commissioning strategy" (see the SCALA response on the website Discussion Forum). What is not needed is a rigid straightjacket which tries to encompass the many services and procurement methods used by local government thereby denying local choice and account-

ability. PFI, design & build and prime contracting are central government initiatives which may lack a 'partnering' approach with the focus on cost rather than quality. SCALA is shortly giving verbal evidence to the Task Force and will emphasise the need for flexibility and local discretion rather than working from such a limited menu.

Public architecture is at a critical crossroads, it's fate to be decided by our clients and paymasters. If we are to have better public and



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

Continued on P3:



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Your guide to SCALANEWS



SCALA SEMI NAR

SCALAEVENT

This or a similar logo signifies feature articles on topical events such as 'Partnering in the Public Sector' at Doncaster on 2 February



SCALAFEATURE

A series of articles on the theme of 'Quality of Design' from Richard Winter, Ian Colquhoun & Steve George, Mukund Patel, CABE, Andrea Heinlein & Paul Dimishky



SCALADIARY

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



SCALAFORUM FEATURES

A selection of features on the work of the new Design and Practice Forums which bring readers up to date on current topics & 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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Closing date for copy for the next issue is Monday 26 March

Next edition on Designing for the Future. Articles & letters please-



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Continued from P1:

council buildings it is essential local authorities play a key role in championing design and quality issues using experienced and professional 'in-house' staff capable of 'partnering' and facilitating schemes with the private sector on an equal basis. Latham and Egan have laid the

foundations for this culture change, it is now the joint responsibility of the industry, the professions and government to work together to ensure a successful future●



David Bentley

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

CIPFA SCALA BV&QF homepage

ANOTHER NEW YEAR, A TIME FOR CONTEMPLATION

When I look back at 2000 it strikes me as amazing how much actually happened and, how distant some of it now seems.

For example it was only on January 2nd 2000 that we finally saw the end of CCT. Best Value became statutory in April, only nine months ago but it seems to have been with us forever. The Audit Commission published 'Seeing is Believing' and then went on a national recruitment drive for BV inspectors. In July we saw the Local Government Bill come in with all its powers to promote economical and social well being and new cabinet systems are popping up all around the country. Within Construction and Property we have seen the Asset Management Dry Run in England, an upsurge in interest in Partnering both with Contractors and within Professional Services and even in recent weeks Bob the Builder getting to the top of charts!

OK then, what about 2001?

Somehow I don't think the pace is going to drop, here are just a few of the things that could be around the corner: -

- Imminent - The launch of the Construction Client's Charter (Although this was launched on 7th December the finished Charter won't be available until early in 2001)
- January - DETR are likely to send out further consultation on Asset Management Planning including revised/rationalised set of KPIs
- March - The Local Government Task Force will publish their final report on Rethinking Construction and Local Government
- April 1st - 2nd Year BVPPs published with results from first year reviews

- Spring - Task Force to publish report on procurement and commissioning in Local Government
- By next summer - SCALA/CABE to publish joint guide on 'Producing Better Council Buildings' integrating quality of design into the procurement process.
- By next summer - White Paper on Local Government Finance
- July - AMP and Capital Strategies for real

I'm sure these will just be the tip of the iceberg, as usual we will endeavour keep you informed and in touch with what is going on. Our first series of workshops for 2001 start on 27th February in London (Full dates listed later in SCALAdiary) and I'm sure by then there will be a lot to tell.

In the mean time if you have questions or anything to share please contact me●

Dave Bentley
Lead Advisor Construction and Property

How do I find out more?

To find out more about the CIPFA BV & Quality Forum please contact:

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Email: abtyler@nildram.co.uk
or

Bernard Wyld
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CIPFA SCALA BV&QF 21 series: I CAME, I SAW, I PARTNERED!

BEST VALUE PROCUREMENT OF PROFESSIONAL SERVICES

Presented by David Bentley, Alan Tyler and Bernard Wyld

Learn about best value procurement of professional services and the issues that will affect future methods of service delivery

The format for the afternoon practical session is well known to our many regulars. It consists of a brief introduction to the subject, followed by exercises and debate, the purpose of which is to thoroughly explore the issue of the day. Normally, most of the hard work is done by the delegates responding to the various scenarios and challenges presented to them, but this series was far more of a discussion forum and sharing of experiences and ideas between delegates and presenters. The feedback came not just from the current workshop but from previous workshops in the series, visits to specific councils and the extensive networking facilities enjoyed by the participants. As a result each workshop was different in format but equally focused on the wide ranging issues raised by procurement and the results of their first year (in England) of best value service reviews.

Delegates should have been well prepared for the consequences of their service reviews with previous workshops having covered critical success factors, service reviews, baseline assessment, internal consultation, the inspection process and option appraisal. Much work will have gone into two of the 4C's, Compare and Consult, but the 'nitty gritty' is in Challenge and Compete of which procurement is very much a part. The title of the series emphasised one type of procurement option which is growing in popularity and discussion on partnering, together with how well it met the tenets of best value, occupied much of the afternoon session.

The seven delivery options listed in the Statutory Guidance of 10/99 mention partnerships, not partnering, but these

are not cast in stone and many of the procurement solutions adopted by councils are a 'mix 'n match' solution to suit local needs. Partnering is less a solution in itself but more a philosophy based on a mutual sharing of resources and common objectives which can be applied to many procurement options. Confusion is caused when it's principles are not fully understood and the title is used as a tag for convenience, in a spurious bid to meet best value criteria, rather than a process which requires hard work and a structured approach to ensure success.

The introduction listed the various levels of procurement as follows:

- ◆ Enabling council- *the highest level, outsourcing as many functions as possible*
- ◆ Support & back office services- *large contracts for grouped services eg. Hyder in Lincs.*
- ◆ Front line services- *housing stock transfers with support staff are typical*
- ◆ Individual support services- *grouped disciplines such as architectural or engineering services*
- ◆ Part of service- *segmental contracting comprising individual disciplines or specialisms*
- ◆ Construction contract- *professional services as required for individual contracts*

However you procure it is necessary to demonstrate your competitiveness and an awareness of the issues. There are many questions delegates have to ask- How much do you put out? What type of service? How do you put it out? How does it fit in with best value and corporate aims/objectives? What are the problems? What can the partner provide? What are you giving them? Combine these questions with the over a dozen delivery options listed below and the complexity of the procurement process is self-evident:

- ◆ Barter/work-for-work agreements
- ◆ Framework agreements/call-off contracts



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(Cont.)

- ◆ Joint management
- ◆ Joint services
- ◆ Partnering
- ◆ Partnership sourcing
- ◆ Decentralisation
- ◆ Delegation
- ◆ Single contracts
- ◆ Buy out
- ◆ VCO- whole or segmental
- ◆ VCT- whole or segmental
- ◆ Agency
- ◆ Top up

A useful matrix was distributed to delegates allowing them to score these delivery options against the 'broad brush' procurement options available for professional services ranging from the Hyder type 'big bang' to individual disciplines, supplementary expertise, support services and surplus capacity. A second matrix listed the same delivery options allowing a similar comparison to be made against a range of best value issues such as retention of core skills and knowledge, new skills and expertise, innovation, continuous improvement, auditability, standing orders, PI's, risk and long term commitment. When they have completed a more comprehensive exercise 'in-house' delegates will have an indication of which procurement method best suits their needs and how it differs from their first perceptions.

Delegates were keen to discuss details of the amount of work put out to the private sector and the background to that, together with the associated problems and issues. A rough matrix was drawn up for each council and the following questions were asked and feedback given:

- ◆ How much- *ranged from 0% to 75% but averaging about 20%*
- ◆ What- *across all disciplines (minimal valuation and estates work)*
- ◆ How- *the usual methods (eg. select list, open tender & framework for single or grouped contracts) but very little negotiation or partnering and extensive use of agency staff*
- ◆ Use of best value- *a poor response limited largely to market testing and quality/price matters with a single design competition but no comprehensive use of bv principles*
- ◆ Corporate approach- *a better response probably because this is the first year in England for Performance Plans but still lacking clear con-*

cise aims and objectives

- ◆ Issues- *general issues such as achieving quality/skill levels and inadequate financial resources were answered largely by extensive use of agency staff which raised it's own problems of continuity and training*

In summary, delegates are well versed in traditional procurement methods but the change in emphasis to best value, together with a long decline in the resources available, have put a severe strain on staff with a consequent effect on price and quality of service. As a consequence partnering is seen as an attractive solution because, by sharing expertise and resources more efficiently and effectively, a more cost effective and higher quality service can be provided with better outputs and outcomes. As well as being less adversarial than outsourcing examples quoted showed that price need not be the main factor, one example quoted being on a 65% quality/35% price basis. In construction contracts the principle has progressed further with an example where profit margins were the only cost under discussion at selection stage and quality was the single main issue. Typically, the only costs under discussion are profit together with overheads and a basic cost plan. How long will it be before professional service contracts can be let on a similar basis? The groundbreaking work at Cherwell DC, presented to delegates at Lichfield, showed that could be now, but careful preparation is needed and it is necessary to have the support of our audit and legal colleagues before initiating such a radical solution.

The debate continues and the feedback from this series shows the importance and value to delegates of being able to take stock on important issues such as procurement. One consequence of this is that a joint CIPFA Best Value & Quality Forum and SCALA Seminar on 'Partnering for the Public Sector' has been arranged for 2 February, 2001, in Doncaster. If you wish to keep informed on this important issue complete the enclosed form or register on-line at www.scala.org.uk. We hope to see you there and at the next series of workshops in February/March●



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SCALADESIGN DEBATE

CHAIRMANS REPORT

SCALA Design Forum had its first meeting on 1st December 2000. The meeting was attended by 12 members. At the meeting the Terms of Reference were agreed with a minor modification. Members then discussed the way of working for the Forum. It was agreed that the Forum should generally look at cross-cutting issues rather than individual building types, though there may be a case for doing so on special occasions. Members also agreed that each meeting there should be an in-depth discussion on one key design topic. Following topics were suggested for the next few meetings, and others can be added as necessary during the year:

- Flexibilities in design
- Inclusion
- Sustainable design
- Urban living

It was agreed that the topic for the next meeting would be "Sustainable Design". Forum discussion and indeed the full minutes of the meeting will be put on the SCALA Website. All members are encouraged to put their concerns, views, or key issues in developing Sustainable Design on the SCALA Website by 10th February. Members could then take these into consideration at the Forum discussion.

The next issue of the SCALA News would focus on Better Design. Members of the Design Forum agree to supply at least 3 articles for the next issue of SCALA News.

SCALA Maintenance Expenditure Survey - only 53 authorities had sent in the questionnaire. This is a poor response rate. However, using past comparisons we should be able to comply a reasonable report. The report is expected to be ready in March 2000. We really need to think about the format of the future report. Increasing delegation means that local authorities are finding it difficult to gather accurate data. One suggestion that in future we should ask for AMPs data, both schools and corporate, which

all authorities will have. Your views please.

Study Day 2001 - has now been fixed for **18 May**. The venue will be Birmingham, again! but least it's cheap and convenient. The theme as announced before will be "Designing for the Future". Four main and inter-related topics will be explored and debated during the day- 'Inclusion' and the ways in which the issues raised can be developed through the design process to ensure 'A Flexible Future'. The other topics are 'Quality of Design' and how this is reflected in 'An Urban Renaissance'. Stimulating and pertinent subjects which will be presented by high profile and informed speakers in the morning followed by workshops and debates on the issues in the afternoon. On the day before the Study Day on 17 May there will be an optional visit to a nearby building with innovation in the design. Also in the evening of 17 May it is proposed that 6 members should be given the opportunity to show us slides of their buildings, which they are proud of. We do not often see each others work. This would be a good informal opportunity to share ideas. The presentation should be no more than 10 - 15 minutes. If you want to give a presentation please let David Kimmins or me know.

Pre-Project/Briefing Stages - Bob Rogers of Hull City Council, has asked for SCALAs support for the research he is doing on the Project and Briefing Stages. This work could be very interesting and potentially important for the way we develop projects. Design Forum has agreed to support the pilot database that Bob is proposing to establish. His article follows below. If you can help please return the slip to him●

Please respond to: Mukund Patel
Chairman of the Design Forum
Tel/fax: 020 7273 6151/6762
E-mail: mukund.patel@dfee.gov.uk

Mukund Patel

Chairman of the Design Forum

Design Forum interests:

Design excellence

Sustainability

Maintenance Survey

Inclusion

BSI

Flexibility

Study Day

Skills database

New construction techniques

External partners etc



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FOUNDATIONS FOR DESIGN QUALITY

THE IMPORTANCE OF PRE-PROJECT AND BRIEFING STAGES- A UNIQUE SCALA OPPORTUNITY TO HELP ACHIEVE QUALITY OF DESIGN

(Cont.)

As in many public offices Hull City Council's Consultancy is developing a Procurement Team to address the importance of pre-project definition stages in achieving design quality. Recent studies, including the Latham and Egan reports together with the Audit Commission's work, have underscored the critically important value of conception, inception and briefing stages of projects. There is now recognition that design quality can never recover from failure to effectively manage these early project stages. The Treasury Procurement Group (accessed via the Treasury Web-site) have documented procedures and strategies for project management with innovation ideas for early project stages. Design briefing books have been recently published by Professors Brown and Worthington at Salford and Sheffield Universities respectively.

I have begun research study in this area investigating the value of pre-project stages as a fundamental foundation for architectural design quality . Recent policies and initiatives underscore the importance of project definition and formulation stages. This includes the Best Value regime and current DETR policy to raise the design quality of public buildings . Much related work exists in commercial areas , very little in the public sector . The SCALA network is a unique potential resource of data and contacts (including partnerships) to assist information dissemination and best value development in this area . Project briefing is not a single early act but a continuous process including conception, initial definition, user assessment, later detailed requirements and ongoing review with, importantly, post-project evaluation feeding back into new related projects . SCALA is piloting the establishment a members database of current project briefs with practice and evaluation details . The intention is that the establishment of this database would form the basis of a SCALA Briefing Best Prac-

tice, Exchange and Guidance Service. The move from CCT to Best Value strategies gives the opportunity to begin to replace the previous competitive culture with one of co-operation.

An initial pilot questionnaire is attached to this article to allow evaluation of reader's procedures in this area together with new project information. This pilot study is concentrating on topical and innovative, multi-purpose partnership projects in social care, health, learning and community facility use categories. The facility could be extended to a paper and telephone questionnaire with the possibility of later on-line development of data collection and services.

Importantly, the topic does not detract from, but supports, the paramount requirement for excellent design skills; it recognises that design skills are irretrievably undermined without careful and considered pre-project practice and procurement. The opportunity to address pre-project definition at a time of rising capital spending and much innovative policy represents a significant opportunity for SCALA Members, SCALA is in a unique and timely position to take positive and creative action in a neglected area. Please contribute to this work by returning the form opposite●

R . F. Rogers. Hull City Services,
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Tel . 01482 612492 - Fax . 612515
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Best Value & Quality Forum

For further information please refer to the homepage on P3.



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(Cont.)

SCALA Pre-Project Pilot Database

Please return to address below and attach any related documents:

Bob Rogers, Hull City Services, Technical Consultancy, Kingston House, Bond Street, HULL HU1 3ER

Name.....
 Authority.....
 Department.....
 Title.....
 Address.....

 Post code.....
 Tel/fax.....
 E-mail.....
 My Current/Planned Pre-Project Procedures are.....

Topical/innovative partnership project details:
 Title.....
 Location/Address.....

 Client/Partners.....

 Brief Outline.....

 Innovative/Sustainability/LA 21 Content

 Programme.....
 Cost.....
 In project briefing exchange I would be interested to receive details of :

Thanks for your help

Book review **The Construction Act-Time for review**



Send cheque to Sue Hart payable to *Centre of Construction Law & Management*, The Old Watch House, Kings College London, London WC2R 2LS or telephone 020 7848 2463.

Editors; Frances A Paterson and Philip Britton

Price: £45 inc. p&p in UK. 275pp ISBN: 1-902814-00-2 November 2000

Has adjudication 'worked'? If it has how do we know? Are the procurement provisions helping subcontractors? What role are the courts playing in implementing Part 2 of the Housing Grants, Construction and Regeneration Act 1996? When (or if) the DETR reviews the Act and the

Scheme what changes would practitioners like to see? Or is it simply too soon to be sure?

These and related questions are addressed in this new book from the Centre for Construction Law & Management, Kings College, London. It brings together contributions from over twenty lawyers and construction professionals.

The book forms a timely snapshot of how the provisions on adjudication and payment are being applied on the ground and in the courts. It highlights both the successes and failures of the Act and pinpoints the uncertainties which remain●



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SCALAPRACTICE PROGRESS

CHAIRMAN'S REPORT

This is my final report as Chairman of the Practice Forum because as announced at the AGM, Brian King-Fisher, Director of Design and Property, Nottingham City Council, is taking over the Forum chair following the December meeting. I am most grateful to him for that and for the help and support of members during my chairmanship.

I was pleased to hear from new members wishing to join the Forum following the President's initiative at the AGM - good news in ensuring continuation of the interesting and informative meetings that over many years have characterised the Practice Forum and before it, the Professional Affairs Committee.

At our December meeting there were, again, a great many pressing issues to discuss. I am attaching to this report a copy of the short paper that I produced for the Forum on the latest *Design KPIs* workshop held in November and you may have seen, also, Matt Weaver's leader in Building Design, 24 November, "Delight Detector" on the same topic, in which he quotes extensively from Robin Nicholson, deputy chairman of the CIC.

In our December Forum, too, we noted with enthusiasm the expanding and strategic role being identified for CABE by the DETR in its Urban White Paper - and we reported on the second consultative SCALA / CABE meeting held at Brian King-Fisher's office under his chairmanship, attended by others from SCALA; Andy Beard, Tim Parker, Rob Tate, Bernard Wyld and me and by Dr Steven King from CABE. We mapped-out how SCALA and CABE could work together on publishing the 'next in series', perhaps, to CABE's recent and high profile, 'Better Public Buildings'. This - perhaps entitled 'Better Council Buildings' - should be proclaiming the importance and quality of design in buildings produced in the public sector. Dr King recommends swift progress that sees publication no later than May 2001. More is reported, elsewhere in SCALANEWS by Mukund Patel, Chairman of SCALA Design Forum, on the pro-

duction of what should be an excellent promotional publication.

There was also a short debate on the Urban White Paper, in which there was consensus that it could be viewed as only a start in addressing the issues identified by Lord Rogers' Taskforce. Two interesting comments were identified on Urban Design:

- ♦ the value one Forum member has seen in staff training in Urban Design: Jeff Gibson (Doncaster) summarises - "The course (*Urban Design Course*) was established, in conjunction with Leeds University, primarily to fill a knowledge gap in Doncaster's Planning Department of design issues, particularly as they impinge on the development control process. There was a perceived lack of understanding of architectural best practice and wider urban design issues." - describing an issue far from unique to Doncaster! Jeff's paper on the course and the areas of value and improvement it provides, follows this note - More detail from Jeff on jeff.gibson@doncaster.gov.uk
- ♦ the recent news report quoting engineer Mark Whitby, chairman elect of the Urban Design Alliance (for which the ICE will provide the secretariat next year). Whitby is reported as stating "Planners have big ideas, architects have ideas, but engineers are responsible for delivering and managing change ...". Members may be of the view that residents in those areas where works have been delivered and managed by engineers may be disinclined to argue on the factuality but may question an aspiration to continue in such vein!

The rising profile in the press of SCALA comment on architectural and design-related issues was noted in the Forum. SCALA had been approached by Building Design (BD) for comment on the Urban White Paper and Bernard Wyld's comments on Lord Rogers' recommendation to recruit foreign staff have been ex-

Richard Winter

Chairman of the Practice Forum

Practice Forum interests:

Legal & insurance matters

Best Value AMPs

Egan issues

EU issues

Benchmarking

Contract documents

Human rights & equal opp's

Procurement & commissioning

Business mngt.

ICT, CDM etc.



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tensively quoted (BD 24 Nov; p.6) and also SCALA's website has been widely publicised.

Forum discussion extended across many other important topics - including

- ◆ SCALA Partnering Seminar - Doncaster on 2nd February
- ◆ the newly developing guide (DETR/ Kent/Barnsley) into Partnering in the Public Sector
- ◆ LG Finance Green Paper and DETR approach to Corporate Asset Management
- ◆ DDA Act Part 4: implications

- but a point of particular focus was the **DETR /LGA Procurement Taskforce consultation** on local government procurement practices. SCALA, as one of the consultees, recognises the importance of what could easily become another area for central government prescription if the Taskforce is not convinced of the folly of such outcome. The questionnaire and request for member comments had been on the website for some time and a draft initial SCALA response was discussed at the meeting. Following that and subsequent liaison, final text was despatched and is now on the SCALA website. I am reproducing here only its introductory section, that helps explain the context in which our response was made:

1)General Introductory Comments

SCALA draws its 250 members from architectural and property related professionals throughout Local Government. The focus of this response, therefore, relates to building contracting and professional consultancy procurement across the spectrum of local authorities, where capital projects - new build, extensions or refurbishment - vary from macro to minor, with the bulk probably lying between £30M and £200K in value and in building maintenance, where for revenue funded work, individual project values are generally below £200K.

Procurement is a highly diverse topic. Depending on the how sectors within Local Government respond, the Taskforce will be receiving remarkably varied evidence reflecting very different perceptions on topics such as experience and future trends.

SCALA is reassured, therefore, to see

clear evidence from the questionnaire that this diversity is recognised. It is important, of course, that this recognition is carried into the analyses and conclusions of this study. SCALA feels bound to stress the dangerous temptation to reach conclusions that are simple, straightforward and WRONG!

*A crucial factor that SCALA encourages the Taskforce to embrace within its current procurement analysis is that, in their everyday work, SCALA members are evaluating specific **design-related criteria in relation to procurement**, not all of which are common across the broader procurement environment. For all procurers factors such as value for money, suitability and sufficiency for purpose, environmental / climate change / life-cycle performance and physical quality are all relevant design-related criteria. But underlying all building-related procurement for the SCALA membership is the factor now recognised as crucial to enhancing service delivery and in delivering Best Value; that of **'delight' in building design**. This is the aspect of design least easily defined and measured - and that is most easily overlooked. The Taskforce will be aware that design related Performance Indicators are the subject of the high-profile DETR / CIC research study that is due to report in Spring 2001.*

The full commentary extends to a 13 page Word document. Please email Jean Ellis jmellis@buckscc.gov.uk if you want a copy emailed or download it from the Discussion Forum on the SCALA website. With this note of how SCALA is continuing to represent SCALA members' interests and protect professional principles in the interests of the community, I will draw my reports on the Forum's work to a close - ushering in, with gratitude, Brian King-Fisher who will be reporting these affairs in the next SCALANEWS●

Richard Winter
(ex.) Chairman Practice Forum
SCALA Vice President & Head of Property Management, Bucks County Council
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(Cont.)



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URBAN DESIGN COURSE

Note from Jeff Gibson, Head of Construction Services, Doncaster MBC, on the value he has realised through his staff attending specific training in Urban Design.

(Cont.)

The course was established, in conjunction with Leeds University, primarily to fill a knowledge gap in the Planning Department of design issues, particularly as they impinge on the development control process. There was a perceived lack of understanding of architectural best practice and wider urban design issues.

The Planning Department had long been considered to be short on design skills and advice, mainly because planning education focus tends to be socio-economic rather than design. This has been recognised nationally and is changing. The course came (commencing in December 1998) at a time when government was becoming more concerned about design quality, eg PPG1/Urban Task Force/People Streets and Movement etc. This is lately strengthened by Urban White Paper/‘By Design’.

Two of the key recommendations are multi-disciplinary working and the need for non-prescriptive urban design policy and advice flowing from the UDP.

Urban design is obviously not just relevant to planning. There are benefits in utilising the skills available corporately. Architecture/engineering/landscape arch./economic development/planning all have a role to play in delivering a regenerated Doncaster. Urban design should embrace all of these disciplines.

The course is open to officers working in these areas and the uptake and enthusiasm for the course has been good, with

all the above disciplines represented. There is a genuine desire on the part of officers to understand urban design issues and work more closely with their colleagues in other disciplines.

The benefits accrued so far include:

- A better across the board understanding of urban design issues and best practice.
- Better qualified staff (we could become an exemplar in urban design education, if not practice).
- More effective interventions in the design process through development control.
- Better dialogue between the in-house professional disciplines.
- Proposals to establish an Urban Design Task Team to advise and to generate wider debate on the design of significant development within the Borough on the Council's response to government initiatives in urban design●

Jeff Gibson

Chief Architect, Doncaster MBC

Tel/fax: 01302 782961/390051

E-mail: Jeff.Gibson@doncaster.gov.uk

LOCAL AUTHORITY CONTRACTS PANEL

A replacement is sought for Roger Cheney who has represented SCALA on the LACP for many years. His expertise will be missed and thanks are given for his contribution. Will members who wish to contribute in this important area of work please contact:

Brian King-Fisher

Practice Forum Chairman

Tel/fax: 0115 915 8000 or E-mail:

angie.rosser@nottinghamcity.gov.uk

*Book
review*



By Design- Urban design in the planning system: towards better practice. The guide helps implement the Government's commitment to good design, as set out in Planning Policy Guidance Note 1. It is based on a limited number of principles of which 3 are highlighted:

- ◆ Good design is important everywhere, not least in neglected areas
- ◆ The creation of successful places depends on the skills of designers and the vision and commitment of those who employ them
- ◆ No two places are identical and there is no good design blueprint

Price **£19.95p.** To order contact Thomas Telford *Publishing*, Book Sales Dept., 1 Heron Quay, London E14 4JD Tel/fax: 020 7665 2464/7537 3631 or www.t-telford.co.uk.



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LOCAL GOVERNMENT PROCUREMENT TASKFORCE- Call for written evidence

In July a joint DETR/Local Government Association Task Force was established to review commissioning and procurement practice in England. The Task Force is now making an open call for written evidence from all those with an interest in local government procurement. Your council will no doubt be making a response but through SCALA I have been invited to respond on behalf of the Society and it's wide range of construction and property professionals. The paper is too long to include with this issue but both this article and the paper

are to be found on the Discussion Forum on our website at www.scala.org.uk. It raises important issues, a number of which are covered in this newsletter, and the conclusions reached will have an affect on future procurement methods. Please could you read it and e-mail your comments to me by 20 November. This will allow me to draft a response for discussion at the next Practice Forum meeting on 1 December and reply by the closing date of 8 December ●

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

(Cont.)



Confederation of Construction Clients: The Clients Charter

The CCF is an offshoot of the Construction Industry Board (CIB) which represents 80% of the UK construction industry's turnover in an industry where 60% of clients are disappointed (CCF), 62% of paid time is wasted (BSRIA) and a 30% construction cost reduction is achievable (CIB).

The CCF brings together all the major private and public sector clients. It aims to represent the interests of construction industry clients collectively by:

- ◆ Encouraging clients to achieve value for money through best practice
- ◆ Securing major and measurable improvement in the performance of the supply side of the industry
- ◆ Promoting policies which can achieve a safe, stable and skilled industry which is competitive, well capitalised and competent

This will be achieved through a Charter which is about to be published. This will identify key cultural criteria against which clients will need to assess their progress which are:

- ◆ Leadership and focus on the client
- ◆ Product team integration
- ◆ Quality
- ◆ People

The quality element has two criteria each with draft measurement aspects:

- 1 Aiming for quality based solutions that yield maximum functionality for

- optimum whole life costs
- *are whole life costs and functionality taken into account in procurement decisions?*
- *is value management adopted as a matter of policy?*
- *is the client considering eg. aesthetic values in relation to functionality and cost?*
- 2 Promoting process and product improvements to minimise defects
- *is there an established programme for logging defects?*
- *does the client carry out trend analysis of the data?*
- *are suppliers adequately informed of defects?*

The benefits which accrue in these cultural areas will be measured by the following national KPI's:

- ◆ Client satisfaction with product and service
- ◆ Defects
- ◆ Time and time predictability
- ◆ Cost and cost predictability
- ◆ Safety
- ◆ Profitability of the supply chain
- ◆ Productivity

Further PI's relating to design, sustainability and respect for people are in the process of development ●

For info. contact Achilles Information Ltd. Tel/fax: 01235 820813/821093.



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Better Buildings, Better Housing, a Better Quality of Life



BYKER—last of the great council housing



CAMDEN GDNS.— quality design from simple



LETCHWORTH— the garden city legacy



ROY SQUARE— Urban regeneration at it's best



BARBICAN— popular private high rise living

Architecture expresses itself most significantly in the area of housing. It is here that it touches every human being. The quality of residential environment, both inside and outside the home, has a profound effect upon the level of satisfaction derived from life as a whole. Convincing governments, politicians, client bodies and others of the meaning of quality and its relationship to sustainability has never been easy.

The 20th Century ended where it began with a need for new housing. In 1900 it was to replace the slums left by the Industrial Revolution. The task fell almost totally upon local authorities. They tackled huge programmes whilst governments changed standards and subsidy levels at frequent intervals. Architects took most blame for the failures but generalisations hide many achievements for in reality the century witnessed a flow of great creativity in housing design that attracted world-wide admiration. In the last 20 years, British Architects have been particularly successful in regenerating inner-city estates, both in design and project management terms, and in establishing more environmentally friendly and community-based development.

The need today for new housing it is to accommodate a projected 4 million new households, many of which will be for single people and couples with no children, often young or elderly. There is general agreement that housing policies should encourage the re-use of existing buildings and the development of brown-field sites to offer new life to urban areas. Most housing will be private sector, in which the architect's role is regrettably small but still important in establishing good design practice. Housing Associations now face the almost impossible challenges of the Latham, Egan and Rogers reports. Partnering might work in an ideal world where a quality product is more important than profit. Prefabrication has been around for 100 years or more - not merely in the 1960' and 1970's - but, in general, the building industry failed to deliver anything of lasting quality. Higher densities could reduce the impact of development in the countryside, but the design of housing forms must recognise that the British inherently have little affinity with urban living and be of high quality to change people's attitudes. We ignore these issues at our peril.

It is time, therefore, to cease thinking of housing as product and process. Instead, it should be looked at from the real client viewpoint - of the resident. Quality in housing is about meeting people's needs and aspirations. "Resident participation" in design and creating a sense of "ownership" even in rented housing - are essential ingredients of long-term sustainable development. Dwelling sizes should be the first item for residents to consider. Most current housing built is too small for its purpose. Designs ignore changing life-style. Anyone who disbelieves the importance of space in the home and the flexibility of use that sufficient space can offer should compare the size of a Parker Morris house or flat with one built today, particularly in the private sector.

We must start to think of housing in the "joined-up" manner promoted by government - but quality also requires "joined up" expenditure. The government's "New Deal for Communities" is a step in the right direction but such practice must become commonplace. We must build communities - not estates - with all the facilities and support that a community needs to be sustainable. This is relevant in both private and social sectors. Extra spent now in better building will create better housing. This in turn will produce a more sustainable, higher quality of life for future generations●

Article by Ian Colquhoun, Professor of Architecture, Hull School of Architecture (Tel: 01482 446125), and tutor for Steve George, Head of Architectural Practice, Hull City Council (Tel: 01482 612481), who is writing a PhD on quality of housing.

Article by Ian Colquhoun, Professor of Architecture, Hull School of Architecture (Tel: 01482 446125), and tutor for Steve George, Head of Architectural Practice, Hull City Council (Tel: 01482 612481), who is writing a PhD on quality of housing.



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SCALA Study Day- 'Designing for the Future'

on 17 & 18 May, 2001, at the Chamberlain Park Hotel, Birmingham

Four key topics presented by experts then debated in workshops following a visit to an innovative new building:

Inclusion

Resolving the complex issues raised so that they can be incorporated in the designs for :

A Flexible Future

A ground breaking example of a development incorporating these challenging design & sociological criteria.

The theme will be "Designing for the Future". Four main and inter-related topics will be explored and debated during the day- 'Inclusion' and the ways in which the issues raised can be developed through the design process to ensure 'A Flexible Future'. The other topics are 'Quality of Design' and how this is reflected in 'An Urban Renaissance'. Stimulating and pertinent subjects which will be presented by high profile and informed speakers in the morning followed by workshops and debates on the issues in the afternoon. On the day before the Study Day on 17 May there will be an optional visit to a

Quality of Design

How can this be achieved at a reasonable cost now it is top of the political agenda & what will the client expect?

An Urban Renaissance

A stimulating example of high quality design and low life cycle costs achieving value for money in the long term.

nearby building with innovation in the design. Also in the evening of 17 May it is proposed that 6 members should be given the opportunity to show us slides of their buildings, which they are proud of. We do not often see each others work. This would be a good informal opportunity to share ideas. The presentation should be no more than 10 - 15 minutes. If you want to give a presentation please let David Kimmins (see below) or me know- Mukund Patel

Tel/fax: 020 7273 6151/6762

E-mail: mukund.patel@dfee.gov.uk

Book the date in your diary now- full details in the next issue of SCALAnews



SCALADIRARY

FEBRUARY

- 2 Seminar on 'Partnering in the Public Sector' at Doncaster (see flyer and back page)
- 7 Y&H Region meeting at Sheffield (Mike Chamberlain Tel/fax:01472 324300/324302)
- 16 SCALA Design Forum meeting at DfEE, Conference Room 1, Caxton House
SCALA Policy Committee
SCALA Practice Forum
SCALA Council all at IPF Ltd. 27 Queen Anne's Gate, London.

MARCH

- 15 NW Region meeting at Wirral (contact David Mycock Tel/fax: 0161 911 4130/3411)

CIPFA/SCALA 22nd. Series of BV&QF workshops on Construction & Property Services:
6 Mar. Durham, 7 Mar. Wakefield, 13 Mar. Preston, 14 Mar. Builth Wells, 14 Mar. Scotland, 15 Mar. Taunton, 16 Mar. Lichfield & 21 Mar. London.

NB: Special introductory workshop on Best Value in Bristol on 27 February

For information on the CIPFA/SCALA Best Value & Quality Forum workshops for Construction & Property Services please see the CIPFA homepage on page 3.

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Local authority design champions – short seminar at CUBE on Friday 26 Jan. 2001

12.00-14.00hrs. CUBE, Tower Building, 11 York Rd, Waterloo, London SE1



INTRODUCTION

Local authorities are increasingly being asked to take a more proactive role to how they improve the quality of the built environment. The Prime Minister's "Better Public Buildings" initiative is demanding that all public bodies raise the standard of the buildings they procure. Changes to planning guidance are requiring planning committees to demand higher standards of design, specifically within housing (the new PPG3), and increasingly as a general principle (*By Design* and the proposed revision to PPG1). At the same time there is a growing recognition of the need to raise the urban design skills across the local authorities, bring an integrated approach, across professions and departments, with local government.

Do these various initiatives need to be brought together within a local authority? Does there need to be a "design champion" with responsibility and leadership for ensuring design quality? Do local government structures help or hinder this process – and are there barriers in regulations or in the culture?

CUBE is planning a short seminar to bring together the representative bodies of the built environment within Local Government to discuss and try and answer these questions. The outcome of these discussions will be a list of agreed recommendations and proposals for action.

AGENDA

Chairman:

Les Sparks, CUBE Commissioner

Speakers:

Jon Rouse, Chief Executive, CUBE

What is the government's Design Agenda?

- ◆ Master plans
- ◆ Regional skills resources
- ◆ Beacon Status

Andy Beard, Head of Planning & Premises, Sheffield City Council

What is a design champion?

- ◆ What should be the terms of reference for design champions?
- ◆ Design Champion: Member or officer?
- ◆ Design review within local authorities – a more proactive role than the planning committee?
- ◆ Setting a design vision

Discussion

- ◆ Where next?
- ◆ Recommendations for action

Could any SCALA members who wish to attend contact Brian King-Fisher (Tel/fax: 0115 915 8000/8082 or e-mail: angie.rosser@nottinghamcity.gov.uk – Ed

Book review



Urban Design Compendium

Published by English Partnerships in partnership with the Housing Corporation. The Compendium aims to inform developers, funding agencies and partners on achieving and assessing the quality of urban design in the development and regeneration of urban areas. It provides an analysis of core design issues through different stages of the project process and describes good practice in the UK and overseas reflecting new & rediscovered approaches to urban design over the last decade.

To order faxback the enclosed flyer to 020 7976 7740 or write to The Corporate Promotions Team, English Partnerships, 16-18 Old Queen Street, London SW1H



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Better Buildings, Better Schools, a Better Education

*Mukund
Patel*

*Chairman
of the
Design
Forum*

The Prime Minister in his recent report entitled 'Better Public Buildings', talks of the need to achieve a step change in the quality of building design in the public sector. Schools are arguably the most important public sector buildings. Many school buildings are of poor design, dull, uniform and have an institutional look. If we are to succeed in raising standards and improve attainment levels then we need to think about how to improve our existing schools and ensure that new schools are of high quality and well designed. The task is made urgent because over the next three years, starting from 1st April 2001, the government will be

need to ensure the money is spent effectively in securing the best possible school buildings.

The essence of well designed schools is difficult to define, but it would have a number of key elements. As schools are located in the centre of the locality, the building should be **aesthetically pleasing** and distinctive. This comes from use of appropriate materials, detailed well, using a good sense of proportion and a sense of scale - both to the children using it and the environment in which its located. It should be an 'uplifting' building which pupils like and gives them a sense of pride and belonging. The local



Colfox School at Bridport in Dorset cost £11.0m and was the first PFI funded school. Designed by Terence O'Rourke, Architects, and built by Jarvis Construction this successfully completed project was based on an output specification. The latest procurement methods seek to ensure even higher quality of design and construction through 'partnering' and other Egan style initiatives.

making £7.8 billion available for capital improvements to school buildings and for modernisation of the schools estate. All of us involved in design of school buildings, whether as clients or designers, will

community should also feel a sense of ownership for the building, which should enhance the neighbourhood.

But a good design is a lot more than just aesthetics. It is also about school build-



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(Cont.)

ings being **fit for purpose**. The school should have appropriate number of spaces of the right area and other specialist subject facilities for delivery of a full and varied modern curriculum. It should also have a clear distinctive entrance to give it an identity and direct visitors. Circulation area should be bright and wide with visual links to other areas. Pupil's personal storage and social areas also need to be thought of. Staffrooms, often a neglected area, need to be planned for and well designed. Dining areas in schools also need to be improved to make eating a pleasant experience. School also needs to offer a comfortable working environment in terms of daylighting, heating, ventilation and noise control.

A major requirement of any new schools built now or major refurbishments must be that the **buildings are adaptable**. Information and communication technology is having a major impact in the way education is delivered. As the technology advances rapidly over the next few years, the needs of schools are also likely to change fundamentally. It would be of paramount importance that in future schools could reconfigure spaces and change room layouts to reflect new ways of working. Buildings designed today need to be flexible because they will be used very differently in future.

School grounds have an important role in the life of a school. These need to be well thought out, giving opportunities for simple play and more formal recreation areas. Some parts of the curriculum can be taught outdoors if grounds are well planted and looked after. Pupils and parents can be involved in developing the grounds.

All schools need to be designed with **security** of pupils and teachers in mind. All features which can be easily vandalised or give access to unauthorised persons, should be designed out. Security measures (e.g CCTV) appropriate to the risk that the school is likely to face should be included in the design.

One of the key government aims is the **inclusion** of pupils with special needs into mainstream schools. The school design should ensure that all parts of the school are fully accessible to pupils with disabilities. The school should also have induc-

tion loop and appropriate lighting for hearing and visually impaired. Support rooms and withdrawal rooms also need to be provided.

With increasing importance of lifelong learning, the schools in future are likely to become **community learning centres**. As such school needs to be designed to give members of the community easy access and facilities need to be built for evening and weekend use. Childcare and study support facilities can also be located at a school. Design should allow parts of the building to be used separately by the community as needed.

As schools built today will last for 40 or more years we need to ensure that all school buildings are of a **sustainable design**. They should have various energy and water saving measures and should make good use of daylight and natural ventilation. All the materials used in construction should be environmentally friendly and from sustainable sources.

Good design is a never ending quest, and encompasses many features. Achieving a good design is not easy and requires a well informed and a committed client. DfEE's Architects and Building Branch has published various guidance documents on design of schools. Good design is not an optional extra, but something that we should always aim to achieve. For the first time in a generation, we had the necessary capital to improve our schools. We have an opportunity to transform our school buildings, in doing so we will give our children a better learning environment and access to better education ●

Mukund Patel
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Note: For the list of A&B Branch Publications visit their website at www.dfee.gov.uk/schbldgs



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Design Quality Indicators: DETR/Construction Industry Council (CIC)

*Richard
Winter*

*Chairman
of the
Practice
Forum*

'PERFORMANCE INDICATORS FOR THE DESIGN OF BUILDINGS' 2ND PROJECT WORKSHOP, 8TH NOVEMBER 2000

The second afternoon workshop held in the Building Centre, Store Street, was attended by some 34 professionals representing all aspects of construction and contracting. The objectives of the day were for the group to

- ◆ move forward from the initial workshop that had been held in June,
- ◆ receive feedback and reports on work in progress and
- ◆ continue the exploration of the ways in which design quality can be measured and the development of performance indicators (PIs) of design quality the so called **DQIs**

AGENDA

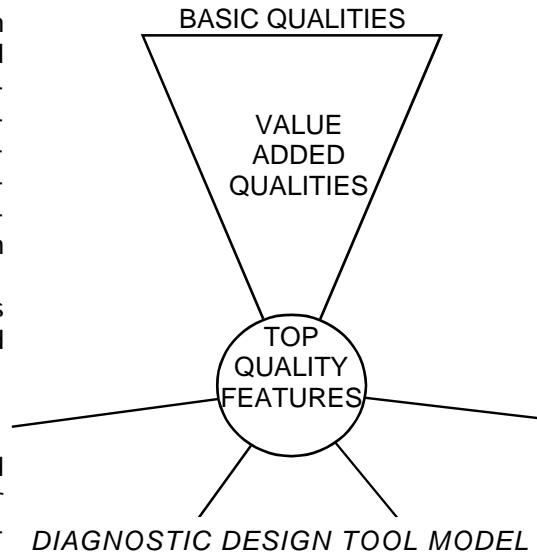
- ◆ David Gann, architect in the CIC Science and Technology Policy Research unit, was the lead presenter and reported on progress.
- ◆ Other speakers explained how, respectively, the Arts Council, the Design Council and (particularly interestingly) the Peabody Trust approached their assessment of, or examined, quality in design.
- ◆ 4 subgroups separately explored issues relating to
 - ⇒ *delight*,
 - ⇒ *lifecycle*
 - ⇒ *functionality* and in sub-group under David Gann's facilitation
- ⇒ *how the planned DQIs may be used to ensure quality of the product* (I was assigned to this sub-group)
- ◆ finally reconvening to compare notes.

INTRODUCTION

- ◆ David Gann reported his team's progress in examining what is seen to be the outcome need - the **Diagnostic Design Tool** that can be used to examine the design quality of a building. The team drawing from the first workshop in June and other wide-ranging consultations:
- ◆ has developed a model for the Diagnostic Tool
- ◆ has refined some of its attributes (explored further in the workshops)
- ◆ has submitted an interim report (weighty tome available from CIC)
- ◆ has produced ist. draft of the tool and
- ◆ is now focussing on implementation
- ◆ and is still on programme to report its conclusions early next Spring

The Tool is framed around the three design components that have been settled upon:

- ◆ **delight** (feelings about the facility - what it engenders - touchy/feely)
- ◆ **lifecycle** (about for how long the facility performs - and how it is used)
- ◆ **functionality** (about the facility's purpose - & how that is understood) and *good design* is being recognised as embracing all three at a high level.



A model that I found helpful was to regard each component as a triangle interlinking at the centre like a propeller. *Basic qualities* of each component / blade lie at the propeller's outer edges, *value-added qualities* occupy each blade's central zones and *top quality*

features at the hub where all three component triangles interconnect. This 'hub', the overlapping 'peak' of each triangle, represents the aspired quality of design, embracing all three design components at their highest levels.



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David further defined the development of the Diagnostic Tool: It needs to

- ◆ focus on the end product
- ◆ be used by (and useful to) all parties to the procurement process
- ◆ measure individual views of qualities of the design against their intent for the building
- ◆ be able to compare and contrast responses to different questions
- ◆ be flexible, multipurpose and generic
- ◆ be short, simple and clear

and it is recognised to be a challenging specification!

(Cont.)

PRESENTATIONS

These did not, for me, take the specific issues of the DQIs forward greatly. They indicated how the three bodies (Arts Council, Design Council and Peabody Trust) had considered design-related criteria in their assessments, a process characterised, ultimately for all three, by the subjectivity that has led to this search for DQIs. Moira Fraser Steele for the Design Council spoke interestingly on Essex's Great Notley School that the Arts Council had rejected for funding but that the Design Council were keen to support as a 'Millennium Product'. Elanor Warwick spoke of the high regard in which the Peabody Trust's Murray Grove is held by its occupants - though they hold the floods of visiting architects and dignitaries in lower esteem!

WORKSHOPS

The particular focus for the groups looking at the **three components of design** was to compile a series of questions that pin-down various attributes. Thus:

- ◆ *functionality* was deemed to include such attributes as *accessibility, buildability, environmental design, facilities management* and the resultant attribute of *performance of users / productivity of building*, etc and relevant questions relating to each attribute were sought
- ◆ *life-cycle/ sustainability* included *durability, environmental performance, flexibility/change of use, life-cycle costing, upgradability* etc upon each of which, again, questions were requested.
- ◆ *delight* was seen to incorporate *con-*

viviality, civic contribution, acoustics, lighting for mood, pleasure in use / amenity, spatial quality and so on.

- ◆ and the outcome of this were pages of flipchart notes that the team will now have to analyse and report upon.

If SCALA members wish to contribute to this process, I have schedules of the attributes on which questions were sought. I am happy to return these to the team for consideration in the same way that I have submitted my own thoughts on *delight*. I did this partly because I thought *delight* the most complex to address. The other reason was because the post-workshop feedback indicated that those involved had focused exclusively on 'feedback' questions of the type addressed of residents at Murray Grove. I considered - and remarked on the fact that I found - such questions not especially helpful in determining quality in design during its development which I see as the primary function of the DQIs.

The workshop session on Using the Diagnostic Design Tool was a useful session from which I gleaned the following headlines. The team's minutes on the day should expand on this.

- ◆ The design tool has to be seen to deliver value and be of value to all parties
- ◆ The tool needs to clarify the statement of intent with regard to design, identifying what the client is looking for including the overall vision
- ◆ It needs to be relevant and beneficial throughout the project from perception to occupation and beyond - serving as a tracking tool and a template for project control
- ◆ It needs to be capable of functioning as a performance measurer - while avoiding being regarded as another KPI. It is seen as project specific and not as a cross-project comparator (David Gann is strongly resistant to the tool being used for cross-project comparisons though it is acknowledged that there will be pressure for this, in line with other measures)
- ◆ It needs to be robust and serve as an anchorage point for both team and project,
- ◆ it must be readily accessible - available through website
- ◆ it will be for use by informed clients



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but also capable of informing uninformed clients

SUMMARY CONCLUSION

Perhaps it is in relation to the evidence of departure from the KPI concept, that I sensed the biggest change of direction from the first workshop last June. It was evident that on the issue of pursuing PIs for 'delight' in design, the team was responding to the messages over what is responding to the messages over what is realistic and practicable as received from the RIBA Conference on *Design Quality - The Evidence* (reported to last SCALA Practice) and, I feel sure, other consultees.

There was broad acknowledgement over the ultimate elusiveness of a concise definition of and simply measurable quanta relating to 'architectural qualities' in design, and that unattainability is what is presumably directing David Gann away from the concept of inter-project comparability measures.

However, while such a 'holy grail' may be ultimately beyond reach, what should be tangible approaches to tackling this issue

(Cont.)



Regional Centres of Excellence

Two of the key messages from last year's *Urban Task Force* report were the general lack of skills within the built environment and the need to joining things up at the regional level. The Urban White paper signals the government's thinking on the way forward around these issues.

Currently there are in existence eight Centres of the Built Environment, providing training to those working primarily in the construction industry. Many have been running for a number of years and they aim to bring together, at a regional level, national initiatives such as the *Movement for Innovation*. At the same time there are a growing number of Architecture Centres, whose primary function is to encourage public interest and participation within the built environment. Their work includes displays and community consultation on planning issues. Centres of Excellence, proposed

**Bridget
Sawyers**

**CABE
Head of
Regions**

of 'delight' as outlined above are being pursued. And of course, the more 'Elegant' aspects of design categorised in the workshop as 'functionality' and 'lifecycle', also currently ill-served by PIs, are two of the three design components that should lend themselves more readily to objective and straight-forward measurement.

The scheme next draws what it can, no doubt, from this workshop and moves into a process of testing out the developing model Diagnostic Design Tool in a number of research-related projects on which workshop participants are to be kept informed.

On receipt of minutes of this November Workshop and further feedback I will be bringing future reports to SCALA ●

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by the Urban Task Force and endorsed by the Urban White Paper, are a proposal to carry these initiatives further.

Centres for Excellence aim to bring together local and regional partners, with an interest in raising the skills level. These include local authorities, higher education institutions, the professional institutions (RIBA, RICS, etc), and the existing Built Environment and Architecture centres. The Regional Development Agencies are being encouraged to provide the support needed for the Centres for Excellence. The Centres for Excellence are also charged with engaging with broader, social and economic aspects of regeneration, linking in with the proposed Centre for Neighbourhood Renewal.

The clear message is that each region needs to define its own priorities, determine the best approach to improving skills and training in their region. The regional bodies will then have to put in place their own structures to work together to deliver this. Each region could end up with very different Centres for Excellence to reflect the reality of their region. This is regional devolution

Continued on page 21:



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**Robert
Bargery**

**CABE
Policy &
Research
Manager
Tel: 020
7839 6537
(address below)**

CABE looks to SCALA for case studies



CABE looks to SCALA for case studies
CABE is currently developed a library of good practice to display on its website. We are looking for examples of well-designed buildings, of all scales, built in the last five years. Ideally they should also demonstrate sound urban design principles and have had a successful procurement route, in terms of budget and timescale. We would be very pleased if SCALA members were able to submit examples of exemplar buildings they have been involved with or are aware of.

We aim to make our digital library a useful source for clients looking for information at the very start of the procurement process. We hope that prospective clients would use the information to help inform their thinking about design solutions and selecting a successful design and construction team. Therefore we are looking to ensure we include a detailed briefing around the project. Information we are looking for is:

- ◆ Name and location of the building,
- ◆ External and internal photographs, and if possible, floor plans,
- ◆ Reasons for submission, outlining its exemplar design features,
- ◆ Client's brief
- ◆ Type of contract, e.g. design & build.
- ◆ Functional content

- ◆ Timetable and contract value
- ◆ Credits inc. client, architect, engineers, quantity surveyors & contractor
- ◆ Client contact details for further info.
- ◆ Any relevant background history
- ◆ As if that was not enough we would also like to use this database to demonstrate the value of quality design in delivering a wider social agenda. Any information you had in the following areas would be very useful in helping us to identify this;
- ◆ Details and/or copies of published reviews of the building,
- ◆ Quantitative performance indicators - e.g. usage figures compared with old facility, user/staff satisfaction ratings.
- ◆ Qualitative performance indicators - impressionistic quotes from staff, users on building quality.

We know we are asking for a lot of information, but we hope that CABE's digital database will provide an invaluable resource both for experienced clients and those who have never procured a building before. In addition it will help us argue the need for quality design, by real demonstrations of where design has made an impact on the lives of local communities. We hope that all SCALA members will be able to supply some examples●



Continued from page 20:

in action.

These Centres will vary in the way in which they are funded, managed and the range of work that they undertake and services they provide. However they are all focused on providing resources to professionals working in regeneration.

A northwest centre of excellence in regeneration and urban renaissance is to be shortly established, bring together the RDA, the University of Salford and Manchester's Architecture Centre, CUBE. Initially it will offer web-based information and links to existing centres of expertise on all aspects of urban regeneration. It aims to provide an integrated approach, across professional disciplines, covering physical, social and economic regeneration. The clients of

this service will be members of local regeneration partnerships, as well as regeneration professionals.

CABE's role in this will be advisory, helping to ensure that the regions are informed of each other's work, and emerging best practice. We will provide the hub to bring together the centres in a loosely affiliated network. CABE is also charged with evaluating their role in improving the regional skills level, reporting back to progress to the new Cabinet Committee on Urban Affairs.

Key point is that these emerging Centres of Excellence will provide a useful resource for SCALA members. We would strongly advise you, if you have not already, to make contact with your current regional centre, to discuss how you can add value to each other's work●

For further information contact:

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Spontaneous fun with clients or going down the flume together!

**Andrea
Heinlein**

**Assistant
Director
Design -
Nottingham
City Council**

**Meeting
the
challenge
of change in
providing a
high quality
public
leisure
centre**

Nottingham City Council has been developing a number of leisure facilities during recent years. It still has a sizeable in-house multi-disciplinary design team, working on these projects, also in co-operation with specialist consultants. The £40 million National Ice Centre, largely funded from the Sports Lottery is now nearing completion and will open fully in April 2001. A citywide £16.6 million dry-sport and swimming centre is currently at the outline design stage.



National Ice Centre, Nottingham

A third scheme, the Southglade Leisure Centre refurbishment and extension project was designed around the same time as the National Ice Centre. Unfortunately, the proposal was presented at the same Sports Lottery board meeting as the Ice Centre, which secured £ 22.5 million. The Southglade bid failed, seemingly as it largely replaced existing provision.

The starting point for the Southglade project had been its existing sports hall, with squash courts already converted into a small fitness suite and changing rooms, which also provide for outdoors activities such as tennis and football. It

was to be combined with a new enhanced wet facility, to include also leisure water. This would allow the closure of the nearby small traditional square water swimming pool, well liked and used by local clubs and schools, dating from the Poulson era and now beyond its useful life.

The team had been confident it would meet the Sports Lottery criteria for community sports facilities, but we were informed, it did not contribute sufficient additional 'sporting outputs'. Leisure water is of course outside the funding criteria.

But, we do not give up!

All the above projects raise interesting issues about the process of developing and agreeing a project brief, with its lengthy, some times circular discussions and negotiations. The smaller Southglade Leisure Centre project illustrates this particularly well and I am sure will strike a cord with many.

The story, which follows is probably more relevant to the challenges of a Local Authority project team and the complex interplay of different interests, financial and political considerations, than the experiences on a one-off scheme like the National Ice Centre. The challenge is indeed to agree a brief, after that designing the building seems easy!

The needs and aspiration for the Southglade project had not changed, but it was clear that £ 7 million plus to realise the design as submitted to the Sports Lottery was not achievable in any other way. Without much discussion of a revised brief, it was decided to set aside £4.3 million in the City's capital programme for the project and continue to work within this new parameter.

The process of revising the brief to fit into the reduced budget and/or find additional funding sources resulted in a complex mixture of pressures whilst exploring different concepts for the functional role of the Leisure Centre. For example in response to such current initiatives as 'Healthy Living Centres', 'Single Regeneration Budgets', 'Kennedy Centre', and at the same time aiming to fit the strategic leisure plan and meet expectations of local



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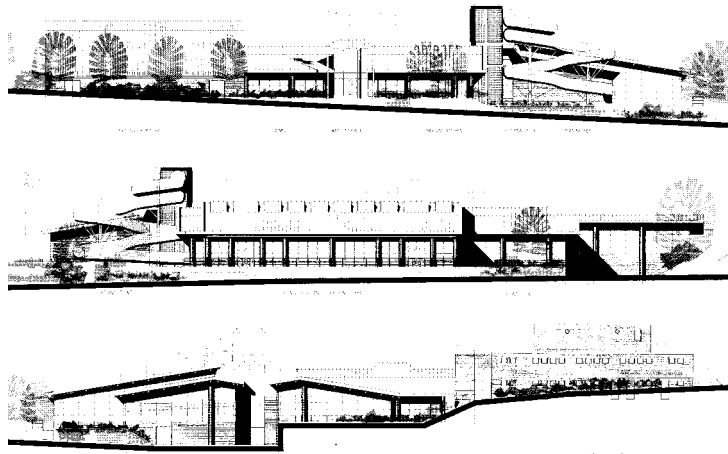




people, sporting bodies and the politicians.

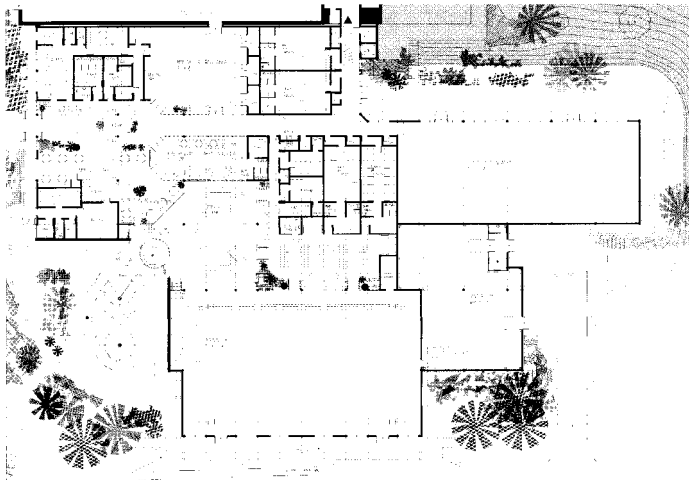
Partnership working with the local Adult and Further Education College suddenly led to a change of direction by proposing to combine the facility with the role of a Kennedy Centre. Its aim is to provide basic skills training in an environment that is not a school or college, to hopefully attract those who have been alienated by such institutions. Key requirement was to physically integrate the accommodation. This proved difficult, due to site, functional and financial constraints. The proposal

(Cont.)



*Southglade Leisure Centre, Nottingham:
Refurbishment and extension*

*Elevations
Plan*



was then put on hold awaiting more concrete funding proposals for the Kennedy Centre aspect. It may still yet emerge a separate facility, once funding is found, as part of the emerging campus concept for the site, which is

located in a park.

The Kennedy Centre debate sparked another turn in the flow of this project concerning the proposed housing office for a site opposite. Now an argument was put forward to try and integrate it with the Leisure Centre. The proposal would fit in with the move to multi-purpose one-stop facilities and was also expected to result in operational efficiencies. At that time the housing office scheme was already almost completely designed and ready to go out to tender. Following detailed discussions with housing staff the idea was eventually rejected on functional grounds.

Back we went to the main stream of a 'leisure centre only' model. Much debate amongst the project team then focused on the merits of leisure water and flumes. The latter have a limited demand, mainly at the weekend, are therefore operationally and financially not a high priority, but perceived by local politicians as a favourite with the public.

The outcome was to include a flume without leisure water which owing to its height has significant cost implication for the building structure. Several options appraisals later and after consultation with the police design advisor and comparable existing facilities, after the fear had been expressed that an external flume would attract vandals, the agreed solution was to locate the flume external to the building.

All the time the funding is still a serious problem, the given budget of £ 4.3 million, is just not enough to meet the basic requirements of the client. On the contrary, the client decides that it is paramount to increase the size of the main pool by a further lane.

Rescue seemed to come in the form of the opportunity to bid for funding for a 'healthy living' centre, also in conjunction with SRB revenue support.

The business plan for the Leisure Centre's programme of activities has been developing in parallel with the above to-ing and fro-ing. The client now looked at the opportunity to give it a stronger focus on pro-active and remedial 'healthy living' activities. This includes referrals from local GPs, healthy eating advice and demonstrations in the cafe area, parenting and pre-/post natal exercise classes in the multi-purpose hall, to name but a few, and importantly a larger fitness suite, for which



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(Cont.)

there is a high demand and is a significant revenue generator.

This is where the brief now stands, awaiting the final financial arrangements to be put in place, but if unsuccessful no doubt, we will start a new journey.

In the meantime, I have the feeling that somewhere the actual concept of leisure seems to have got a little lost. Even our leisure time is expected to be purposeful, planned and organised and to deliver outcomes based on performance indicators.

What we really need is spontaneous fun! At least, developing the brief together with our client colleagues felt like going down a flume together and in record time; the timetable hardly took into ac-

count the twist and turns!

Our clients, Members and colleagues do not always understand and appreciate that the strength of the creative process is precisely this spiral movement, which can pull in any emerging ideas and new facts thrown in the flow and bring them to a successful resolution!

Andrea Heinlein

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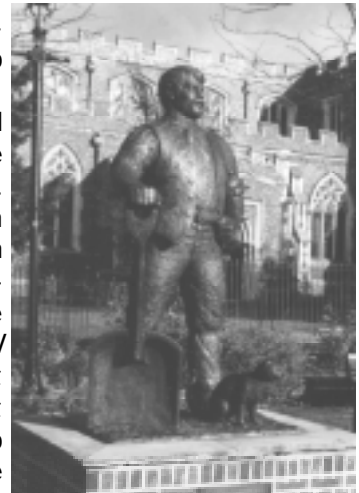
When bronze sculpture meets architecture

Bronze sculpture has long been used to enhance public buildings. Sometimes as architectural metalwork, on other occasions as part of the building itself, bronze reliefs on the side of buildings are still often used to improve the quality of what would otherwise be a rather plain blank wall. Today in our commercial world these may even take the form of a logo or sign but in using the bronze material we add "quality" to the image.

Most larger projects are sited as the central feature for a particular development and would usually take into account the building style. In virtually all cases sculpture tends to be seen as a link between architectural design and the people we are here to serve, often bringing a sense of community to the people who live and work in the development and

adding intrinsic quality to development.

Work could take a theme from history. Examples can be seen in Ware, Hertfordshire where *Jill Tweed* cast the Malt Worker to commemorate brewing in the town which was very extensive in the 19th century.



The Malt Worker by Jill Tweed

A similar work was cast for Eastleigh in Hampshire, an old railway town where we have put up the "Railway worker".

The Bargeman, also by *Jill Tweed* and again reminding local people of the historical links to the community.

In more contemporary developments the theme of history and community comes through. The award winning development at Brindley Place in Birmingham included an aqueduct and lock gates to enhance the development theme, which was close to the Grand Union Canal.

Keith McCarter placed his work "Covenant" next to a contemporary



The Brindley Place work was designed by Miles Davis and is some 6 mts. tall, being further elevated on some bronze clad steps

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office building, which tended to break the sharp lines of the development, offering some "softer" relief to the eye. The work was coloured in a rich bronze which complimented the local red/brown stone of the pathway.

again the theme is to link the local people to the history of the city. Oslo is known as Tiger City in Norway, apparently this comes from a 19th century poem and refers to some of the council members of the day who at the time were in dispute with a local architect. He was also a poet and referred to the city as the "City of the Tiger" in his poem when they refused to accept his local plans!

(Cont.)

Perhaps the largest work ever cast at



Covenant by Keith McCarter

Nearer to home we are currently working for Leeds City Council who in recent years have transformed the City Centre. Millennium Square is a meeting place and is to include four Cast Bronze Owls, the symbol of Leeds and replicas of those 150 ft up at the top of Leeds Civic Hall. The owls are to be gilded with gold leaf and placed on plinths 2 mts high at the head of the square and hence provide a direct link between the present Civic Hall and the development. The quality of the bronze complimenting well the Italian marble and granite used in the square itself.

Burleighfield was a 13 mtr sword sent to Kuala Lumpur for the new sport stadium built for the last Commonwealth Games. The idea conceived by *Neil Lawson Baker*, included the reflection of the sword caught in water below and reflected in the glass front of the building from behind. A masterful design combining bronze sculpture in with the overall plan for the development. The work was an enlargement of a sword bought at a local market in KL!

At the other end of Millennium Square is to be sited "Both Arms", by *Kenneth Armitage*, cast last year. The sculpture is 5



The Tiger by Elena Engleson which is 5 mts long and 2.2 mts high, and weighs 1.4 tonnes.

Our most recent works are for two local authorities. We were approached by the City of Oslo in Norway to cast a 5 metre Tiger for one of the main squares in Oslo. The square is used as a meeting place and

mts tall, is finished in light bronze with blue rings of colour round the arms. The hands are open and welcoming, symbolis-



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ing the concept of the square itself. The work is presently on exhibition in Holland Park, London but will be moved by the end of March to its final position.

Although often the last thing thought of when planning a new development, bronze can play a significant part in any new plan. It does not only enhance quality of building and architecture, but also can act as a focus, and can draw people into an area, space and development●

(Cont.)

Paul Dimishky of Burleighfield Arts,
London Road, Loudwater,
High Wycombe, Bucks HP10 9RS
Tel: 01494 521341
E-mail: paul@dimishky.freeserve.co.uk

The RSA holds an annual event to emphasise the importance of inter-



One of the four cast bronze owls which are the symbol of Leeds



disciplinary collaboration in the creation of our environment. The Millennium Square project is a temporary project for a perimeter hoarding surrounding the construction site. The aim was to draw attention to and encourage engagement with the developing construction process. The hoarding was punctured with a 100 spy holes through which the public could view huge portraits of local people placed within the building site during the summer. CABE, amongst others, are funders and sponsors for the initiative●

10th. Anniversary of Art for Architecture



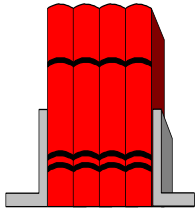
Artist: Deborah Baker
Architect: Pierre d'Avionne Architects
Grant: £11,000
Date of completion: 1999
Location: Millennium Square



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'PARTNERING IN THE PUBLIC SECTOR'

at the Mansion House, Doncaster
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PROGRAMME:

- 9.30 Tea/Coffee & registration
- 10.00 Welcome & introduction by **Roosje Barr**, President of SCALA
- 10.05 **Iain Beaton**: 'TRIALING PPC 2000'- the ACA standard form of contract for project partnering .
- 10.45 **Noel Foley**: 'NEW THINKING IN PUBLIC CONSTRUCTION PROCUREMENT'
- 11.15 Tea and coffee break
- 11.45 **District Audit Speaker**: 'THE AUDIT VIEW ON PARTNERING'
- 12.15 **David Bentley**: 'PARTNERING THE PROFESSIONAL SERVICES TEAM'
- 12.55 Question & answer session
- 13.10 Lunch
- 14.10 **Neil Baxter**: 'PARTNERING – A CONTRACTOR'S VIEW'
- 14.40 **Jeff Gibson**: 'DONCASTER CASE STUDY- BALBY SRB'
- 15.10 **David Mosey**: 'PROJECT PARTNERING UNDER PPC 2000'
- 15.40 **Nigel Barr**: 'PARTNERING – A STRATEGY FOR ACHIEVING BEST VALUE'
- 16.10 Question & answer session
- 16.30 Close with tea & coffee

SPEAKERS:

Iain Beaton: Chair of the LGA Construction Forum, member of the DETR Local Government Taskforce, the LGA Contracts Panel & represents the LGA on the Construction Industry Board. Formerly Assistant Chief Executive at St. Helen's MBC responsible, amongst a number of areas, for procurement strategy under best value & trialing PPC 2000 on a new school.

Noel Foley: Strategic Procurement Manager in Hackney Council's Housing Department working on partnering, procurement policies and practices. Member of the DETR Local Government Task Force, the Housing Forum & the LGA Construction Forum. An urban designer involved in social housing regeneration for over 20 years committed to tenant participation in design, construction & management of local authority stock.

David Bentley: A QS in both the public and private sectors who from 1990 has experience in the development, procurement & project management of CCT, best value (BV) & other strategic initiatives. Since 1998 he has been CIPFA Lead Advisor for the BV&Quality Forum for Construction & Property Services & involved in the Practical Partnering case study, Core Cities Benchmarking initiative & LGA Taskforce BV Working Group.

Neil Baxter: Managing Director of Bramall Construction who are a leading housing regeneration specialist operating throughout the N & E. Midlands. He has helped Bramall adapt to the changing market and they currently have 7 large partnering contracts with local authorities, housing associations and the MoD ranging from project specific to strategic and from 2 year old partnering arrangements to one's under development.

Jeff Gibson: Head of Construction Services, Doncaster MBC, responsible for the design & procurement of the Council's capital programme & maintenance of the corporate property asset. An architect, he has worked in both public and private sectors before joining Doncaster in 1994. Committed to the Egan philosophy and responsible for instigating Doncaster's current Partnering initiative. A member of SCALA Practice Forum & Council.

David Mosey: Head of Projects & Construction Group, Towers & Hamlin Solicitors, advising on project partnering & strategic procurement for more than 50 partnered projects with values ranging from £100k to £200m. Author of PPC 2000 & Heads of Terms for the CIC Guide to Project Team Partnering. Chair of the Housing Forum Procurement Working Group & a member of the Local Government Task Force Procurement Sub-Group.

Nigel Barr: An Executive Director with James R. Knowles with over 20 years experience in professional practice, in contracting organisations & as a construction contracts consultant. Involved in business improvement & efficiency & more recently in developing best practice & new standards of excellence in the building process. An independent facilitator for partnering workshops, lecturer & advisor on partnering & strategic alliancing.

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