



ARE YOU INSURED? PII MANDATORY FOR 2002

In the Architects Code the Standards of Conduct and Practice require that "Architects should not undertake professional work without adequate and appropriate professional indemnity insurance cover". The Standard further states that "the need for cover extends to professional work undertaken by employees of an architect". Employed architects must ensure that appropriate cover/protection is provided by their employer. SCALA members of other professions need to check the requirements that apply to them but it is unlikely that the legal situation is much different.

The Architects Registration Board (ARB) have decided that they must monitor PII compliance across the whole profession. As a consequence all architects will be required in 2002 to complete a certificate of compliance confirming the protection in place for professional indemnity, with the possibility of documentary evidence being required from 2003.

The ARB consulted widely on the levels of professional indemnity and these levels have been raised as the consensus view was that they were the minimum required to meet the realities and problems in the building industry today. The minimum level of indemnity is now £250k for gross fee income up to £100k, £500k between £100 & £200k income and £1m over £200k income. Run off cover should be maintained for at least 6 years and held at the highest level in the preceding 3 years prior to the cessation of practice.

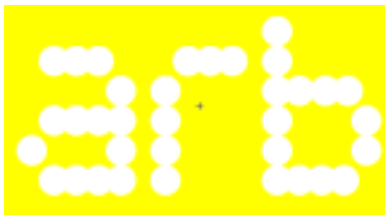
Following the recent case of Merrett vs. Babb employees might be responsible for outstanding liabilities if appropriate insurance is not in place. If

you are reliant upon another to provide cover/protection on your behalf, perhaps in a self-employed or agency capacity, or providing casual or gratuitous advice, then you may receive an indemnity from your employer. A sub-consultant to a larger firm may be covered by its PII arrangements. Architects are not required to maintain a PII policy where other appropriate cover/protection is provided on their behalf.

As a public sector employee it is often assumed that cover was provided by your employer but that has not always proved to be the case. The situation has become more complex in recent years with new and innovative ways of procuring buildings and services. This has involved greater use of private sector consultants and a wider range of clients, from charities and quasi-governmental organisations through to private companies. Local authorities are also grouping together to provide a

wide range of construction and property services and are exploring the wide range of partnering and partnership options open to them.

In 1999 SCALA published an Occasional Paper entitled 'PROFESSIONAL INDEMNITY for Public Sector Employees' which looked at the major changes impacting on PII ranging from operational and employment changes to regulatory and legislative changes. Guidance is provided together with a model indemnity clause. Much of the document is still relevant today and can be ordered at a cost of £5 (+p&p) direct from the website at www.scala.org.uk/publications.htm or tel/fax David Kimmins on 0115 846 9408●



The Architects Registration Board consulted widely on the levels of professional indemnity



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~Your guide to SCALANEWS~



SCALAEVENT

This or a similar logo signifies feature articles on topical events such as the Study Day in Birmingham on 16 & 17 May on 'Procuring quality buildings'.



SCALAFEATURE

A series of articles on the theme of 'Sustainable Development' from Trevor Pugh, Sam Kimmins and Brian Whittington



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 Design and Practice Forums which bring readers up to date on current topics & issues of interest



CIPFA A5de & ACASLA LIAISON

The 'homepages' for our strategic partners are inside as part of SCALA's "Best Action, Best Value" strategy of networking with our membership



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| P3 | CIPFA SCALA <i>BV&QF homepage</i> - David Bentley |
| P4/6&9 | CIPFA SCALA <i>BV&QF 25 Series</i> - <i>'Cruise control or taking control?'</i> |
| P7 | <i>'LGTF Demonstration Projects'</i> - Peter Bishop |
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| P18/20 | <i>'Are you WellBuilt?'</i> - the LGTF Sustainability Working Group |
| P20 | <i>'Book review'</i> - M4I Sustainability Working Group Report |
| P21/24 | <i>'Putting sustainability into practice'</i> - Sam Kimmins |
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*New feature:
See the
ACASLA
homepage
on page 10*

*Closing date
for copy for
the next issue
is Monday
18 March*

Next edition on Legislation & Guidance. Articles & letters please-Ed.



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David Bentley

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

CIPFA SCALA BV&QF homepage

ALL CHANGE?

The recent government White Paper 'Strong Leadership - Quality Public Services' sets out Labour's 'New vision for local government' at the beginning of the 21st Century. But what does it mean really mean for Local Government and what does it mean for Construction and Property Professionals?

The paper includes the introduction of comprehensive performance assessments, defining councils as high performing, striving, coasting or poor performing. This will form the basis for councils being given different freedoms and flexibilities. In addition, amongst a diverse range of issues covered, there are implications for Best Value reviews, the number of plans Councils have to produce and a new prudential regime for funding.

So how will the White Paper affect us?

At our next series of Best Value and quality Network events we intend to explore the White Paper as well as a host of other issues that have emerged recently of relevance to the construction and property field.

The dates for the events are as follows

6th March - Durham

11th March - Preston

12th March - Builth Wells

13th March - Taunton

14th March - Nottingham

20th March - London

For full booking details contact David.Bentley@ipf.co.uk

In addition we have again organised one of our Introductions to Best Value and Construction and Property events on this occasion in Durham on the 5th March. The Foundation Day covers issues such as Re-thinking Construction, Asset Management, Benchmarking, Performance Indicators, Best Value reviews and Best Value inspections and provides an essential base for those new to the area of Best Value or

anyone undertaking a Best Value review in a construction and Property related field.

For many of our regular attendees the day would probably be recapping on what we have told you over the last couple of years, but the event is a perfect training opportunity to involve others within your department/authority.

If you are not using all of your three free places at the next series of events you may wish to send 1 or more colleagues to this introduction day. If you are already using your three days we are offering discounted places for subscribers at £195 per delegate place. It is unlikely that you will see such relevant CPS/Best Value training anywhere else at such value for money! I will run the day with a colleague with ample opportunity for questions and discussion on areas of interest.

If you wish to book places please contact Lauren Whyte on 0208 667 8584 or e-mail Lauren.Whyte@ipf.co.uk

Because of the popularity of these Foundation Days a number of councils have requested a similar 'in-house' event for their staff. If you are interested in such an opportunity please contact David Bentley for further information.

How do I find out more?

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

David Bentley
Tel: 01543 262030
Email: David.Bentley@ipf.co.uk
or



Alan Tyler
Tel: 01438 718954
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Bernard Wyld
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STOP PRESS:

Take the opportunity to brief staff or refresh their knowledge of best value at the Foundation Day in Durham on 5 March. See article and SCALAdiary for details of all events



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CIPFA SCALA BV&QF 25 series: CRUISE CONTROL OR TAKING CONTROL?

Learn about the messages coming out of the inspections, look at the key areas together with the implications and barriers for implementation

Presented by David Bentley, Alan Tyler and Bernard Wyld

The recent Audit Commission Document 'Changing Gear' suggests that "two-thirds of councils are either coasting or under-performing" based on an analysis of Best Value Inspection scores. The Best Value inspection reports are being published thick and fast with a wealth of recommendations aimed at encouraging authorities to improve their performance and avoid being categorised under one of these labels. Within the area of construction and property various key themes repeat themselves time and time again and even in some of the more general inspection reports there are a number of key messages that we need to be aware of.

This series of workshops concentrated on the messages coming out from the inspections and the key areas which the inspectors are interested in. Also the implications for construction and property professionals and the barriers to implementation. A summary of recommendations from all the construction and property related reports was included in the delegate packs and updated at the events as further information became available.

'Changing Gear' was discussed in detail in the last series but many of the themes in the document are reflected in more recent government initiatives, the most important of which are the Byers Review of the Best Value Regime and the proposed local government White Paper on Quality Public Services. As inspectors are using these themes as part of the inspection process judgement criteria it was necessary to brief delegates on them as part of their need to take control of all aspects of service provision.

The Byers Review was announced on 1 October and will take three months. The detailed terms of reference were announced on 29 October. The review will be headed by Nick Raynsford, Local Government Min-

ister, with support from a small team comprising representatives from central and local government, the Audit Commission, the TUC and the private and voluntary sectors. They will be looking to:

- ◆ Identify practical ways in which best value can deliver high quality services efficiently and effectively whilst ensuring that terms and conditions amongst the staff charged with delivering them are fair, both in terms of the work being done and incentives for better performance
- ◆ Reflect that approach in new guidance and regulations, and possibly a Code of Practice, which would come into effect as from 1 April 2002, and to look whether any further changes to regulation are needed beyond that. *There was some worry at the workshops that this could lead to a more prescriptive regime, something which the recent Byatt Report went out of it's way to avoid, and delegates will be kept updated on this and other important issues.*
- ◆ Where there is firm evidence of unfairness in the terms and conditions of staff, especially those newly recruited following a transfer of services to an external provider, to agree on possible measures, including identifying potential changes in legislation, which might be required to ameliorate that effect
- ◆ To consider ways in which frontline staff, employees and trade unions can be fully engaged in the best value process, for example in identifying improvements in the way in which reviews are carried out and the means by which these improvements might be achieved
- ◆ To identify models of service delivery that include cost effective public partnerships where these could help address poor performance in delivering local services, and to recommend, where neces-



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sary, changes to legislation which would facilitate the take up of such models

The review is due to report by the end of the year and will seek, as far as possible, to reach a common stance on the way forward including proposals for legislative change if they are necessary. Other changes to the best value framework, including it's simplification, are to be addressed in the forthcoming Local Government White Paper after consultation with council leaders, officers and other stakeholders.

What began as a potential White Paper on local government finance now seems to have a much broader remit and likely impact. Broad proposals include:

- ◆ A better performance management framework- no doubt within which we will see changes both to the best value regime and the inspection process
- ◆ A clear plan on how to lift burdens on councils and setting them free to innovate and improve their services- suggestions have been made that ministers are looking to rationalise and streamline the number of statutory plans councils have to produce
- ◆ Additional freedoms for top performing councils, so they strive to be even better- probably an extension of the local public service agreements scheme where councils who deliver on outcomes are rewarded both financially and with new freedoms
- ◆ Boosting councils' community leadership role, helping councils to build a clearer a clearer vision for the area and work with partners to deliver that vision- probably an attempt to harness all the potential quangoes and government agencies who have no clear democratic accountability
- ◆ Financial reforms and freedoms that support reinvigorated local government- new prudential limits on capital spending, raising a small proportion of business rates locally, new distribution of RSG based partially on performance

So, how are these initiatives impacting on

the inspection regime and what is the feedback from the latest published reports? Three recent reports were analysed in detail each with differing scores, issues raised and recommendations made.

The first was an inspection of architectural and surveying services at the LB of Islington which scored a good service, probably will improve. This was despite making an early start with a relatively small scope of review (criticised in other reviews) and the need for an external consultant to help in the Challenge process. The recommendations were to:

- ◆ Raise the service profile in meeting corporate objectives and promote it's role, particularly to tenants and other external users
- ◆ Review the viability of present staffing structures
- ◆ Introduce a service charter and agree service standards against which performance can be effectively measured
- ◆ Explore potential benefits of investing surplus into the housing revenue account rather than the general fund to help achieve corporate objectives
- ◆ Expand and promote the remit of the Energy Centre to private sector housing and businesses within Islington
- ◆ Promote the educational, environmental and sustainability linkages within which Architectural and Surveying Services has a role to play
- ◆ Develop local performance indicators to inform the qualitative aspects of the service from the customer perspective

In the inspection of the Property Consultancy at Dudley MBC the inspectors commented that buildings looked to be in a 'generally poor' condition with a lack of focus in the service. Despite this there were few complaints but the inspectors then used quotes in their report, the majority of which were critical of the service. This raised comments on the danger of selective quotes without putting them in context and the initial reference to 'generally poor' buildings also provoked a debate amongst delegates. The view on the latter point was that issues





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such as this would normally be raised at a strategic level through the asset management plan and the corporate response to such matters would dictate the service response. The inspectors recommendations were predictable given the score of a poor service, unlikely to improve:

- ◆ Investigate the cost effectiveness of the whole range of service delivery options, including market testing by either a PFI deal, outsourcing and/or partnership arrangements. Ensure that this work is done within the next year
- ◆ Re-assess the level of spend on property assets to ensure that buildings are maintained in a suitable condition for service delivery- options may include critically examining the use of properties with a view to rationalising property holdings
- ◆ Develop local performance indicators that are challenging, customer focused, designed to lead to continuous service improvement and ensure that the service achieves the performance of the best councils
- ◆ Improve the selection and management of contractors by considering alternative arrangements such as term contracts or partnerships
- ◆ Re-define the Council's competition strategy to ensure that alternative forms of service delivery are actively considered and used where appropriate

The Design and Construction Service at Portsmouth City Council scored a fair service, unlikely to improve. It was one of four reviews that took place and the service was praised for a strong project management culture, increased cost awareness and post contract reviews. On the negative side inspectors commented on a lack of a commercial approach to business management, lack of member engagement and low morale and client satisfaction. The recommendations were:

- ◆ Develop key aims...in a business plan; these aims should be reflected in a marketing strategy and the council should ensure that councillors and staff are focused on achieving them

- and on the management of performance
- ◆ Improve the service to customers by:
 - ⇒ Developing procedures associated with the AMP and improve communication with clients
 - ⇒ Linking the improvement plan to the service and corporate aims, and to the expectations of users, identifying barriers to improvement and the ways in which they will be overcome
- ◆ Ensure the service is competitive by:
 - ⇒ Undertaking detailed benchmarking and cost comparisons with other private and public sector providers
 - ⇒ Adopting the government's standards of service for building control
 - ⇒ Undertaking fundamental challenge of service provider
 - ⇒ Continuing to develop partnerships in order to accommodate fluctuating workloads and remedy areas of poor service
 - ⇒ Improving cost effectiveness by quantifying proposals for cost reduction and improvement in efficiency
 - ⇒ Taking action to engage councillors, staff, client departments and contractors in the results of the review

General comments arising from inspections are the need to concentrate on the Challenge and Compete elements of the review which are perceived as the most important but the most difficult to undertake in a meaningful way. Also inspectors do not recognise service boundaries and if issues are raised which are outside the responsibility of the service or department, which may be corporate in nature, then criticism will follow if felt to be appropriate. This proves the need, as in all elements of your review, to provide an audit trail, and if this is interrupted the reasons why and what you have done to try and remedy the situation.

Other inspection reports recently received on Asset Management include Castle Point BC (Poor, will not improve), Craven DC and Rochford DC (Fair, unlikely to improve) and Ipswich BC (Fair, will not improve).

In conclusion delegates were kept updated on the possible changes in the inspection

Continued on P9:



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Local Government Task Force

RETHINKING CONSTRUCTION

DEMONSTRATION PROJECTS GO FROM STRENGTH TO STRENGTH



Peter Bishop

Local Government Task Force

The demonstration project system is at the heart of the 'Rethinking Construction' agenda and represents a vital mechanism to capture, measure, critically evaluate and disseminate construction-led innovative and best practice within local government. Although co-ordinated by the LGTF, demonstration projects are managed either by The Housing Forum for housing-led projects or the M4I for other construction and civil engineering works. Through the Housing Forum and M4I Regional Cluster Groups, Local Government demonstration projects are fully integrated with demonstration projects from the private sector, which encourages and fosters a number of 'Egan' objectives (better understanding between client and contractors, cross-fertilisation of ideas etc).

Both the Housing Forum and M4I operates a rigorous verification process that must be satisfied before a project is accepted for 'demonstration' status. In the case of M4I a project is considered as 'suspended' until the initial verification process is complete which, in normal circumstances, takes about 3 months. The Housing Forum calls for projects in rounds and at the end of each round the projects are interviewed and assessed by The Housing Forum demonstration projects panel chaired by professor David Gann of SPRU. The Panel has assessed over 300 nominations for all sectors and currently has 112 projects. Whilst

some 37 have been put forward by local authorities, they are also involved in a further 17 projects as part of the core partnering team providing a new total of 54 projects. In addition to these, many other projects have been submitted by stock transfer Housing Associations, but no records are kept of these numbers.

Generally the quality of schemes submitted as demonstration projects has improved as the process has matured. It should also be remembered that many examples of good and innovative practice in local authorities are not subjected to the critical gaze of the demonstration project process.

For historic reasons, M4I and Housing Forum use different geographic areas for organisational purposes. In the longer term we will move to a position where this information is gathered based on the nine English RDA areas. However as an interim measure the attached analysis is presented identifying five broad geographic areas.

The analysis of type of authority shows the majority of demonstration projects coming from County Councils and Unitaries/Mets/London Boroughs. District councils are very poorly represented in the submissions of demonstration projects, but this is perhaps unsurprising in that their proportion of expenditure on capital expenditure is relatively modest. The analysis of project type shows a healthy split amongst the four categories. However, the analysis by Nature shows a preponderance for process rather than technical innovation. Finally, attention should be drawn to the relatively small number of M4I projects submitted in the London Region. Despite this the Demonstration Project process goes from strength to strength and provides an invaluable learning tool for Rethinking Construction!

LGTF DEMONSTRATION PROJECTS 15 Oct. 2001

* NB: Projects may fall into more than one category

REGION	HOUSING FORUM	M4I	TOTAL	AUTHORITY TYPE			TYPE*				NATURE*	
				County	District	Other	Hsg.	Trans.	Educ.	Civic	Proc.	Pro.
NORTH-EARN	4	37	41	14	1	26	5	3	22	11	39	11
MID-LANDS	5	23	28	13	2	13	5	8	5	10	24	7
EAST-EARN	5	9	14	10	2	2	5	5	3	1	14	4
SOUTH-EARN	9	29	38	29	7	3	9	11	13	5	38	5
LONDON	14	7	21	0	0	21	14	1	3	3	18	5
TOTALS	37	105	142	66	12	65	38	28	46	30	133	32

provides an invaluable learning tool for Rethinking Construction!

For more information on Demonstration Projects please contact Peter Bishop at the Local Government Task Force team@lgtf.org.uk or tel: 020 7837 8286.



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Hays Montrose &



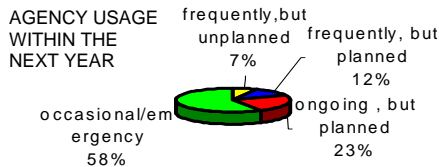
A partnership to promote best practice in temporary recruitment ser-



Richard Gelder, National Business Manager for the Public Sector at Hays Montrose, reports on the results of the recruitment and satisfaction survey sent to SCALA members

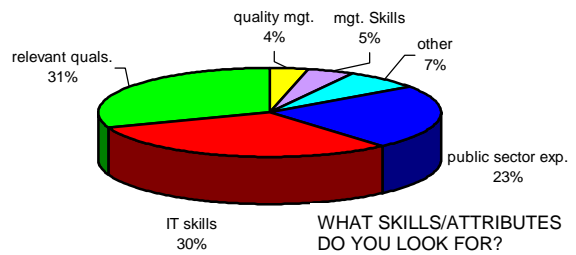
The main aim of forming a partnership between SCALA and Hays Montrose was to look at methods of best practice, with the goal of providing SCALA members with expertise, advice and a sounding board in matters relating to temporary staff recruitment. The temporary recruit survey carried out last Autumn was a major tool in helping to achieve these aims.

Initial feedback on the SCALA/Hays Montrose Recruitment Trends & Satisfaction Survey was included in the Christmas issue of SCALAnews. The Results & Recommendations have now been published and are summarised below. A full copy of these can be obtained by e-mailing info@scala.org.uk. There are a number of key points raised by the Key Trends Survey. Firstly, there is an overall expectation that agency use will increase during the next year ahead, pointing to the fact that agency use is likely to be an ongoing tool in the management of workloads by local authorities.



The division of the agency market into ongoing & planned and unplanned & emergency, raises the point that there will still be an ongoing need to resource temporary agency staff but that there will also be a growing focus to retain and manage those temporary workers who work on a longer term basis.

There are clearly defined expectations of skills required by SCALA members regarding their temporary staff, based on high skill, qualifications and experience. As highlighted, with skills shortages effecting recruitment, this is a key point in the use of agencies - how best to work with an agency to maximise good staff attraction from a limited pool of availability.



There is also a broad range of skills required by SCALA members - this demonstrates the point that agencies are used for a wide range of needs and that agencies are a key resource in workload management.

SCALA members have a very clear sense of their priorities in terms of temporary worker suitability, speed of service and the level of understanding that the agency should have about architecture.

However, a key point of the survey highlights there is very little motivation to get involved with meeting agencies. There is a level of dissatisfaction with certain areas, but this current lack of interaction or reluctance to interact with agencies is likely to hold back any solutions to improve these areas.

In terms of a main conclusion, the raising of satisfaction levels is very achievable, but this will involve a change in current practice by SCALA members and agencies.

The overall rating of 66% suggests that there is an opportunity to increase satisfaction levels and improve the methods by which SCALA members use agency staff.

The key issues seem to be:

- Improvements in Areas of Key Importance to SCALA members - suitability of temporary staff, speed of services and the level of knowledge / understanding that agency suppliers have about their requirements and needs.
- Developing how SCALA members work with agency suppliers to ensure that their full range of needs are met ranging from short term - short notice emergency supply to the ongoing support

For further details please call Richard Gelder directly on 07785 377614 or e-mail: richard.gelder@hays-montrose.com.



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- and management of longer term temporary staff within departments.
- c) Reflect best value needs by examining different methods of developing service improvements from agency suppliers so that increasing temporary staff requirements are more successfully met and that overall service and satisfaction levels are increased.

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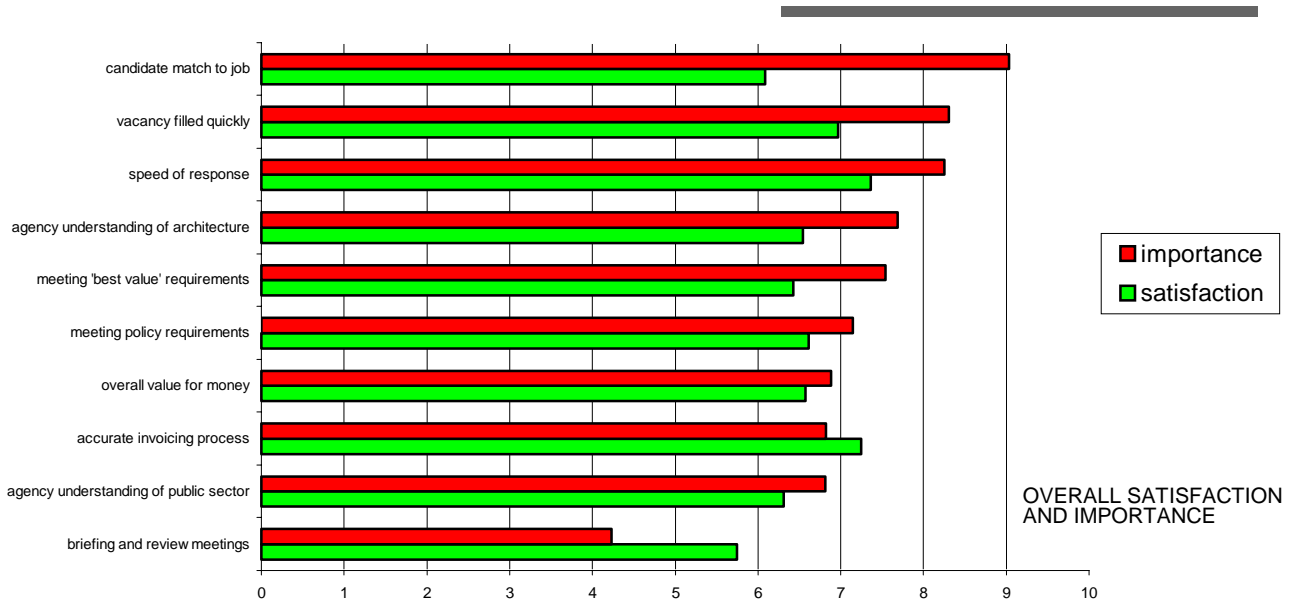
A list of 9 recommendations is included in the report to resolve these key issues. They will need to be jointly undertaken by the local authority and recruitment agency (s), who share equal responsibility for developing best practice and improvements. The effectiveness of these key actions is dependant upon the creation of good working practice.

The recommendations should be viewed as an overall package of good practice and should be seen as an ongoing development issue. The very nature of successful temporary recruitment is reliant on continuous improvement due to the immediate nature of temporary staff requirement and therefore should be subject to periodic review. As part of this policy a joint guide to 'Temporary Recruitment Best Practice' is currently in draft form and when finalised will be distributed to SCALA members and local authorities.

If you wish to contribute to this initiative local feedback can be through your regional convenor, or write direct to the Editor (contact details below)●

Continued from P6:

process which could include a move away from support service inspections, which councils may inspect themselves, and greater inspection of corporate and cross cutting services. There will be more 'light touch' inspections and a new scoring system for the 'Likely to improve' column of poor, uncertain, promising and excellent chance of improvement which was felt to be a cosmetic gesture. More preliminary advice will be available from the inspectorate to help set up and scope reviews while the new Audit Commission post of Client Relationship Manager for each council is intended to help co-ordinate the audit and inspection functions which may be merged in the longer term. Other feedback included the development by the Audit Commission of criteria to determine good practice in the following areas- libraries, street scene, planning and competition. Delegates will be watching progress on all these issues closely in the coming months and as well as the usual comprehensive update on inspections around the country the impact of the Local Government White Paper and other government initiatives will be covered in detail at future workshops. There is also the invaluable networking that takes place at our events, together with any issues that delegates wish to cover in more detail on the day. We hope that you have made a New Year resolution to attend!●



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The homepage for the Association of Chief Architects of Scottish Local Authorities

ACASLA ACCOUNT

The Association of Chief Architects in Scottish Local Authorities extends a "Guid New Year" to colleagues in England and Wales, we hope it is a successful and prosperous one for us all.



**Donald
Murdoch**

**ACASLA
President**

Looking back over the past year there have been some major developments in Scotland that have impacted on design and the importance of Architecture in Scotland. The Scottish Executive consider one of their main tasks is *"to bring about improvements in the lives of people, not only through better services and economic opportunity but also through improvements in the physical environments in which individuals and communities live and work"*, encouraging words. They recently published a Policy on Architecture for Scotland, making what appears to be a sincere and serious commitment to quality design and the importance of good architecture for the community. The importance of high quality design considerations in reaching planning decisions has now been emphasised in National Planning Policy Guidance and a number of other specific advice notes on best practice published by them. Having set these objectives the Executive have now launched a policy statement, entitled "Designing Places", a general statement setting out their aspirations for urban design.

Designing Places was written by Robert Cowan, the urban designer and author. The content was overseen by a Steering Group consisting of Executive officials and others including the Urban Design Alliance (incorporating RTPI, RICS & RIAS), planning and architecture schools, local authority officials, architects, landscape architects and transport planners. A fairly different approach to developing and writing policy than that normally adopted by government.

The focus was on communicating the impor-

ance of raising design standards in Scotland, the benefits of good design, the costs of bad design, the qualities of successful places, the role of the planning system in delivering these and the importance of education and training for councillors and officials.

"Designing Places" gives a definition of urban design: - "The collaborative process of shaping the setting for life in cities, towns, villages and rural areas." The definition emphasises the universality of its application, from the sensitive location of a single house in the countryside to the regeneration of urban life in our major city centres. The process is described as collaborative because of the necessity for all parties involved to understand what is trying to be achieved.

The Executive have given the commitment to continue to press the case for higher design standards in development and by making "Designing Places" a material consideration in the planning process they have raised its importance (ultimately applications can be refused solely on design grounds). ACASLA is heartened by the fact that quality architectural design is now enshrined within government policy in Scotland.

"Designing Places" and the Policy on Architecture both share an overall aim to improve the life of the people of Scotland through improving the quality of our built environment. Achieving this depends on recognising the value of good design at all scales of development. Good architecture can only benefit from this raising of design awareness in government circles and architects, in both the public and private sector, are the best placed to ensure the delivery of quality design.

The current edition of SCALAnews includes references to issues of sustainability. A Design Awareness Guide to Agenda 21 prepared by ACASLA members can be seen on Aberdeen City's Website, www.aberdeencity.gov.uk on the Environment & Property Department pages.

If you require any further information on what is going on north of the border contact details are overleaf●

*Members of
ACASLA and
SCALA can now
benefit from
the closer links
which are being
established
between the
societies*



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(Cont.)

President Donald Murdoch	Director of Environment & Property City of Aberdeen Council St Nicholas House Broad Street ABERDEEN AB91GY	tel 01224 522161 fax 01224 523075 email donaldrm@property.aberdeen.net.uk
Hon. Secretary Michael Lunny	Director of Property Services Angus Council Ravenswood New Road FORFAR ANGUS DD8 2ZG	tel 01307 473801 fax 01307 473806 email LunnyMG@angus.gov.uk



SCALADESIGN DEBATE

FEEDBACK FROM SCALA DESIGN FORUM MEETING HELD ON 7 DECEMBER

The following were the main topics of discussion:

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.

STUDY DAY 2002

To be held on 17 May at the Paragon (formerly Chamberlain Park) Hotel in Birmingham. Budget based on that for 2001 but allowing for increased hotel charges. Procurement, design quality and funding were favoured subjects and a range of speakers were discussed. Not everyone supported a visit the previous day and an overnight stay and if workshops were run they would need good organisation. Agreed to confirm the subject, based on the above, and speakers as soon as possible.

MAINTENANCE RETURN

Detailed discussion to take place at the next meeting. A joint exercise with COPROP is proposed and the overlap with AMP's (see below) was discussed.

ASSET MANAGEMENT PLANS

Information from these, much of which is held by the DfES, could assist in providing data for the Maintenance Return which is hard to gather with increasing delegation. 6 guidance documents had been issued with more on benchmarking and feedback from the CITEX condition assessment out shortly. Assessments of LA suitability surveys had been undertaken by Norfolk Property Services and WS Atkins leading to 60% of LA's assessed as unsatisfactory. The AMP appraisal for 2002 would look at condition, suitability, local policy statements, statements of priorities and target

assessment.

The performance data from AMP's is to facilitate local benchmarking. Based on studies the school maintenance spend will be £7b over the next 5 years and a chart will be sent to each LA showing their level of achievement.

OPTION APPRAISAL GUIDANCE

Publication imminent making the link between AMP's and option appraisal and containing a list of good practice LA's.

BETTER LA BUILDINGS

Introduction outlining CABE's role and purpose of document suggested.

CLASSROOM OF THE FUTURE

The DfES has recently published design proposals for 10 of the pilots for the 'Classroom of the Future' demonstration projects. The original proposal was for a technologically advanced, demountable 'clip-on' classroom, designed to tackle the problems of extending/adapting urban schools with limited site areas. Now it has been developed on into a fully mobile prototype classroom with state-of-the-art ICT that will move from school to school for a term at a time●



For further info, contact Mike Bubb, DfES Schools & Building Design Unit Tel/fax: 020 7273 6718/6762



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DESIGNS FOR LEARNING



High-quality schools & universities from 21 countries are presented through full-colour photographs, plans & descriptions. These 55 institutions selected by an international jury offer forward looking responses to the changing environment of teaching & learning

The OECD has completed a study that highlights the impact of building design on education. This article presents the publication of the study, defines exemplary educational facilities and provides examples, and finally describes the OECD programme devoted to work in this area.

PUBLICATION

Requirements facing educational buildings are more varied and challenging than ever. In addition to providing a supporting and stimulating environment for the learning process, today's schools, colleges and universities need to accommodate an increasing number of practical demands.

How do educational facilities promote teaching and learning as a result of their design? What changes are required to accommodate the proliferation of educational technology and an increase in tertiary education? How can design better facilitate lifelong education and recreation programmes or outdoor learning? What has been the impact of reduced financial resources, more intensive space utilisation and new health and safety concerns on the design of our educational establishments?

A new book from the OECD, *Designs for Learning: 55 Exemplary Educational Facilities*, shows how the design, use and management of selected educational buildings in 21 countries provide original and imaginative responses to the changing environment of teaching and learning. Chosen in recognition of their contribution to educational effectiveness by an international jury made up of people with backgrounds in architecture, education and resource allocation, the buildings in question include newly built or renovated schools, tertiary institutions (universities, colleges and other post-secondary institutions) and facilities for adult education.

Reviews of each facility are arranged within the broad themes considered by the jury: 1) improving effectiveness through design and management; 2) the school of the future; 3) tertiary education;

4) strategies for managing the educational infrastructure. Each review includes numerous colour photographs, detailed plans and descriptions. Contact addresses for the schools and architects featured are also included.

WHAT ARE EXEMPLARY EDUCATIONAL FACILITIES?

Educational facilities need to accommodate both the known and identifiable needs of today, and the uncertain demands of the future. They should provide an environment that will support and enhance the learning process, encourage innovation and be a tool for learning and not a monument to aesthetics. They need to be conceived not as an exclusive provision for the few, but as a resource to support lifelong education and recreation for all. They should provide good value for money. They should seek to minimise running and maintenance costs, ensuring that today's design decisions do not impose an unnecessary burden on future generations. Finally, they need to be designed to safeguard the wellbeing of the planet as well as the individual.

In addition to these practical considerations, the jury looked for projects which provide that essential and elusive quality of delight. Delight that stems from the relationship of the buildings to the surrounding environment, from the choice of materials, from form and proportion, and from the subtle modulation of colour, lighting and acoustics. Delight that lifts the spirit and affirms to both students and staff that there is more to education than simply acquiring the skills and knowledge to survive in an increasingly competitive world.

EXAMPLES

The featured establishments were selected from 90 schools and universities from 21 OECD countries. Here are 3 examples of the 55 projects chosen by the jury: **Notley Green County Primary School** in Essex (United Kingdom) is the result of a competition run jointly by the Design Council and Essex County Council to produce a prototype for a sustainable school – one that is simple to manage, economical, en-



uk

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Hear all about the procurement of Notley Green Primary School from Chris French, the Design Champion for Essex County Council, at the Study Day in Birmingham on 17 May

(Cont.)

ergy efficient and built with the minimum impact on the natural environment. The project demonstrates that a high-quality, environmentally friendly, new school can be built within a standard government budget, and it has helped to establish the principles and methods of construction of a sustainable building.

The classrooms can be quickly and easily expanded to provide flexible and varied spaces for a wide range of activities, through the use of moveable partitions. Designed initially for six classes, the site is large enough to accommodate an extension to the building if required in the future.

Tomaree Educational Centre in Salamander Bay, New South Wales (Australia) was conceived to replace a primary and a high school which were struggling to meet increasing local demand and were situated on sites unsuitable for expansion. The aims of relocating them to a single site, nearer to their main catchment areas, was to provide modern educational facilities in the most cost effective manner. This was taken further following discussions with the local council and other government service providers. The outcome is that the centre now provides an educational and community resource for the local neighbourhood, bringing primary, secondary and tertiary education together with health care and sports facilities in a single complex.

To provide space for more students and to upgrade the existing facilities, Ireland's **Limerick Institute of Technology** decided to add a new building and completely renovate its existing accommodation, which had to continue functioning while the new development took place. Additions comprise a library over a centralised student computer training area and a series of lecture halls; these are custom designed for the latest PC-based audiovisual teaching aids. The visible and enthusiastic placing of art is used to enhance and humanise the students' perception of the environment, and it helps create a sense of belonging and

reduce vandalism. The overall perception of the developed site, combined with the ability to deliver new courses to diploma and degree standards, has enhanced the institute's reputation. Student intake has increased by 70% over a seven year period.

OECD

This compendium of exemplary facilities reflects the work of the OECD Programme on Educational Building (PEB). The Programme is an intergovernmental network which promotes the exchange of ideas, research and experience in areas of educational building. The focus of PEB's efforts is to ensure that the maximum educational benefit is obtained from investment in buildings and equipment, and that building stock is planned and managed in the most efficient way.

The Programme on Educational Building operates within the OECD. PEB assists participating Member countries and Associate members to make the most effective use of the resources devoted to educational facilities at all levels.

PEB's work currently focuses on the Organisation's goal to facilitate investment in competencies for all, as proposed by OECD ministers of education. In particular, it addresses three areas:

- ◆ delivering education and training in the knowledge society;
- ◆ monitoring and evaluation of facilities policy;
- ◆ promoting and disseminating good practice in planning and management●

For further information, visit the PEB Web site at www.oecd.org/els/education/facilities or contact Richard Yelland, OECD/PEB, Paris, France, tel.: +33 1 45 24 92 60, e-mail: richard.yelland@oecd.org.

Designs for Learning is available through the OECD online bookshop at www.oecd.org/bookshop or by contacting OECD Turpin, PO Box 22, Blackhorse Road, Letchworth SG6 1YT, UK, tel./fax: 01462 687552/480947, e-mail: books@turpinltd.com; ISBN 92-64-18613-1, 160 pages. Enclosed leaflet has order form and details.



THURSDAY 16 MAY

14.30: Coach leaves Paragon Hotel for Birmingham tour and visit to Millennium Point

19.30: Dinner followed by evening viewing of members work

FRIDAY 17 MAY

9.15: Registration, tea/coffee and viewing of exhibitors stands

9.45: Welcome & introduction by the Chair
Roosje Barr, President of SCALA

9.50: What clients want

Keynote address by Zara Lamont

10.20: BRIEFING FOR QUALITY

Satisfying your stakeholders Mukund Patel

Briefing for public design Bob Rogers

11.30: Tea/Coffee and viewing of stands

11.50: PROCURING QUALITY

Quality public buildings in a changing world
Dr. Chris French

Tell me what you want, what you really, really want?
David Bentley

13.00: Exhibitor introduction, lunch and viewing of stands

14.00: JUDGING QUALITY

Too good to be SPRU? Prof. David Gann

14.40: Feedback & discussion on briefing & procurement issues in two concurrent workshops with speaker input

15.30: Tea/Coffee and viewing of stands

15.50: Workshop analysis and questions

16.25: Summing up by the Chair

16.30: Conclusion of the Study Day

Zara Lamont OBE, is a civil engineer with a varied career across many aspects of the Construction Industry. Zara joined Carillion in 1997 from a design practice in N. Ireland. Starting as a site engineer she progressed to Contracts Director before agreeing to a secondment to lead the Construction Best Practice Programme for 3 years. She has recently agreed to further extend her secondment from Carillion to undertake the Chief Executive role at the Confederation of Construction Clients where she is campaigning to ensure that clients receive good, practical professional advice.

Mukund Patel is Chair of the SCALA Design Forum and Head of the School Building and Design Unit at the DFES. Mukund qualified as an engineer from London University, working in private practice and the PSA before joining the DfEE in 1961. Previously Chief Engineer and Deputy Head of the Unit. Mukund is interested in energy efficiency and environmental issues, improving security and asset management.

Bob Rogers is taking an MPhil at Leeds Metropolitan University on urban design & environmental management after short courses for an MA at Sheffield. He qualified in Leeds as an architect doing his professional practice with Erno Goldfinger and has worked in both local authority and private practices. Currently Client Liaison Architect at Hull City Council Bob is increasingly involved in all pre-project initiatives and studies as well as the development of a briefing guide supported by SCALA.

Dr. Chris French is an architect with over 25 years experience of designing public buildings as a project architect, development architect and design standards officer. He is responsible for commissioning consultants who design all the County Councils capital building projects in Essex and acts as design advisor on all PFI and partnering projects. He has a research degree in school design and has acted as advisor

to several central government committees and working groups. He has seen a large local authority architects department change from a provider to enabler of design services. As a design champion Chris seeks to achieve quality architecture at a time when changing procurement options can reduce the architects influence.

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. From 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 local 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 and the Local Government Construction Task Force Best Value Working Group. Through his work he has wide experience of what people want and procuring in a best value world.

Prof. David Gann has a BSc in Building Construction & Management, an MSc in Science, Technology & Industrialisation and a DPhil in Science & Technology Studies. He was previously a director of a construction firm and two consultancy companies and has worked as a council housing surveyor. He has been a government academic adviser working extensively with the DTLR and also the Construction Taskforce, as well as a Board member of the Housing Forum and advises on innovation strategy. The Egan agenda highlighted the importance of measurement and mapping in improving construction quality and he will talk about his work with the CIC on developing Design Quality Indicators as an assessment tool.



SCALA DIARY

In addition to the normal SCALA activities there is the partnering event in mid Wales on 8 Feb. Also the Study Day at Birmingham on 16 & 17 May on 'Procuring Quality Buildings' (see above & back page).

JANUARY

31 Y&H Region meeting in Huddersfield (contact Steve George Tel: 01482 612481)

FEBRUARY

1 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.

1 S&SE Region meeting at Worthing (contact Vic Swanwick Tel: 01903 239999)

8 Eastern Region meeting at Norwich (contact Nigel Badcock Tel: 01284 763233)

8 'Making Partnering work for you- a day with the experts' at Llandrindod Wells, Powys (contact Bernard Wyld or go to www.scala.org.uk/events.htm)

MARCH

14 NW Region meeting in Knowsley (contact David Mycock Tel: 0161 911 4130)

AMP network dates and venues: February 11 & 13 London, 15 Warwick, 18 Exeter, 20 Bury, 21 Durham, 22 Nottingham, 25 & 26 London (for info. contact Alan Tyler Tel/fax: 01438 718954)

CIPFA/SCALA 26th. Series of BV&QF workshops on Construction & Property Services: 'All Change?- how the White Paper will impact on you' comes to you on- March 6 Durham, 11 Preston, 12 Built Wells, 12 & 13 Scotland, 13 Taunton, 14 Nottingham, 20 London

NB: Special foundation day on Best Value and C&PS services in Durham on 5 March

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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SCALAPRACTICE PROGRESS

CHAIR'S REPORT

The SCALA Practice Forum met on 7 Dec. 2001 and discussed the following topics.

JOINT WORKING WITH HAYS MONTROSE

Richard Gelder tabled the results of the 'Recruitment Trends and Satisfaction Survey' and feedback from the Regional SCALA meetings he has attended.

The results were summarised as:-

The overall satisfaction rating for agency use was 66.2% - average satisfaction with room for improvement. The issues of greatest importance to SCALA members are:

- ◆ The suitability of the temporary worker to match the job
- ◆ Speed of filling and responding to the vacancy
- ◆ Understanding the recruitment agency has of architecture

The issues of least importance to SCALA members are:

- ◆ Meetings and reviews with the agency
- ◆ The agencies understanding of the public sector
- ◆ Accurate invoicing

The greatest difference between importance and satisfaction were:

- ◆ Suitability of the temporary worker to match the job
- ◆ Speed of filling vacancies
- ◆ Meeting best value requirements

LGA - JCT CONTRACTS PANEL

The last meeting was on the 8 November 2001 and some of the issues covered were as follows.

Future of the Panel

Draft report has been circulated to senior LGA management outlining the setting up of the new panel with a wider remit and supported by Federation of Property Societies. The Panel will consider more general procurement matters in addition to construction contracts.

New title expected to be "Procurement Panel".

LGA Survey of Contracts in Use

A revised form is to be sent to Local Authorities seeking this information.

CONSTRUCTIONLINE MEETING

Meeting on 23 November discussed the revised draft report and agreed more work required before it could be finally submitted. Report in draft form to go to LG Taskforce in December 2001 for support in principle and comments.

CIC INDICATORS

Research work on this is still continuing. Looking to pilot their results on a number of schemes before progressing further.

CLIENT'S CHARTER INDICATORS

The tool kit includes some 60 indicators. I have been asked on behalf of SCALA to suggest a reduced list of some 25 which could be used as critical indicators for LA's although all 60 would be useful.

RETHINKING THE TEAM - EGAN'S PROPOSALS FOR SITE SAFETY

Reference was made to a number of articles in technical press on suggested changes by Sir John Egan on how H&S is dealt with in construction contracts. There are also proposals to revise the Safety legislation. Members need to be aware of any proposals as it will affect the way we work and our responsibilities.

WORKLOAD

An article from 'Building' discussed showing predictions on downtown and workload in some areas. All members present indicated their workload was being maintained. There was, however, in some areas indicators of problems with provision of good quality, skilled tradesmen.

RIBA PRACTICE NOTES

These continue to be circulated to Council and Practice Forum. RIBA proposals for a Policy and Procurement guide have also been received.

Continued on P17:

Brian King-Fisher

Chairman of the Practice Forum

Practice Forum interests:

Legal & insurance matters

Best Value

AMP's

Egan issues

EU issues

Benchmarking

Contract documents

Human rights & equal opp's

Procurement & commissioning

Business mngt.

ICT, CDM etc.



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News and views from the Commission for Architecture & the Built Environment



*Dan
Thompson*

CABE

At the end of July this year, CABE carried out a survey intended to discover what kinds of advice in the field of design quality are available to planning authorities, and in what ways further advice could usefully be provided. This article presents the key findings from the survey (the full report is available on the CABE website, www.cabe.org.uk) and provides a preliminary look ahead at the ways in which the results are informing CABE's plans for the future.

The survey was sent to all local planning authorities in England, and a number of other organisations with interests in the planning system. Of those contacted, 56% completed and returned the survey questionnaire, and we would like to thank those who took the time to do so. The response rate is high for this type of postal survey reflecting, I think, considerable interest in the subject; although we are not forgetting the fact that 44% of those contacted - representing some 120 local authorities - did not respond.

The survey aimed to gain an impression of the resources available to local authorities in terms of assessing the design quality of planning applications. The responses reveal that, in terms of the number of those professionally qualified in design disciplines, local authorities are often operating from a low base. Only 38% of those authorities who responded have a registered architect among their staff (36% have an architects' department); 48% have a staff member qualified in urban design and 57% have a landscape architect. Further analysis of the figures shows that, most worryingly of all, 23% of responding authorities have no staff with design qualifications at all.

Even where an architects' department exists, the implications for design can be limited - the survey indicated that less than

half of such departments are involved in assessing the design aspects of planning applications. The reasons cited for this low level of input into design matters include limited staffing, the location of architects' departments in separate sections of the authority (such as Property and Procurement) and in some cases a lack of the necessary skills to assess design matters - as one authority noted, its architects' department is basically a 'technician based section'.

As another potential source of design advice to local authorities, design panels were another focus of the survey. We wanted to better understand the different forms that existing panels take, how they operate and whether there is an appetite for access to such a panel where one does not exist already.

The survey results indicate that less than a quarter of authorities have a design panel of some sort in addition to or instead of a Conservation Area Advisory Committee (a quarter have such a Conservation Committee). Those design panels that do exist appear to be reasonably well valued, however - none thought that the advice they gave was poor, 45% thought it was variable and 47% thought it was good.

Among those who do not have a design panel, 59% indicated that they would like access to such a panel. A clear preference was expressed for design panels to be organised on a local basis - 49% would opt for this, 39% felt that it would be most useful at a county or metropolitan level and only 12% at a regional level.

Design Champions - figures who promote the importance of design and raise awareness of it - do not yet appear to be widespread in local Government, with only 20% of responding authorities have such a post.



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(Cont.)

However, there was a large degree of support for the concept - 67% thought that having a champion is desirable. This support was tempered by a range of caveats and concerns, however. It was vital, some noted, that a Design Champion should have 'seniority and ability to influence the council'. A significant danger was felt to be that the Design Champion 'can be seen as the only one with responsibility rather than it [design quality] being an important cross-cutting issue that many should share'.

A lack of skills - and a consequent need for training - were identified as issues in relation to both local authority staff and Planning Committee members. While some Committee members were clearly engaged with design issues, serving as Design Champions for example, other survey responses indicated that Committee members can be part of a culture that downgrades the importance of assessing the design quality of schemes. One respondent stated that his Committee members saw heritage and design issues as 'obstacles to development'. One of the most striking of the statistics to emerge from the survey is that 52% of Planning Committee Members have never been offered training on design issues by their authority.

The last questions in the survey asked respondents what form of further design advice they would like. From the answers to these questions, it is clear that local authorities are seeking guidance and education as well as design input on specific projects. Housing schemes and PFI were singled out as issues which local authorities would welcome further advice on, reflecting a feeling among local authorities that they require help with interpretation and adjustment in areas where Government ad-

vice has been changing over recent years. It is also clear from the responses that resource considerations are an important constraining factor when authorities consider how they would like to increase the level of design advice available to them.

So where now? In considering how these results can inform CABE's future plans, one of the clearest steers received from the survey was towards the idea of local design panels. It is not appropriate or feasible for CABE to resource or manage such panels - instead we think that there is an important role for us to play in facilitating the creation of them. We are planning, by the middle of next year, to produce a guidance note on design panels, looking at the way in which some existing panels are run and setting out the pros and cons of differing approaches. The intention for the note is that it should not be prescriptive - different options will suit different authorities. New publications such as 'Better Places to Live' - a companion guide to PPG3 - and the forthcoming 'Better Civic Building', a local authority version of Better Public Buildings which we are publishing with SCALA, should help to provide some of the guidance requested by many local authorities. CABE's regional seminars, entitled Making Places (details on www.cabe.org.uk), will also provide guidance.

To summarise, the results of this survey suggest that considerable interest in design exists in many authorities but a lack of support - of a financial and / or cultural nature - often prevents design quality from being accorded the prominence and importance it deserves. There are bright spots but a great deal of work remains to be done. The CABE and SCALA surveys have thrown up some similar issues and we will work together to address the problems●

(Cont.
from P15)

CIPFA/SCALA CONSULTANCY

A paper was tabled on the setting up of a network of quality assured construction and property consultants to provide on-site assistance to LA's. This could involve retired members of SCALA. The proposal in principle was supported by the Practice Fo-

rum for consideration by Council and subject to further discussion on the details●

Further details of any of these items can be obtained from Brian King-Fisher:
e mail: angie.rosser@nottinghamcity.gov.uk
Tel: 0115 9158000/Fax: 0115 9158082



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ARE YOU WELLBUILT?



**Trevor
Pugh**

*Director of
Environmental
Services*

*LB of
Harrow*

Is the Climate Change Levy crippling your schools? Are the Landfill Tax bills from your refurbishment sites burying you? Are you worried about achieving continuous improvement in your CO₂ emissions? Is new development in your area causing a traffic nightmare? Are locals up in arms over your latest building site? What on earth can you do about all this anyway?!

Don't worry, WellBuilt! is here to help.

The Local Government Task Force (LGTF) and the Building Research Establishment Ltd (BRE) have joined forces to form a new LGTF Working Group on sustainability: WellBuilt! Supported by both organisations, WellBuilt! is sponsored by the DTI Construction Research Programme. The network is chaired by Trevor Pugh, Director of Environmental Services for the London Borough of Harrow.

WellBuilt! supports local authorities to adopt principles such as partnering and whole life costing set out in Rethinking Construction following the principles of partnering and whole life costing in order to realise the economic, social and environmental benefits of more sustainable construction. It also encourages authorities to consider the social and environmental advantages of sustainable construction and to use national and local performance indicators to measure success: particularly relevant now Best Value Reviews take sustainability into account.

As a first achievement, WellBuilt! have produced an Action Plan for sustainable construction with network members. The draft of this is available at www.wellbuilt.org.uk. With sections on planning, procurement, and management, which focus on new build, refurbishment, repair and maintenance, the Action Plan could have a big impact on guidance, specifications, briefs, strategies and policies to achieve:

- ◆ Reduced CO₂ emissions from buildings

and transport, saving Climate Change Levy payments and proving continuous improvement;

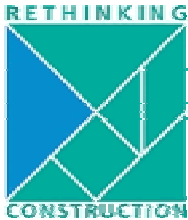
- ◆ Whole life cost savings and reduced Landfill Tax burden in your buildings, through more efficient materials use;
- ◆ Integration with community strategies and LSPs, showing improved community leadership and wellbeing;
- ◆ Increased building user productivity/satisfaction, also aiding economic development, staff recruitment and retention;
- ◆ Better guidance to developers and consultants, leading to better buildings in your area;
- ◆ Improved site safety, reducing risk and liability.

We have so far trialled the Action Plan with Hull, Harrow and Bristol, with two more coming up. Dave Chandler from Hull City Council gives a personal viewpoint of the trial in the following article. If you are interested in examining how the Action Plan could be implemented in your authority, or wish to take part in the piloting scheme or learn more about how the Action Plan might help your Authority, then please contact us at the address below. The final Action Plan, taking in all the lessons learnt from the trials, will be launched in late Spring.

Later in 2002 WellBuilt! workshops will aim to solve particular problems, as suggested by our members. By 2004, WellBuilt! aims to have created a self-sustaining network of local authority officers charged with supporting and disseminating best practice in sustainable construction.

This is not just another green initiative. Sustainable construction is about the wider Rethinking Construction agenda. It is about taking a long-term view of major investment and looking at whole life costs. Local authorities that adopt Rethinking Construction principles will see a whole range of benefits, just one of which is a more sustainable way of working.

For more information on WellBuilt!, please sign up at www.wellbuilt.org.uk or contact Helen Sargant on 01923 664643 or email sarganth@bre.co.uk



For more information on the Local Government Task Force, please contact Peter Bishop, on 020 7837 8286 or email team@lgtf.org.uk

(Cont.)

Climate Change Levy will change schools

In April 2001 the Climate Change Levy (CCL) became operational. It adds about 15% to many school energy bills. It was brought in at the same time as a decrease in National Insurance, but schools do not benefit from this as much as other commercial buildings full of working adults. In whole life costing terms, it is imperative that more is done at design stage for energy efficiency in schools. The upcoming revision of Building Bulletin 87 from DfES will prove invaluable. Construction and property services can achieve a great deal using common sense solutions when considering new build, extensions, refurbishment and maintenance. Devolving budgets to schools means guidance on procurement needs to be easily understood and well specified.

Hull are getting WellBuilt!

The Hull City Council Local Agenda 21 Strategy required action on sustainable construction:

Dave Chandler was tasked with formulating a policy document. After reading the BRE Action Plan, Dave realised that it could readily be used as the basis for what Hull needed, and so decided that Hull City Council could trial the Action Plan.

WellBuilt! representatives from BRE met with officers from Hull, including the LA21 manager, energy manager, procurement unit staff, planner and client officer. At this meeting it was decided to move forward with drafting the policy based on the Action Plan, and all agreed on exactly what the document should contain. Since then the BRE and Hull have worked in partnership and a draft policy is now out to consultation.

Dave foresees the policy being handed out to developers and constructors at the tender stage, as part of the move to ensuring quality bids. The policy will also be used for internal procurement and management.



Dave Chandler

Hull City Council

A sustainable construction policy is seen as key to ensuring that the existing energy efficiency, capital and draft procurement strategies are joined up and complementary. The policy is the first step towards setting further specific targets and implementing action.

The policy is of prime importance to the newly formed Procurement Unit. With a multi-disciplinary staff, covering cost, services, energy efficiency and design skills, the Unit is well placed to fulfil Best Value and sustainable construction aims. The work of the Unit will ensure sustainable construction design issues are represented at the earliest conception stage, enable the production of performance specifications crucial for consultant appointment, and arrange monitoring and post project evaluation to measure success.

For more details contact Dave Chandler, Special Projects Manager, Hull City Council, 01482 612426.

New school being EPI'd!

The Movement for Innovation launched a set of six Environmental Performance Indicators (EPIs) in Spring 2001 (see Book Review overleaf). They consider:

- ◆ Operational carbon dioxide emission
- ◆ Embodied carbon dioxide
- ◆ Water
- ◆ Waste in the construction process
- ◆ Biodiversity
- ◆ Transport

The first three are benchmarked for offices, housing, retail, hospitals and educational buildings. These can provide input to the design and management process, and allow performance to be measured and reported on during and after construction. The report can be found at www.m4i.org.uk/publications

Cheshire County Council (CCC) are using the EPIs on Weston Primary School in Crewe. The school has outgrown its gothic Victorian building, and a new build scheme is underway. Phil Kershaw from CCC reports:

Following a presentation on the concept and purpose of EPIs to our Partnering



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(Cont.)



Perspective view of the Weston Primary School at Crewe

Sod digging team on the site of the Weston Primary

Team in Summer 2001 by Peter Runacres (M4I), we were, in view of our innovative procurement approach, keen to adopt them as the basis for a pilot scheme. This involved Peter sitting in on the design development meetings: monitoring our efforts and improving our approach to these important issues.

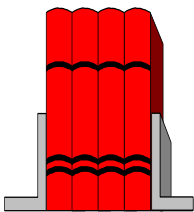
The M4I Sustainability Working Group Report on EPIs for Sustainable Construction is being used as a reference for assessing various areas of the design and construction process against identified benchmarks. This has proved an effective process in focusing attention on the six EPIs. A forum has been provided for collectively exploring opportunities in improving environmental features of the project's de-

sign, construction and operational aspects. Valuable advice and support has been provided by Peter on each of the six areas of design development. As a result of this process a number of issues have been raised both in relation to general management/organisational procedures and also with regard to material and installation processes. These may involve simple adjustments of procedures, to detailed revisions in constructional proposals: the objective always being to achieve an environmentally responsive solution.

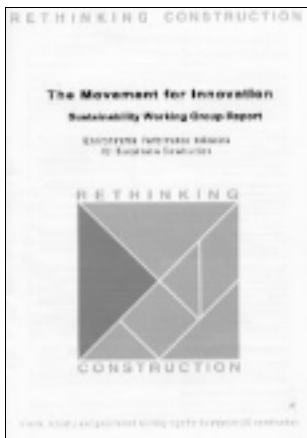
Through the Partnering process we have had the opportunity of involving the contracting Partner's specialist sub-contractor supply chain in the earliest design development discussions, allowing for a more co-ordinated approach to the accommodation of environmental factors. Capital costs of more innovative installations have been considered against the life-cycle cost benefits. Financing implications have undergone a value engineering process in an effort to gain greatest benefits within our target cost.

In striving to achieve the strategic objectives of this project to provide educational facilities for the 21st c., attention to the environmental impact of the development is felt to be a relevant and worthwhile feature of the scheme. Consequently the staff, governing body and pupils alike are now looking forward to occupying their new school premises in Sept. 2002, which we feel confident will provide them with an energy efficient 'high tech' environment for the future●

For more details contact Phil Kershaw, Cheshire County Council, Tel:01244 602636



Book review



M4I SUSTAINABILITY WORKING GROUP REPORT:

Environmental indicators for sustainable construction:

- ◆ Operational carbon dioxide emission
- ◆ Embodied carbon dioxide
- ◆ Biodiversity
- ◆ Transport
- ◆ Waste in the construction process
- ◆ Water

Order free of charge from DETR free literature (Tel/fax: 0870 1226 236/237) or go to www.m4i.org.uk/publications.



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PUTTING SUSTAINABILITY INTO PRACTICE



*Sam
Kimmins*

*Sustainability
Consultant*

*WSP
Environmental*

Sustainability is the 'new' buzzword in the construction industry, but what does it mean, and how do we implement it? This article explores processes by which Sustainability can be put into practice for construction projects, to the benefit of local authorities, developers and building users.

Sustainable development is a term that has received much attention since the Rio de Janeiro Earth Summit in 1992, when the concept was first discussed on an open World stage. Since this time the UK Government has responded by committing to sustainable development principals in a number of publications not least their election manifesto, the White Paper "A better Quality of life" and in a series of consultative papers entitled "Opportunities for Change". More recently the construction industry has been further challenged through the strategy documents/ code of practice for "Building a Better Quality of Life" and the new Urban White Paper.

All these papers clearly set out the Government's aspirations for the wide range of issues to be addressed under the sustainable development concept, namely environmental, sociological and economic mutual advancement.

Within the Local Authority context, commitments to meeting these aspirations are set out in the authorities Local Agenda 21 strategy. Originating from the Rio summit, LA21 provide a local framework for action, outlining key performance indicators for sustainable social, environmental and economic development: *"I want all local authorities in the UK to adopt local Agenda 21 strategies by the year 2000"* Tony Blair, UN General Assembly, NY 2000"

Application of Agenda 21 varies depending on the local council, with some being proactive in integrating sustainability throughout their operations, whereas others are lagging behind in the development of their strategies, possibly due to a mistaken assumption that Sustainability will add a burden of cost.

With buildings accounting for 50% of UK energy use and having a profound influence on our social and economic interactions, construction is a fundamental aspect of local authority activity to which LA21 must be applied. It is also an area where the greatest benefits of Sustainability concepts can be realised, in terms of reduced running costs, greater usability, increased building flexibility, accessibility, community involvement and reduced construction time, to name but a few.

RESISTANCE AND DRIVERS TO SUSTAINABILITY

When we think of a 'sustainable' building we often think of profile projects such as BedZed, a forward thinking social housing project aspiring to zero CO2 emissions, or the Hockerton housing project, which aspires to self sufficiency through low energy design, and on-site energy and food production and waste water treatment.

However, in a conservative, risk shy industry there remains a vast gulf between such projects and mainstream construction. Much of the reticence to embrace the sustainability agenda stems from lack of understanding of what it entails, and concerns that increasing sustainability will increase costs.

For example, press interest in projects such as BedZed tends to focus on the 'kit' used - photovoltaics, recycled products etc - which add cost when considered in isolation. But the real story often lies in the less 'sexy' aspects of the projects. For example, the new Arsenal Stadium to be built in North London has committed to reducing concrete and ferrous waste disposed of to landfill by 70% over standard practice, through reuse or recycling both on and offsite. While this is not the kind of news to hit the headlines, the initiative will not only save considerable transport and landfill costs, but the overall environmental benefits are arguably greater than those of, for example, the photovoltaic roof proposed for the new Arsenal shop.



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The reasons for embracing sustainability are moving beyond a values-based approach as recognition of these commercial drivers increases. With new procurement methods such as PFI becoming more common, developers are beginning to recognise the benefits of considering the whole-life costs of construction, rather than simply construction costs.

Obvious examples of capital investments with long term payback are alternative energy systems, sustainable drainage systems such as rainwater harvesting, and energy saving measures such as improved airtightness, passive solar design etc. With schemes such as enhanced capital allowances reducing capital cost, and the climate change levy reducing pay-back times, the viability of such schemes has increased dramatically over the last few years.

New procurement processes can be advantageous to both capital cost and sustainable development. Interface Carpets operate a carpet leasing scheme in the US, whereby the manufacturer retains ownership of the carpet, while the client pays for the service of a maintained floor covering. Interface will periodically remove worn carpet tiles, and replacing them with new matching tiles – allowing the building owner to delegate cost and responsibility for disposal, spread the capital cost of the carpet, and have a well maintained floor covering. Most importantly from an environmental point of view, Interface has a constant stream of old carpet tile, which have been designed for 100% recycling into new Interface carpet. Similar schemes are available for other components, such as roofing, with companies such as Key Bemo offering buy-back of their aluminium roofing at the end of its lifespan.

PLANNING REQUIREMENTS

The planning system is increasingly becoming an important driver for sustainable construction. Recently, WSP Environmental's Sustainability team developed the sustainability strategy for a new 100,000 square foot store in Sutton in Ashfield, Nottinghamshire, for Parkridge Development Limited and B&Q. This was instru-

mental in satisfying rigorous sustainability requirements set by a proactive District Council, who recognised that a flagship Sustainable building would set a progressive, forward thinking tone for the regeneration of the Ashfield Gateway, a former coal mining area.

A key aspect of the green design process included the use of thermal modelling analysis to demonstrate the effectiveness of a natural ventilation strategy, avoiding the use of air conditioning throughout most of the development. Innovative light-vent pipes are used to bring fresh air and daylight into windowless rooms such as cash handling areas, and a night-time ventilation strategy uses exposed concrete soffits to increase thermal mass. Where passive ventilation was unable to meet peak summer cooling loads, Greenpeace approved non-halide air conditioning systems are used, powered by 150m² of thin-film photovoltaic panels mounted on the roof and façade.

The ultra low-flush toilets use water harvested from the roof, while water for the cafeteria is heated using solar collectors. A robust sustainable materials strategy ensures the utilisation of sustainably produced timber and reclaimed aggregates throughout the development, and PVC has been eliminated from key elements including wiring, rainwater goods and 90% of the cladding.

While individually some of the components such as photovoltaic panels added to the capital cost of the project, the benefits should be looked at over the entire package, in terms of off-set costs of removing air conditioning kit through the use of passive ventilation, reduced running costs, improved relationship between developer and client, facilitation of the planning process and an excellent PR opportunity for the developer, B&Q and the local authority.

Following this successful project, which is now being used as the benchmark for future development in Ashfield, B&Q are now looking to formalise the sustainable design process throughout their UK and worldwide property development programme; This is a clear endorsement of the value of Sustainability thinking by a commercial company in the highly competitive retail industry.



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MUTUALLY AGREEABLE AND MEANINGFUL PERFORMANCE TARGETS

A major stumbling block to sustainable construction is lack of clarity over how it should be implemented. Such misunderstandings leave the door open to sceptics to ignore or simply pay lip-service to sustainability.

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The first stage should be to set mutually agreeable design objectives, key performance indicators and measurable targets in partnership with other key stakeholders, at the earliest stage in the design or bid process. This process should allow the project flexibility to evolve the most appropriate solutions, rather than trying to impose strict design solutions from the outset. For example, a common request in planning briefs is for photovoltaic panels, wind power or CHP. While these provide an

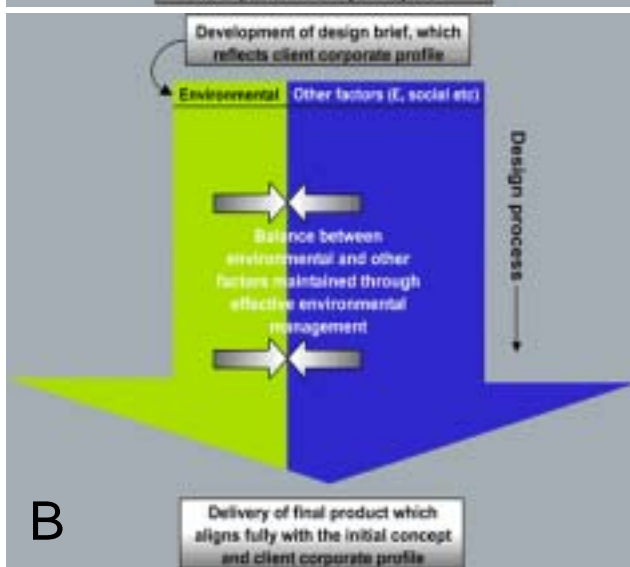
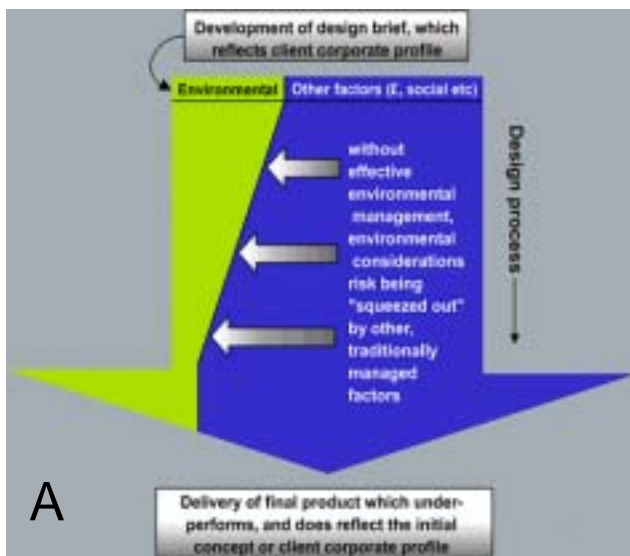
excellent sustainability 'signal' and promote important fledgling industries, focusing on specific technologies may not present the most suitable or economic solution. Rather, a design brief should be developed through a framework of dialogue, to ensure compatibility with the procurement process, project budget and expertise, and most importantly to gain buy-in from all involved. The focus at this stage should be on what we want to achieve - which is social, environmental and economic advantage - rather than use of a specific technology. For example, using a common LA 21 theme, the brief may be to produce a school with 20% lower CO2 emissions than best practice in the County. Not only can this provide environmental and running cost advantages, setting a performance target allows the design team the flexibility to develop capital cost-neutral or cost saving means of compliance.

SETTING BENCHMARKS

A simple way of setting the brief is to use existing benchmarks. The last ten years has seen the emergence of a number of Best Practice benchmarks, best known of which are the Building Research Establishment Environmental Assessment Method (BREEAM) schemes. These are currently available for offices, industrial units, supermarkets and housing developments, and will soon be available for Retail and Schools. Building designs and management procedures are independently assessed across a range of key issues including construction management, energy and water use, transport and pollution, to provide a rating, from Pass to Excellent. Similar schemes are also available for schools (SEAM) and Hotels (EARM). These schemes provide ready-made benchmarks and assurance of good practice, and are trusted as achievable by most developers.

MANAGING THE PROCESS

There is always the danger that as a project develops, aspects that are seen as non-critical can be rinsed out due to budget or knowledge gaps resulting in a final building which is very different to the original brief (diagram A). A check and challenge process specifically tasked to audit implementation of sustainability is therefore essential ensure the brief is met (diagram B). The simplest method of achieving this is to specify a self-auditing and reporting programme as part of the



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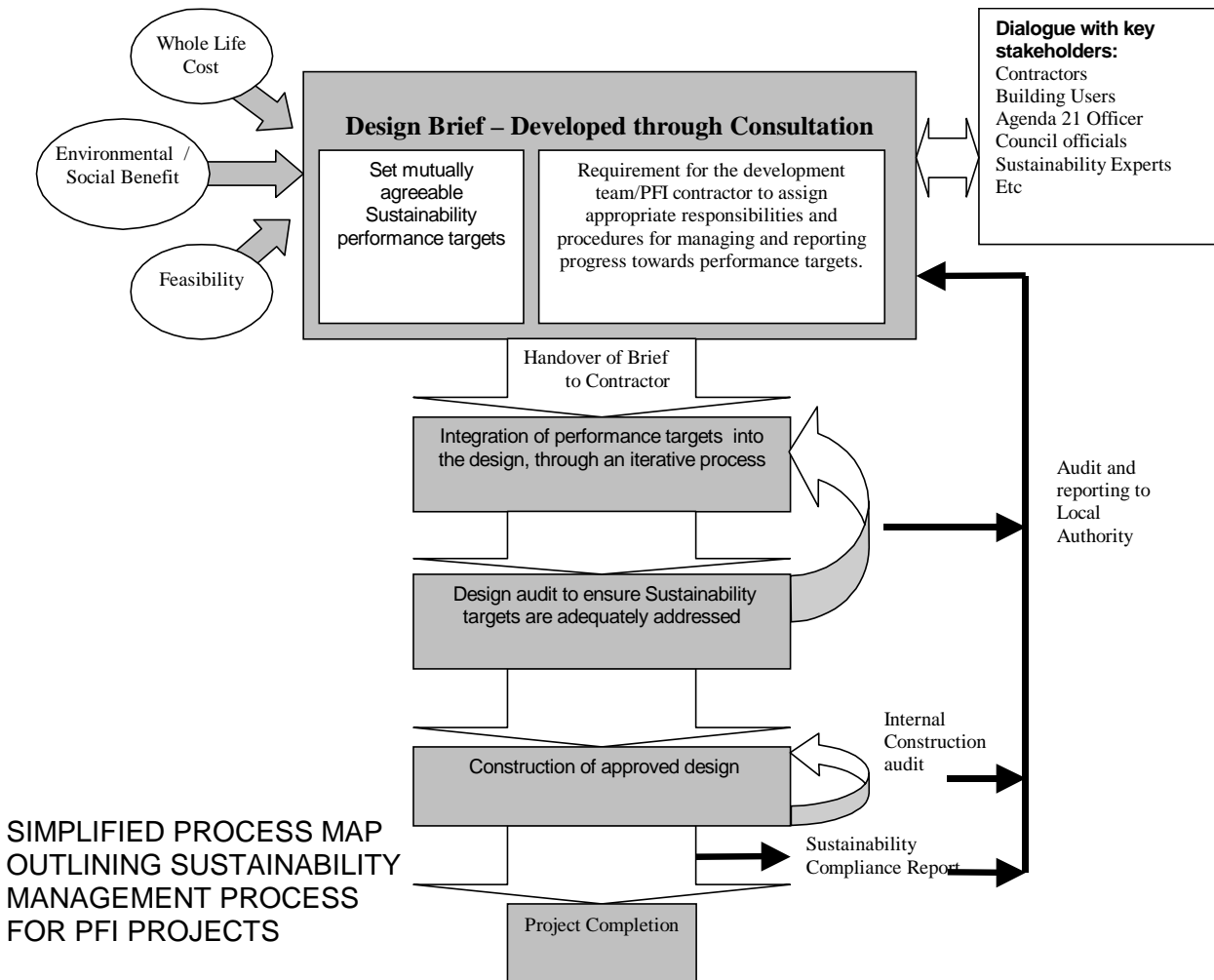
brief, making it the responsibility of the developer or PFI contractor to demonstrate compliance at key points in the design and construction process. This can either be managed independently, with the appointment of a specific Sustainability Manager responsibility within the team, or to take advantage of existing management protocols and responsibilities, Sustainability management can run alongside existing Health and Safety and environmental compliance auditing.

Management and reporting of Sustainable construction is not only useful in providing reassurance to the client; A robust system of plan, check and review can also highlight potential sticking points and training gaps in time for them to be rectified. More importantly, the process of reporting can provide valuable feedback on what worked and what didn't work, which can be invaluable in setting goals for future projects.

BUILDING TRUST

Process-driven approaches to sustainable construction will become increasingly important as the sustainability agenda broadens from the technology-driven approach of Green Building, to a wider cultural context of Sustainable Design. Councils are challenged with a wide range of non-technical environmental and social issues such as social inclusion, intergenerational equity, diversity and accessibility, all inter-relating strongly with building design and the urban environment. Tackling these issues requires a more consultative, partnership approach to construction, which can only function effectively within open and accountable management frameworks●

Sam Kimmins is a Sustainability Consultant with WSP Environmental and author of the Green Building Handbook. For further info. e-mail sam.kimmins@wspgroup.com or tel: 020 7314 5755



SIMPLIFIED PROCESS MAP OUTLINING SUSTAINABILITY MANAGEMENT PROCESS FOR PFI PROJECTS



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ecsc: INVIGORATING COMMUNITIES THROUGH ENERGY ACTION



Read how energy charities, such as ecsc, are co-ordinating a community based energy education and action programme

How can we promote an informed and involved community around energy action and design? What extent is this possible? Does this mean a major public education exercise and if so how can it be paid for? Which avenues can a local authority take to make this aspiration a reality?

In order to answer these questions a further; perhaps more difficult question needs to be put. Why should councils or RSL's do this? Surely the actions of the President of the United States in opposing the Kyoto Protocol agreement on climate change means all this is largely irrelevant. Why should authorities and staff put time and money into a programme, which doesn't actually achieve much on a global scale? My answer to this goes to the core of government, and questions what it is that organisations are in place to actually do. Voter turnout is bordering on a scandal and communities are disaffected on levels not seen since the 1980's. So this reconnection with people through everyone doing their bit for the environment is actually a way for government to reinvent itself.

When authorities first came into being it was for environmental reasons. Councils organised clean water supplies, electricity, telephone systems, better housing. All of these brought about a connection between people and authorities for reasons of making the local environment and welfare of people better. So a new public education, and more importantly an involvement campaign on environmental issues, will help recreate this spirit of inclusion and action.

It is about peoples' reality. At the moment, many people feel that their local council or housing association is distant, difficult to contact and ignores what they say anyway. Staff are simply too busy to have any sort of time to talk to people. Hence the disconnection of people and authorities. Yet at the same time the authority is already spending millions educating children where the curriculum covers environmental action

and energy issues. The local council should have a tenant participation compact, setting out levels of involvement for its tenants in the management of estates. Housing associations, under guidance from the housing corporation have to take energy and sustainability into account. Also the council may have a Home Energy Conservation Act or Local Agenda 21 Officer in place.

Why, therefore, has no one put together all these policies and spending departments? Well the answer is they have. The Energy Efficiency Partnerships for Homes; Environment, Education and Community group brings together local authorities, community organisations, energy charities such as ecsc, and energy suppliers to put together mechanisms for the sort of action needed to bring this aspiration into reality. Discussions have been taking place between the Group, the Energy Saving Trust, government and partners to draw up plans for action which has now led to a community based energy education and action programme funded by DEFRA.

In addition to this charities like ecsc have for many years run programmes to promote energy efficiency and community based action. The Surrey and East Sussex Energy Efficiency Advice Centre (SESEEAC) has been working hard for 7 years to promote sustainable energy to residents throughout the two counties. A recent addition to SESEEAC is the Local Authority Support Programme, aiming to build significant support for sustainable energy by lobbying local politicians and decision makers to build sustainable energy into everyday planning. Another ecsc programme is the Tenants Energy Advice Service that has been running in London for 17 years. It encourages tenant groups to engage with professionals, such as architects and designers, with a view to designing places that not only meet what the tenants want and need but are energy efficient, thereby producing less CO₂. ecsc also works closely with tenant participation officers of councils to en-



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courage them to reach out to more tenants locally and engage them in energy action. Joining up these groups with support from an authority or association can lead to that spirit of engagement, which benefits other professionals in the authorities, such as construction professionals, as the work carried out will have tenants support and sense of ownership.

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This joint approach has been proven to work. The energy for tenants project has been up and running since April 2000. So far 180 tenants have completed the residential training programme. Coming together from different parts of the country tenants and front line staff have looked at energy and environmental issues and have drawn up action plans to take away and do. Some have gone down the energy awareness route and have organised energy days in conjunction with a local supplier. Others have received hundreds of low energy bulbs from suppliers through the Energy Efficiency Commitment Programme. They have in turn offered energy advice to people who need it and given them bulbs. All of this has led to greater involvement by local people in partnership with authorities and suppliers. Others are now running advice programmes for local tenants. None of this has involved significant officer time. By utilising this army of activists authorities can tap into a wealth of talent and goodwill.

Much of the training takes place at Trafford Hall, home of the National Tenants Resource Centre and other regional centres. Tenants and frontline staff meet others from different parts of the country and share advice and experience. The training is free and has been paid for by a National Lottery grant. Good ideas abound and tenants and staff become enthused about energy action. Not many tenants knew that their housing association could become a public energy supplier themselves and supply cheaper and renewable energy to their tenants. Council tenants did not realise that they could get thousands of pounds for local action by doing a deal with an energy company to switch voids to a preferred supplier, such as Aberdeen,

which received £60,000 in one year! John Prescott's announcement just before the election of £50 million for community energy projects went largely unnoticed until tenants realised that they could get cheap heat and power for local people, with a capital grant from government. Many did not realise they could swap old fridge freezers for £50 if they were on a benefit. Many council staff did not realise that if they had a car that was under two years old they could have it converted to gas and the Energy Saving Trust would pay 70% of the conversion costs - saving hundreds of pounds a year. Virtually none of the housing association staff and tenants realised that if they joined with other housing associations and jointly went for a preferred supplier contract they would have the necessary number of properties to make the deal worthwhile to an energy company. The good news about that is the money is non-restricted and can be used on any local project. This means the projects could work towards making the policy aspirations a reality, including regeneration, which will mean construction and design as a major player. Energy companies are working with local authorities and housing associations through the old energy efficiency standards of performance, but has this been tied in with the other projects?

Trafford Hall works with the Glass House which is an exciting new nationwide service offering design advice, assistance, technical aid and support to tenants and residents of low income neighbourhoods; in particular our work will focus on areas undergoing major change as part of government regeneration programmes. As their promotional material states:

"Design affects the way people feel about their homes, their community and their neighbourhood. Design influences ways in which both indoor and outdoor spaces are used, the way in which different people live, work, shop and relax together. Design also has an effect on the safety of a neighbourhood, how pedestrians and cars interact and the movement of people from place to place. Any real sustainable change



Tenant training at Trafford Hall



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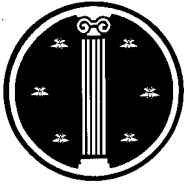
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Tribute to Henry Swain: former Notts County Architect



*This tribute
was written
by David
Kimmins who
worked with
Henry Swain
for many
years*

Henry Swain died on the 7th of January aged 77. He was a key member of the group of public sector architects who made the post war school building programme such a success.

Born in Bideford in 1924, and educated at Bryanston School, his A A Training was interrupted by the war in which he served as a Leading Seaman steerman on the Arctic convoys to Russia. His first job was with Hertfordshire in the team working on the school building programme. Here he absorbed the concept of working in multi-disciplinary teams with surveyors, engineers, education staff and manufacturers. He learnt to apply research work from the nearby BRS at Garston, as well as the discipline of tight cost control, and the attention needed to all aspects of design: landscape, lighting, colour, and furniture and fittings.

In 1955 he brought this experience to Nottinghamshire where he led the team developing what became the CLASP system. This revolutionary system produced light, flexibly jointed buildings on smooth floor slabs which offered no resistance to the rolling waves of mining subsidence which were effectively sterilizing sites in many parts of the country. It also incorporated pre-fabricated components and facilitated the completion of massive school building programmes at a time of desper-

ate shortage of traditional skilled labour. CLASP was the model for all the other Consortium Building Systems around the country. It was also exported to the Middle East, Italy, France, Spain and Hungary, and to Venezuela and Algeria, where it proved to be effective in mitigating earthquake damage. Significantly, it is the only consortium system to have survived.

He became Deputy in 1958, then County Architect in 1964, and was a pioneer in the development of the joint use of school buildings. In particular he was the moving force in the development of the Sutton Centre School, sited in the centre of the town, incorporating an ice rink and theatre, and open 15 hours a day all week.

On his retirement in 1988 he relived his wartime experience by sailing his yacht with a mixed crew to Murmansk in North Russia., where he was feted by the residents as the first veteran and first British skipper to sail a yacht into the port. He later wrote a book, 'Return to Murmansk', about this experience.

Henry was a man of great integrity. He imbued his staff with a set of principles and always practised a belief in an inclusive team. He delegated responsibility to young architects and then stood by them on the rare occasions when they let him down. He engendered enormous loyalty and commitment from his staff.

Above all, he had a clear vision of the role of the public architect and was committed to the concept of architecture in the service of the community.

It is a privilege to have worked for him●

(Cont.)

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information
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7922 1664*

must involve residents. Changes must reflect the needs, hopes and aspirations of the community and encourage a sense of pride and ownership. Residents will be empowered to take the opportunity to get actively involved in all design decisions that affect them."

So, in essence, architects must design properties that can allow authorities and associations to engage with tenants and other community organisations and utilise energy and environmental action to achieve

a real renaissance of partnerships into action. In short, tapping into the wealth of enthusiasm which people have can pay real dividends. Even better, from my point of view as an environmentalist, everyone gains by cutting back on greenhouse gas emissions and tackling global warming. Importantly for local authorities and housing associations, good design helps to re-establish a connection between authorities and its community base through environmental action. In short, everyone wins●



STUDY DAY BOOKING FORM

Please complete a separate form for each delegate:

Members booking by 26 April @ £130

Members booking after 26 April
& non-members @ £150

Additional day delegates from same office @ £95

Retired members @ £80

Single B & B Thursday night @ £45

Twin/Double B & B Thursday night @ £60 for two

Single B & B plus dinner Thursday night @ £60

Twin/Double B & B plus dinner Thursday night
@ £90 for two

Thurs. coach trip leaving hotel at 14.30hrs. @ £10

Please indicate any special dietary requirements:

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Please **DO NOT INCLUDE PAYMENT** with your booking as you will be invoiced separately.
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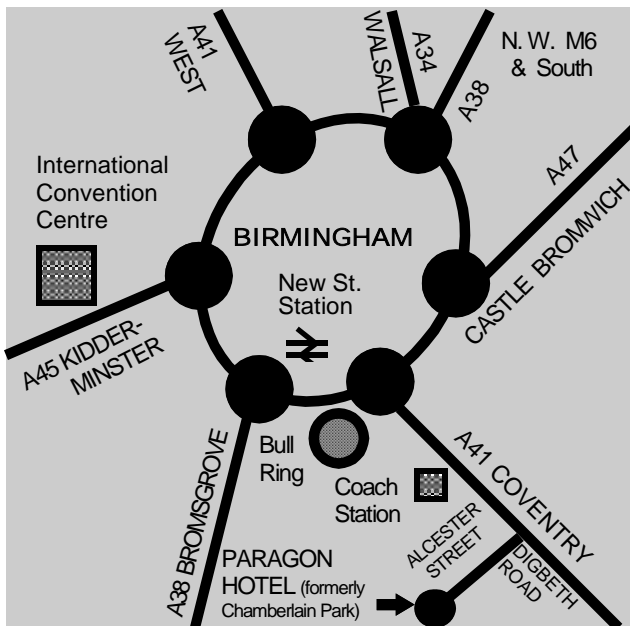
Please note that bookings cancelled up to 30 April will be subject to a cancellation charge of £60 and that no refund can be given after that date.

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SCALA STUDY DAY

National Ice Centre: Design team led by Nottingham City Council Design & Property Services Department

PROCURING QUALITY BUILDINGS *through better briefing and procurement*

16 & 17 May 2002 at the Paragon Hotel Birmingham

SEE P14 FOR DETAILS OF THE PROGRAMME & SPEAKERS

ABOUT THIS EVENT: The need to ensure that best value is applied to all services supplied by local authorities puts pressure on construction & property services departments to perform, whether they are facilitating a service or supplying it 'in house'. Not least in procuring quality buildings where a comprehensive brief and the right procurement method are vital to success. And how do you judge the level of quality achieved and whether it meets the stakeholders requirements? Our speakers will lead you carefully through these minefields pointing out the traps for the unwary and showing how quality can be achieved through better briefing and procurement.

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