



# Showcasing Excellence

## A Pathfinder agreement for Hampshire County Council's Major Framework



As the average life expectancy in the UK increases, there is a growing need for infrastructure to support an ageing population. However rising prices are causing many UK nursing homes to close, forcing the elderly to have prolonged stays in hospital. Hampshire County Council has undertaken a £60 million partnership project, ENHANCE (Extra Nursing Homes and Nursing Care Extensions), to create ten state of the art care homes across Hampshire, and refurbish seven existing homes. The initiative is a pathfinder project for Hampshire County Council's Major Framework Agreement, under which it expends around £100 million a year on capital building projects.

### Building for the future

The Council has opened the first phase of the ENHANCE initiative with 500 new nursing home beds. Facilities for 342 beds are already completed with the remaining 158 to become available during 2006.

### Key partners

- Hampshire County Council
- Hampshire and the Isle of Wight Strategic Health Authority
- Seven Primary Care Trusts
- Three selected contractors (from the council's Framework)

### Objectives

The initiative's overall aim is to provide high quality care facilities for Hampshire's elderly population. Project objectives are as follows:

- To engage in a partnering agreement, ensuring joint cost and risk management, comparing gains and resolving problems.
- To encourage collaborative working and a best practice approach, delivering value for money and ensuring effective use of resources.
- To benchmark and assess progress in order to deliver best value to the taxpayer.
- To ensure speed of delivery and the earliest possible use of facilities.
- To deliver continuity of service provision and economies of scale.
- To ensure the effective use of public assets.



### Collaborative working

The council is operating under a partnering agreement with three selected contractors who were already appointed under the council's Major Framework Agreement. This procurement arrangement is extremely effective, maximising benefits of scale, and creating the opportunity for the effective use of resources through the early involvement and collaborative working of the whole team:

- Contractors operating under the Framework have large capacity and a track record for quality work.
- They have undergone a stringent selection process, including assessment of collaborative working and a pricing models section.

*“ENHANCE presented a real challenge, not only in the scale and complexity of the project, but also in establishing a different way of working. This has cemented much closer working relationships with everyone involved and I have been impressed by the willingness of everyone who has been required to contribute.”*

**Gary Vanscreech, Deputy Head of Project Services,  
Leader of the Design Team**

### Adding value

The early involvement of three major contractors has added value in a number of key areas:

- High quality design maintained and supported by excellent delivery and high levels of workmanship.
- Value-engineering design decisions and technical detailing.
- Joint cost and risk management, comparing gains and resolving problems across contractors.
- Co-ordination of design and production information, ensuring the whole supply chain is included.
- Feedback and learning across the programme.

### Key achievements

- The council now directly manages the delivery of the project and ownership of the land and buildings, ensuring greater overall project control.
- Facilities are already available due to an incremental approach.
- The opportunity to re-value the council's land has helped to ensure that existing facilities could be refurbished.
- Creating new facilities as extensions to the existing buildings has ensured continuity of service provision and economies of scale.
- Buildings have been delivered on time and budget thanks to early involvement of the construction industry and the creation of key supply chains.

*“We created the opportunity to engage three large contractors and exchange views and experiences in an open and transparent way. This included visiting each others' sites, and the key supply chains often join us at workshops. I have been impressed by the openness and frankness at meetings and the way that relationships have developed.”*

**John Duggan, Head of Project Services,  
Hampshire County Council**

### Next steps

The ENHANCE pathfinder project's success to date is representative of the 30 other projects under the Framework Agreement. It has now provided the basis for a similar arrangement but on a much larger scale for the 74 authorities in the South East of England. This will be delivered through the South East Centre of Excellence Construction Workstream and will be led by Hampshire County Council.

## How does your project measure up?

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