

East Midlands Improvement and Efficiency Partnership



East Midlands Property Alliance (empa) ▾

East Midlands Improvement and Efficiency Partnership Case Studies

The East Midlands Improvement & Efficiency Partnership is committed to celebrating the successful, innovative and imaginative project work that exists in the East Midlands region.

The EM IEP Support Team publish case studies showing how East Midlands councils are improving services, and delivering significant improvements and efficiencies.

The case studies are intended to inspire councils in the region, and indeed nationally, to transform services and benefit from the processes developed by those councils that have pioneered the way forward.

Summary ▾

The East Midlands Property Alliance (empa) has been formed by Local Authorities in the East Midlands to improve the delivery of property services to their communities. empa is tasked with providing best practice and efficiency savings to the local authorities for construction and related services. As at October 2009 twenty-eight East Midlands local authorities are members of empa.

Empa also promotes working collaboratively within local authorities, contractors and the wider public services, who are all able to use the empa products and services.

Over the next five years the empa framework contracts are forecast to deliver construction projects valued in excess of £600 million. Net savings of £30 million are forecast for the empa local authorities during this time scale.



The Issue ▾

As the credit crunch bites and the construction industry struggles to maintain its workload, Clients need to be wary of the “cheap price”. In developing long term frameworks with reputable and stable companies, empa is working with its members to develop a value for money ethos and delivery frameworks which provide social and economic sustainability over the long term. Many clients have in the past suffered from unsustainable pricing of contracts by companies short of work; by receiving a shoddy project, low on quality, with no added value, late, requiring higher management resources, an increased likelihood of claims and difficulties agreeing the final account.... or worst of all, the contractor itself ceasing to trade.

Launched in March 2008, empa became operational in July of the same year. empa has been formed by Local Authorities in the East Midlands to improve the delivery of property services to their communities. By collaborating, Local Authorities can speak with a single voice to the market, making changes which will bring economies into procurement and shared knowledge to develop solutions to common issues.

The objectives are to:

- Extend and share knowledge
- Increase efficiency in project delivery
- Improve procurement
- Work smarter with the supply chain
- Manage assets better
- Enable authorities to deliver an excellent property service to their customers and communities.

Working together is not just limited to Local Authorities, it also includes contractors. empa will help its members raise their performance so that the contractors they engage can improve their delivery.

To bring this about empa is joining with other agencies to develop training programmes for project sponsors, client’s technical advisors and contractors, which will establish best practise procurement and project delivery throughout the East Midlands.

The aims of empa are:

- Improve procurement by establishing frameworks
- Increase influence in the market by combining programmes
- Share knowledge to establish best practise
- Provide training to project

sponsors, technical staff and contractors

empa is an unincorporated association with a Memorandum of Understanding detailing the governance arrangements. An Annual Meeting provides guidance on policy and elects an Executive

Committee to provide leadership and have oversight of the implementation of empa's aims.

Scape System Build Limited is a Local Authority controlled company and acts as empa's Managing Agent.

What you did? ▾

The Frameworks established by Scape, as empa's Managing Agent, are standing offer arrangements which have been procured to meet the requirements of the Public Contract Regulations.

Scape has administered the procurement process in collaboration with the empa Working Groups. The frameworks are available for use by any East Midlands public sector organisation, by signing the Scape Access Agreement.

The projects covered by the frameworks are for contracting work and include new build, extensions and refurbishment projects. The frameworks have a range of project values for which they are appropriate.

All frameworks will run for four years. Options are included for designers to be procured by the client or the contractor. All are based on the NEC family of contracts. The larger values are target cost contracts and the lower values lump sum.

Large Projects Framework

This contractors framework agreement is currently in procurement for projects valued between £7.5 million - £30 million and will be available to authorities to use from March 2010. This framework replaces an existing Scape System Build Limited framework which has been used nationally.

Intermediate Framework

The first empa framework which covers the Intermediate Projects from £2-£7.5 million has been let on a regional basis to Kier Regional, Wates Construction and Willmott Dixon Construction. Following a two stage OJEU compliant procurement process, ten well established and respected contracting companies tendered for the contract. The process produced a very high level of information which included market driven costs to enable a high quality delivery of service to empa members.

The first seven projects are in development worth over £30 million.

Minor Works Framework

The Minor Works procurement exercise is complete and will deliver a contractors framework agreement for projects between £10k - £2 million. It will be delivered on a sub-regional basis (the East Midlands is divided into six areas, with 11 contractors having started the framework development period. Many of the empa Members have been eagerly awaiting the Minor Works Framework and are already starting to order works.

The successful contractors are: Mansell, Langwith, Baggaley, Jeakins & Weir, J Tomlinson, Ashe,

G F Tomlinson, Robert Woodhead, Lindum, Interserve and Morgan Ashurst.

Access to use the framework agreement is made through the local authority sub-regional managers. Information is available on the empa website. (see page 8 for details).

Complementary Workstreams

Other framework and best practice developments will be coming on stream over the next 12 months, including Design & Technical Services, Sustainability, Repairs & Maintenance and FM.



The Impact ▾

empa has tackled change through two different but complimentary changes in working practices.

empa has developed a very robust, simple and practical project delivery process which intends all project delivery teams to use irrespective of size or complexity of project. Over time this will lead to a confident client and contracting team able to interlink and work together, fully understanding of a common system. By its nature this will cut out duplication and drive efficiencies.

In conjunction, empa has provided comprehensive training on process and best practise to both client and contractor team. Only by having a full understanding of why

working collaboratively will help deliver projects, can clients hope to succeed. The contract method provides a transparent process to help drive out value for money and use local companies to deliver services wherever possible.

empa is developing a training academy in conjunction with its partners to help provide opportunity for local people.

Over the next five years the empa framework contracts are forecast to deliver construction projects valued in excess of £600 million. Net savings of £30 million are forecast for the empa local authorities during this time scale.

Lessons and risks ▾

To succeed the key lessons so far are:

- Ensure leadership in every project
- Early development of a joint delivery team
- Make sure everyone understands their role
- Everyone should defer to achieving the goals of the project
- Be open and honest

Data / evidence ▾

A key suite of information will provide data as to how projects and other services compare and improve over time.

Further information ▾

Wider reading and web site links

Regional Improvement and Efficiency Partnerships (RIEPs) are politically led partnerships of local authorities working together at a regional (and often sub-regional)

level on shared improvement and efficiency priorities. Formed in April 2008, they seek to use local connections and knowledge to help councils improve their services and become more efficient.

Role of EM IEP ▾

The East Midlands Improvement and Efficiency Partnership (EMIEP) have provided funding to help develop empa and to initiate collaborative working amongst the local authorities in the region.

empa bids for development grants to EM IEP for various work-streams. Scape also invests funds into the development of work streams. Although entirely free to join, empa must become self funding over the long term, and this is achieved through a small levy charged

whenever the framework contracts are used. This still provides excellent value for money and costs considerably less than traditional procurement systems. All accounts are open book and inspected at agreed times. Scape takes on some risk on behalf of local authorities.

Some work streams will only deliver advice and best practice or opportunity for public bodies to work together e.g. Asset Management.

Contacts and Further information ▾

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