

## CASE STUDY

### Lincolnshire Schools Diagnostic and Recommendations for Change

**Client:** Lincolnshire County Council  
**Project:** Schools Sector - Diagnose  
**Purpose:** Review processes for procurement and construction of capital projects



#### The Challenge

CWC (UK) Ltd was commissioned by Lincolnshire County Council (LCC) and its partner Hyder Business Services (HBS) to undertake a review of processes for procurement & construction of capital projects. The objective of the review was to establish the extent to which best value and efficiency could be achieved through management best practice and to make recommendations for improvement. CWC's review was restricted to a desk review, a programme of interviews and a workshop with senior staff. The findings arising from the review are summarised below.



#### What CWC Did

The Property Department was regarded as generally delivering a good and improving service. However, HBS was facing difficulties retaining and recruiting qualified staff with the capability to deliver future programmes. The market and method of delivery were also changing so that challenges required a different approach. CWC recommended that the HBS team focused & strengthened its capability to act as the delivery agent and managed an alliance of partners for delivery. Strategic Client capabilities needed to be maintained and developed using the internal team, but the position of the team needed to be reassessed. HBS was advised that some of the roles and responsibilities then undertaken by LCC staff may transfer to external partners.

#### Realising the Benefits

For the potential benefits to be realised, CWC concluded that the internal Client Management capacity and capability needed to be strengthened. New processes & behaviours had to be developed and performance management introduced for internal teams & external partners for collaborative working to prevent complacency and initiate improvement. CWC recommended:

- developing a Strategic Client capability to undertake the role of Project Sponsor on behalf of LCC Clients including developing project briefs & target prices and signing off payment at key stages
- establishing a new Performance Improvement team to take on responsibility for performance management of internal & external design teams, procurement and corporate management of framework design, constructor & supplier partners and development of standard products & processes.

#### For further information please contact:

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