

Delivering Schools and Property Fit for the Future

Client: SMARTE EAST
Project: Schools and Property - Procure
Purpose: Change Management



The Challenge

Public sector bodies are being encouraged by Government to pursue more collaborative forms of construction procurement in line with the "Rethinking Construction" principles. These principles stress the importance of procurement in improving efficiency. Local Authorities within the Eastern region, the Regional Centre of Excellence East (RCE East) and the Association of Chief Corporate Property Officers (COPROP) came together to develop a plan for a regional joint procurement consortium, including constructors & materials suppliers, for the procurement of capital works. The result was the jointly owned and managed not-for-profit limited liability company SMARTE EAST.



What CWC Did

In recent years some Local Authorities have piloted working in partnership with Contractors and suppliers on 'one off' projects, leading to some limited benefits; these Local Authorities therefore decided to move to the next and more advanced stages of working collaboratively, i.e. long-term alliances based on a thorough understanding of cost and performance.

The Collaborative Working Centre - CWC (UK) Ltd - was retained to help develop the business plan and, within it, an action plan. The action plan tackles change on a number of fronts:

- train staff on the principles of collaborative working
- devise change initiatives
- procure Contractors and suppliers to work with in-house designers on frameworks
- understand supplier costs
- establish an integrated briefing and design process
- establish a performance improvement process.

The Benefits

Change is like any other project – it needs resources, a plan and management – and there is a national shortage of skilled people, including many of the skills required to manage the change process. As a result, CWC are acting as change managers. A senior level management group was established which included staff from procurement, internal Client and asset functions to lead the change process within the organisations.

For further information please contact:

Martyn Baker
 CWC (UK) Ltd
 Warwick House
 25 Buckingham Palace Rd
 London, SW1W 0PP
 Tel: 0207 592 1152