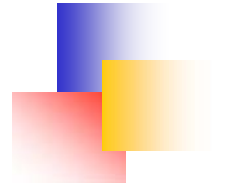




Case Study

Building Control Service Partnership Between Gravesham, Medway and Swale Borough Councils



progress, manage & learn

PML specialise in the provision of bespoke service orientated solutions within all business sectors and markets. Companies seeking to develop and improve both their performance and efficiencies utilise the services of PML within the following, inter-related categories:

- Integration
 - **CHANGE**
- People Management
 - **PERFORMANCE**
- Audit Services
 - **PROPERTY & FACILITIES**

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Project Overview

As a result of the ever increasing pressures currently faced by Local Authority Building Control Departments across the country, there is an increasing need within Local Authorities to review the way this function is managed and delivered to its customers. The Gershon report recommended that a more cost effective and streamlined service must be delivered to both public and commercial developers if Local Authority Building Control were going to address the increased resourcing issues, effectively compete with the newly founded private sector and adjust to any industry trends.

Taking these recommendations on board, in March 2006, Medway, Swale and Gravesham Borough Councils decided to investigate how they could develop to create a more cost effective building control function within their three areas. Being a consultancy with a successful track record of delivering bespoke programme and change management solutions, PML were appointed to produce an initial options assessment report, which formed the basis for the business case that was subsequently presented to the three Cabinets. PML's assessment took into account the "White Paper" recommendations and ultimately proposed the formation of a shared service approach to Building Control through the introduction of a Public Partnership between the three authorities.

PML were then subsequently asked to assist in the formation of the Partnership and to ensure the transition was as smooth and as successful as possible. This Partnership will be the first of its kind within Kent and it is hoped that with the economies of scale and pooled expertise resulting from the Partnership will enable it to offer a wider range of services to its customers and ultimately ensure that the services on offer are better equipped to

compete with the fast growing private sector.

Project Approach

PML sought to utilise their expertise in creating bespoke business change solutions, underpinned by sound best practice in programme management, change management and process management to ensure that the end result delivered a fully integrated Partnership that met the specific operational requirements of all three of the current Building Control Services.

The Service Provided

Initial Options Assessment

- Identify suitable alternative delivery models for the service by:
 - Challenging the current service model provided
 - A review of other similar providers within the sector
 - Assessing market conditions and influences
 - Identifying practices utilized within the Private Sector
 - Interrogating current costs of the service and any further potential income streams
 - Advising on most appropriate course of action

Implementation Phase

The Implementation process was split into 3 phases and within each phase the key deliverables were as follows:

Phase 1 - Immediate Activities

- Co-ordination of external legal advisors to include:
 - Development of brief for legal services
 - Identification of tenderers
 - Interviewing of tenderers
 - Management of legal advisors to ensure delivery of required deliverables within required time and cost parameters
- Development of project programmes and risk register to reflect:
 - Minimum timescales programme and associated risks
 - Optimum timescales programme and associated risks
 - Maximum program and associated risks

Phase 2 - Proposals and Business Plan Development

Key deliverables include:

- Development of Business Plan for the regionalised service and associated benefits plan
 - Attendance at lead members, steering group, project board and approvals meetings as required
 - Assistance to draft Memorandum of Understanding and Joint Committee Constitution
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Phase 3 - Full Implementation

Key deliverables include:

- Create and Project Manage the implementation plan
- Assistance in drafting the Partnership Agreement
- Negotiation between the three authorities and trade unions as necessary
- Change and risk management support
- Co-ordination of HR impacts and changes
- Business process development and support
- Creation of Job Descriptions for new structure
- Assistance with the creation of the new Marketing Strategy
- Recruitment assistance
- Development of Business Case
- Management of Implementation Budget
- Project Status Reporting
- Workshop Hosting for relevant Working Groups
- Systems change support ensuring new software package meets the new operational requirements
- Attendance at lead members, steering group, project board and approvals meetings as required

The Benefits

- By being there at the very start full understanding of the importance of a successful implementation
- Proactive management of project progress against overall project plan
- Robust governance plus change control processes
- Structured and transparent communication to all project stakeholders

The Value of PML

- Significant experience in the delivery of complex projects
 - Tailor service to suite clients specific needs and still ensure successful delivery
 - Offer an impartial perspective on problems and independent advise
 - Commitment to client for the ownership and delivery of solutions
 - Demonstrable track record of successful delivery
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