

## **Future delivery model assessment**

### **Draft Terms of Reference: Property consultancy services**

**Devon County Council's service for property consultancy support runs until 31<sup>st</sup> March 2022. This Terms of Reference (ToR) sets out how and when the Council will determine its delivery model for the future service.**

#### **1. Approval of Terms of Reference:**

Property consultancy services are commissioned Council-wide, overseen by Digital Transformation and Business Support. Accordingly DT & BS will be the lead commissioning service for the future model.

This ToR is offered to Devon's LG9 Leadership Group for approval. The Council's Scrutiny Committee has expressed its desire to be involved. As DCC's joint venture partner, NPS SW will be consulted. A separate ToR has been prepared for Facilities Management; reflecting market characteristics and any specific DCC requirements.

#### **2. Governance:**

Programme Board: Comprising Head of Service board members:  
(Proposal: Rob, Jan, Mary, Meg)  
Report recipients: LG9 Leadership Group  
Decision making: DCC Cabinet

#### **3. Review team main tasks:**

The purpose is to facilitate organisational decision-making for DCC's future property consultancy model. Primary tasks include:

- a. Consult with key stakeholders and commissioning services to vision DCC's likely future requirements for property support.
- b. Consider and assess all feasible delivery model options for how DCC's property consultancy services could be undertaken, in line with that vision.
- c. Recommend how property consultancy should be undertaken post 2022, with a business case for this recommendation.

#### **4. Review team enabling tasks:**

Review group considerations to include:

- a. Appoint an external chairperson to promote challenge and objectivity. Appoint a small team from key commissioning services. Recommendation to be challenged by DCC's Corporate Negotiation Team prior to reporting to LG9. Enabling work to include Purposeful Systems, a Scrutiny Workgroup and reference to Programme Devon's Future Delivery Model approach.
- b. Ensure links to DCC's 'Purposeful Systems' approach and in particular consider if there are tangible synergies with any other DCC requirements, i.e:
  - Facilities Management: contract currently with Devon Norse until April 2021
  - Consider property partnership opportunities including One Public Estate.
  - Engineering Design Consultancy: contract currently with Jacobs until 2020

- c. Gather, review and interpret industry, wider public sector and organisational information such as:
- DCC estates strategy; vision DCC's requirements
  - DCC's strategic direction and future organisational objectives
  - Dialogue with NPS SW, DCC's existing joint venture partner
  - Consider overall value for money including performance
  - Consult ADEPT membership to identify current practice / delivery models in this service area.
  - Understand Local Authorities' preferred approaches.
  - Commission a Market Sector conditions analysis, such as a 'Glenigan' report.
  - Undertake supply market consultation
  - Develop a list of property consultants that could potentially deliver these services; understand the breadth of the available market
  - Identify top 50 property consultancy providers in UK
  - DCC - NPS 10 & 5 year reviews (including Delivery Model options)
  - Consider how local SME's may link into future property consultancy services
  - Consider if there is any appetite within Devon or more widely to jointly commission property consultancy services with partners
- d. Produce an overview for alternative delivery models taking into account overall strategic alignment, quality of service provision, needs analysis, income opportunity, business growth and economic innovation, costs of operation and setup, overall sustainability and resilience. Consider the NPS Ten Year Review, which includes delivery models.
- e. Develop a matrix of criteria to identify attributes of each Delivery Model including a SWOT analysis of each.
- f. Develop a matrix for DCC stakeholders to provide a scored assessment of alternative models, against an objective list of criteria which may include - VFM, quality of delivery, strategic alignment, flexibility, Whole Life Cost, cost of management, resilience, cost of acquisition and others as agreed by team.
- g. Follow up scored assessments with interviews of key DCC stakeholders as determined appropriate by review group.
- h. Seek views from Elected Members in respect of future needs and consult Cabinet Members and Scrutiny Committee.
- i. Ensure NPS SW and DCC's client leads have a forum to present to the review group and contribute to the process.
- j. Review and recommend whether individual service disciplines are best placed as part of an overall commissioned model, or in-house within DCC. Determine whether the approach should comprise an integrated solution, or a mixed model bringing out specialist expertise.
- k. Obtain relevant technical advice such as legal, health and safety, procurement, technical operations and TUPE implications.
- l. Ascertain future service requirements in relation to schools. Include consultation with schools representative groups such as DASH, DAG, SHAD and DAPH.

## 5. Attributes required by the review group

Review group members will need to be independent, objective, open minded, commercially aware, challenging where necessary, able to assess wider strategic matters and contribute positively to generating clear outcomes from the assessment.

### 6a) Team structure includes:

- Independent Chairperson (external to DCC):  
Qualified property professional who has worked at senior level in the sector.  
No affiliation to any property consultants. Likely to be in, or ex public sector:

### 6b) Team composition (comprising some or all of):

- |  |                                       |
|--|---------------------------------------|
| 1. Independent technical advisor             | Chairperson to be appointed           |
| 2. Project manager (accountable person)      | Nominated by Rob Parkhouse            |
| 3. Property services (including farms) lead: | Nominated by Rob Parkhouse            |
| 4. Procurement service lead:                 | Nominated by Rob Parkhouse            |
| 5. Capital development lead:                 | Nominated by Meg Booth                |
| 6. Economy & strategic planning:             | Nominated by Keri Denton & Dave Black |
| 7. Finance services representative:          | Nominated by Mary Davis               |
| 8. Social care commissioning:                | Nominated by Jennie Stephens          |
| 9. Schools representative                    | Nominated by Dawn Stabb               |
| 10. Legal, and health & safety:              | Nominated by Jan Shadbolt             |

### 6c) Corporate negotiation team challenge process:

Nominated by Jan Shadbolt

### 6d) Support resource:

- (i) Review group co-ordinator + (ii) DT & BS Apprentice
- Document exchange via SharePoint

## 7. Anticipated resource commitment:

Estimate 20 days per team member during November 2018 – May 2019:

- 1 day planning, familiarisation and preparation
- 3 days research
- 8 days review meetings with interested parties
- 4 day options generation and review
- 3 days recommendation and report development.
- 1 day final report presentation

## 8. Report structure

- |   |                       |
|---|-----------------------|
| - Executive summary / recommendations:            | Max 2 pages           |
| - Rationale for recommended option:               | Max 2 pages           |
| - Core report (covering activities a – l):        | Max 5 pages           |
| - Summary of key reasons for option de-selection: | Max 1 page per option |
| - Key next steps:                                 | Max 2 pages           |

### Prepared by:

Justin Bennetts, Matthew Jones, Jon Williams, Chris Dyer.  
March 2018

## Appendix one: timescales

	Activity	Indicative Timeline
1.	Finalise Terms of Reference (LG9)	March 2018
2.	Identify review team members	March 2018
3.	Provide group members with background information	May 2018
4.	Review group initial planning	May 2018
5.	Group prepare for key tasks & activities	May 2018
6.	Initial consultative meetings	October 2018
7.	<b>Carry out core team tasks, develop findings</b>	<b>Nov 2018 – May 19</b>
8.	Members input & Scrutiny workgroup	Feb 2019
9.	Produce initial review report for LG9	June 2019
10.	<b>Finalise report for presentation to LG9 / Cabinet</b>	<b>July '19 -Sept 2019</b>
11.	Present report to DCC Scrutiny Committee	Oct 2019
12.	Inform NPS of the review outcome	Oct 2019
13.	Brief DCC and NPS staff on future delivery model	Oct 2019
14.	Undertake process to set up delivery model (i.e. remodelled J-V /in house / competitive process)	Between: Jan 2021 – Sept 21
15.	Transition process (if required)	Oct 2021 – Mar 22
16.	<b>New delivery model begins</b>	<b>1<sup>st</sup> April 2022</b>

## **Appendix two: Independent technical advisor: proposal**

This proposal recommends John Lorimer as the independent technical advisor to the workstream. John previously led Manchester City Council's capital programme and is currently a visiting professor at Salford University, with a particular interest in delivery model assessment for property services. John is currently supporting a similar exercise at Salford city council and being out of the area has no vested interest in the South West market.

This commission would bring specialist skills, independence and objectivity to the delivery model assessment and would cost less than £10,000. This would be met out of DCC's annual profit share return from NPS SW, and in context of Devon's significant property spend is recommended as being value for money.

**Name:** John Lorimer  
**Practice location:** Manchester and the North West

### **Accreditation:**

**Visiting Professor at Salford University  
BSc Civil Engineering CEng MICE**

#### **2002 – 2012: Capital Programme Director Manchester City Council**

Ten years leading the capital programme division of Manchester City Council, delivering a £300 million pa capital programme. Workforce of 150 staff including Architects, Engineers, Building Surveyors, Quantity Surveyors and Project Managers.

#### **2013 to date: Director JLO Innovation Ltd**

Provision of consultancy services to clients, consultants and contractors which is based on practical, diverse and extensive experience within the construction industry.

Recent commissions include strategic advice, business change, procurement, marketing, bid support, BIM strategy and implementation. Clients include local authorities, government departments, universities, management consultants and contractors.

### **Other roles include:**

- Visiting Professor at Salford University- [www.salford.ac.uk](http://www.salford.ac.uk)
- Chair of the Constructing Excellence Digital Construction Theme Group- [www.constructingexcellence.org.uk](http://www.constructingexcellence.org.uk)
- Chair of BIM Academy (Enterprises) Ltd- [www.bimacademy.ac.uk](http://www.bimacademy.ac.uk)
- Seven years a Council member of CITB - Client representative
- Founder member and deputy chair of the National Improvement and Efficiency Partnership for Built Environment: National Association of Construction Frameworks.
- Chair of North West Construction Hub which procures and manages construction and professional services framework contracts on behalf of North West local authorities & other public clients, which is currently delivering £1bn+ projects.
- Established robust benchmarking ethos to ensure value for money. Managed the £500 million Building Schools for the Future programme, completed at c10% below the cost of comparable schools in the UK.