

Business Strategy 2009



1 May 2009



Foreword

Major changes and initiatives have been introduced by the Welsh Assembly Government over the past few years and CLAW wishes to assist member authorities to respond to these challenges, whilst aspiring to be at the heart of the discussions with the Assembly in relation to issues affecting property management.

At the CLAW Spring Meeting of Elected Members held on 4 April 2008 it was agreed that a Review of the work undertaken by the Consortium should be carried out in order to ensure that CLAW continues to deliver what member authorities require. This Business Strategy document has been prepared following that Review and has been approved by the Elected Members at the Spring Meeting on 1 May 2009.

We would like to thank the Chief Executive of Constructing Excellence Wales who has assisted CLAW with the Review process and preparation of this Business Strategy.

Cllr Goronwy Edwards – Conwy CBC
Chair of the Members' Executive

Keith Morgan – Ceredigion CC
Chair of BONO

Cllr Keith Evans – Ceredigion CC
Vice Chair of the Members' Executive

Gareth Nutt – Neath Port Talbot
Vice Chair of BONO

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Contact CLAW

CLAW's current activities and initiatives can be viewed on the website at

www.claw.gov.uk

Direct contact can be made with the Chair of the Board of Nominated Officers, details on the website.

1 Vision, Mission and Objectives

CLAW is the Consortium of Local Authorities in Wales that supports the professional and technical interests of property management in local government in Wales.

CLAW's vision is to:

"Influence the national property agenda"

CLAW's mission is to:

"Define and promote best practice and innovation in public sector property services"

CLAW's Objectives are:

- 1. To promote and support joint working between member authorities and other organisations**
- 2. To promote excellence in the management of property assets, delivery of projects and provision of property services in Welsh local government**
- 3. To support member authorities through the provision of training, dissemination of best practice, production of standard documentation and commissioning of research**
- 4. To represent the interests of member authorities through the establishment of links with the Welsh Assembly Government and other organisations**
- 5. To provide consortium arrangements for the procurement of building products and services**



2 Background to CLAW

The Welsh County Councils first formed CLAW in 1962, in response to government encouragement to develop educational building systems and create bulk purchase arrangements for quality components.

In 1979 the Welsh district authorities were invited to join CLAW, allowing the purchase benefits to be extended to other facilities, such as housing.

In the mid 1980's CLAW recognised the need to extend beyond the purchasing role to share technical information, experience and expertise as a means of increasing efficiencies and good practice. A number of technical working groups were created to consider a variety of issues.

Since the 1996 reorganisation of local government in Wales CLAW has developed an important role as the leading Welsh local government forum for developing and sharing best practice in the management of property assets in the public sector. All local authorities in Wales are members of CLAW which has close links with the Wales Assembly Government and the Wales Audit Office.

In 2008 CLAW undertook a significant review of the purpose of the organisation and the strategic direction member authorities wished to pursue. The outcome of that process has enabled this current business plan to be prepared.

CLAW has developed a website, which is hosted by Powys County Council, to provide a reference point for member authorities for access to information. The site is split into a public side and a section which is restricted to members by means of password.

The public side is bilingual and includes background information and details for contacting CLAW. There are links to CLAW standard specification documents and guidance documents which may be downloaded. There are also links to the websites of CLAW's member and partner organisations, as well as documents prepared by partner and other organisations which are of benefit to CLAW members and property managers. The public side includes a section on energy management with numerous links to relevant websites and documents prepared by European, Government and other organisations. Details of the winners of awards given by CLAW since 2003 are available on the website.



The restricted side of the website for CLAW members includes details of scheduled meetings as well as agendas and minutes of meetings. There are links to the database of members and the CLAW work programme.

Discussion forums are available for general issues and for topics specific to individual working groups.

CLAW prepares an Annual Report which provides a showcase for member authorities to demonstrate schemes which have been carried out during the year. The Annual Report includes reports from the Chairman of the Board of Nominated officers and the Conveners of each of the Working groups on work carried out during the year. Copies of the Annual Reports from 2000 onwards are available on the CLAW website.



In 2001 CLAW worked with the Welsh Assembly Government, WLGA and Wales Audit Office to publish "A Guide to Asset Management Planning in Wales" and a further supplementary guidance document was published in 2003. Both documents are available from the CLAW website.

CLAW has prepared and published specification documents for the design and maintenance of various mechanical and electrical building services. These documents are maintained and updated on a regular basis and current versions are available from the CLAW website.

CLAW have instigated annual awards for the "CLAW Building of the Year". The purpose of the award is to:

- **Reward excellence**
- **Raise the profile of CLAW within authorities**
- **Raise the profile of CLAW and its member authorities in the wider professional property field**



The CLAW Sustainability Award was launched in 2006 to promote and reward excellence in the field of sustainable development in Welsh local authorities.

CLAW invites member authorities to submit schemes and details annually for both awards which are considered by a panel of judges including representatives from the Welsh School of Architecture at Cardiff University.

The 2008 awards were presented by Jane Davidson AM Minister for Environment, Sustainability and Housing at the Welsh Assembly Government.

In 2007 CLAW signed a Declaration with Carbon Trust Wales to help mitigate the causes of climate change. The Declaration provides an opportunity for CLAW to encourage and influence member authorities to reduce carbon emissions as well as providing support to focus on key strategic issues and take advantage of collective experience in the move towards a low carbon economy.



Presentations at the 2008 CLAW Awards



3 Members

Isle of Anglesey County Council

Blaenau Gwent County Borough Council

Bridgend County Borough Council

Caerphilly County Borough Council

Cardiff County Council

Carmarthenshire County Council

Ceredigion County Council

Conwy County Borough Council

Denbighshire County Council

Flintshire County Council

Gwynedd County Council

Merthyr Tydfil County Borough Council

Mid & West Wales Fire and Rescue Service

Monmouthshire County Council

Neath Port Talbot County Borough Council

Newport City Council

North Wales Police

Pembrokeshire County Council

Powys County Council

Rhondda Cynon Taff County Borough Council

City and County of Swansea

Torfaen County Borough Council

Vale of Glamorgan Borough Council

Wrexham County Borough Council



4 Benefits of Membership

CLAW aims to strengthen the bond and common goals for its members. Member authorities have identified the following as key benefits gained through membership which will be consolidated and developed-

- Savings in staff time leading to a value for money approach to the provision of property services
- Access to CLAW good practice guidance documents and information covering a wide range of professional and site related topics
- Research and development studies centrally undertaken to avoid duplication of effort by local authorities
- Seminars by property experts arranged to cover changing legislation in the property field
- Development of technical specifications and standards, regularly reviewed and updated and available to all members
- Access to shared information on benchmarking and performance indicators for professional services and costs
- A central focus for the exchange of ideas and initiatives between property professionals in Wales
- Unified liaison with and formal representation to Central and Local Government and key stakeholders
- Exhibitions, conferences and training on property matters, components and legislation
- Pro-active support for Continuing Professional Development
- Principality wide communication and circulation
- Promotion of opportunities for greater collaboration between public sector organisations
- Cost saving benefits from discounted membership of external support organisations, such as IPF/CPAS and Energy Information Centre
- Opportunities for joint procurement initiatives for framework agreements with consultants and contractors



5 Links with Partner Organisations

CLAW works closely and welcomes collaboration with partners.

Current partners are-

Welsh Assembly Government (WAG)

Carbon Trust Wales

Welsh Local Government Association (WLGA)

Value Wales

Constructing Excellence Wales

Local Government Data Unit Wales

Centre for Research in the Built Environment, Welsh School of Architecture (CRiBE)

Institute of Public Finance (IPF)

Society of Chief Architects of Local Authorities (SCALA)

Association of Chief Estate Surveyors (ACES)

Federation of Property Services (FPS)

Society of Corporate Property Officers (CORPROP)

Society of Construction Quantity Surveyors in the Public Sector (SCQS)



Members from CLAW visiting the new biomass boiler plant being constructed by Ceredigion County Council at Aberystwyth in November 2008



6 Governance

The current Constitution was adopted by the Elected Members Executive Committee at the AGM 7th November 2008.

The Constitution is reviewed biennially.

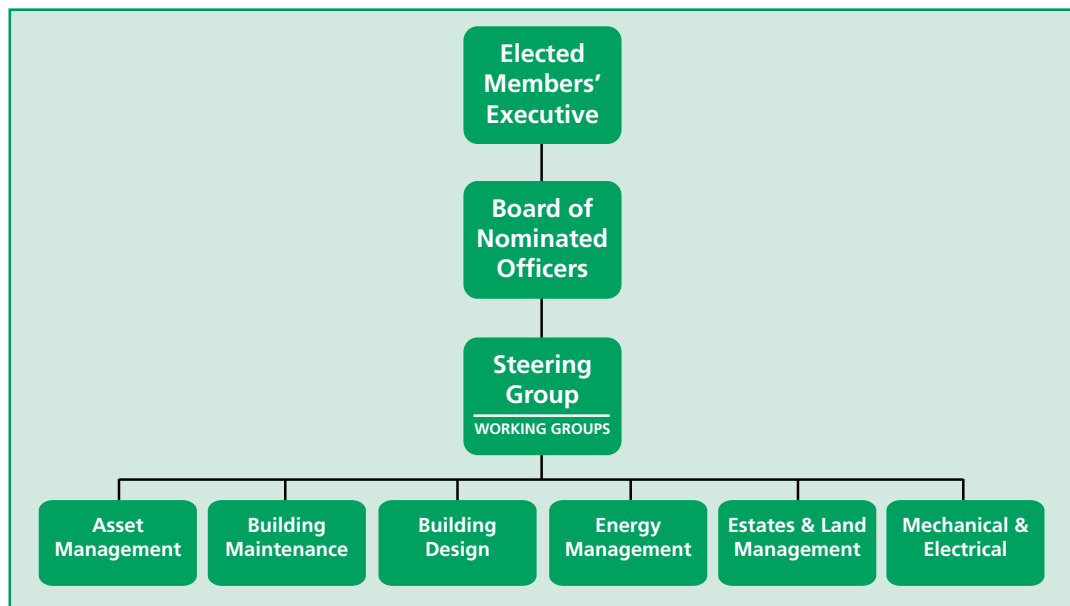
The budget is set annually by the Elected Members Executive at the AGM, and monitored by the Board of Nominated Officers at every meeting and reviewed by the Elected Members at the Spring meeting.

Work programme funding is subject to bidding supported by a business case.

The Board of Nominated Officers nominates a treasurer; the accounts are audited by independent accountants appointed by the Members Executive who receive financial reports at the AGM and Spring meetings.

The operation of CLAW is delivered by a Board of Nominated Officers advised and directed by a focused Steering Group with and a number of Working Groups.

The management structure is:-



The Elected Members' Executive Committee meets twice annually, one meeting of which is the Annual General Meeting. The Executive Committee agrees general policies to best effect the objectives of CLAW and agrees such services as are necessary to develop the technical support services of CLAW.

The Board of Nominated Officers (BONO) meets at least quarterly to implement the objectives of CLAW and to provide support services as necessary to develop the technical support services of CLAW.

The Steering Group meets as necessary to assist the BONO to implement the objectives of CLAW, to carry out the directions of the BONO and to prepare the draft annual budget in consultation with the BONO.

Working Groups, of which there are 6, meet regularly to promote, share and deliver best practice and innovation in public sector property services. They work on cross cutting themes in delivering excellence. The Working Groups are continually reviewed and focused on current themes and new initiatives reflecting the challenges and opportunities identified by CLAW and reflected in the annual action plan. Current Groups-

Asset Management - reviews and develop national performance indicators for asset management service areas. The group works with representatives from the Welsh Assembly Government, the Local Government Data Unit Wales and Constructing Excellence Wales.

Building Maintenance - acts as a forum to assist member authorities to develop effective building maintenance strategies. The Group works in close liaison with the other working groups to develop guidance procedures for its member authorities.

Building Design - acts as a forum to define good practice and develop sustainable design and procurement solutions.

Energy Management - acts as a forum to assist member authorities to develop their Energy Management Plans in accordance with WAG Guidance. The Group works in close liaison with the Carbon Trust .

Estates and Land Management - works in conjunction with the ACES as a joint CLAW/ ACES property and estates forum (CAPE) to share and develop best practice in respect of estates management and valuation services.

Building Mechanical and Electrical Engineering - acts as a forum to provide standard design and guidance documents and assist member authorities to develop their engineering expertise.



7 Current Activities Supporting the Objectives

CLAW currently undertakes a number of successful activities in order to achieve its vision and mission.

Examples of which are-

Activity	CLAW Objectives				
	1	2	3	4	5
Elected members' information and training	✓	✓	✓		
Annual awards		✓		✓	
Annual report	✓	✓		✓	
Asset management planning guidance	✓	✓	✓	✓	
Contract evaluation and demonstration projects	✓	✓		✓	
CPAS training seminars	✓	✓	✓		
Networking with partners	✓			✓	
Performance Indicators/Benchmarking	✓	✓		✓	
Specification guidance documents	✓	✓		✓	
Thorn lighting procurement agreement					✓
Waste minimization seminar		✓	✓		
Web site	✓	✓	✓	✓	



8 Work Programme

CLAW's work programme is reviewed periodically and amended as new projects are considered and approved.

Projects may be identified and brought forward by the working groups in response to needs arising from practitioners, or may be as a result of strategic requirements which need to be addressed for the benefit of all member authorities.

When projects are identified a business case proforma is completed by the appropriate project sponsor for consideration by the Steering Group and Board of Nominated Officers. Projects which have been approved and allocated funding are referred to the relevant project sponsor or working group for implementation.

The work programme has been developed by member authorities and is considered in relation to the CLAW objectives and linkages as shown below.

2009 WORK PROGRAMME		
TASK & FINISH PROJECTS	Actions	Target Objective
Key activity area – Legislation		
Spread examples of best practice to member authorities	Provide standard design and guidance documents / specification for sprinklers. Document to be prepared following seminar on sprinklers in 2007/08.	1,2,3
Key activity area - Collaboration		
Provide advice and support to member Councils in relation to WAG efficiency saving requirements (Making the Connections)	Joint procurement of a property maintenance framework agreement	2,4,5
Key activity area – Procurement		
Addition to Design specification for M&E works	Provision of design spec for emergency lighting module	1,3,5
Key activity area - Sustainability in Construction		
Spread best practice	Develop a CLAW Low Carbon Design Guide	1,2,3



Key activity area - Estates Management		
To encourage and develop best practice in valuation and estate management	Develop best practice guide on asset valuation of Council housing stock in Wales	1,2,3
To encourage and develop best practice in valuation and estate management	Provision of guidance / best practice on land for affordable housing criteria	1,2,3
2009 WORK PROGRAMME		
ONGOING/ REVENUE PROJECTS	Actions	Target Objective
Key activity area – Asset Management		
To review and update asset management methodology	Ensure CLAW contributes fully to the development of asset management planning in Wales with guidance on standards	1,2,3,4
Share examples of best practice with members	Ensure CLAW contributes fully to the development of national KPIs in Wales	1,2,3
Key activity area – Legislation		
Spread examples of best practice to member authorities	Develop a comprehensive Health and Safety Training Programme through CLAW / CPAS agreement	1,2,3
Key activity area - Procurement		
Annual Membership of the Energy Information Centre (EIC)	To obtain detailed information of the previous, current and projected future costs of oil, electricity, gas and lpg for CLAW member authorities	1,2,3,5
Updating of M&E design and maintenance specification documents	Biennial review of each specification	1,3,5
Key activity area - Innovation in Design and Construction		
Support and facilitate the adoption of "Constructing Excellence" principles	Continue to develop links and support CE Wales	1,4,5



Appendix

Who's Who in CLAW

Elected Members

Chair of the Executive – Cllr Goronwy Edwards – Conwy CBC

Vice Chair of the Executive – Cllr Keith Evans – Ceredigion CC

Members - can be viewed on the website at www.claw.gov.uk

Nominated Officers

Board of Nominated Officers

Chair - Keith Morgan – Ceredigion CC

Vice Chair – Gareth Nutt – Neath Port Talbot CBC

Treasurer – Edward Evans – Torfaen CBC

Members - can be viewed on the website at www.claw.gov.uk

Steering Group

Keith Morgan – Ceredigion CC (Chair)

Gareth Nutt – Neath Port Talbot CBC (Vice Chair)

Edward Evans – Torfaen CBC

Mike Barton – Ynys Môn CC

Derek Downer – Monmouthshire CC

Rob White – Wrexham CBC

Mark Davies – Carmarthenshire CC

Working Group Conveners

Asset management – Mark Taylor – Merthyr Tydfil CBC

Building Maintenance – Adrian Ives – Conwy CBC

Building Design – Jim Allen – Blaenau Gwent CBC

Energy Management – John Llewelyn – Swansea CC

Land & Estates Management – Jonathan Fearn – Carmarthenshire CC

Mechanical & Electrical – Mike Hughes – North Wales Police

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Page 2:	Ysgol Maes-y-Coed, Neath Port Talbot Council Offices, Llangefni, Anglesey	Page 8:	Ysgol Tir Morfa, Denbighshire Gwersyllt Community Resource Centre, Wrexham
Page 3:	Ysgol Brynhyfryd, Denbighshire Nant Clwyd Y Dre, Denbighshire	Page 9:	Colomendy, Denbighshire Kymin View Primary School, Monmouth
Page 4:	Dwr-y-Felin Upper School, Neath Port Talbot Ysgol Maes-y-Coed, Neath Port Talbot	Page 10:	Ffynonbedr County Primary School, Ceredigion Gowerton Comprehensive School, Swansea
Page 5:	The Quays, Neath Port Talbot The Eco Building, Torfaen	Page 11:	Blaenavon World Heritage Centre, Torfaen Barry Hostel, Vale of Glamorgan
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