

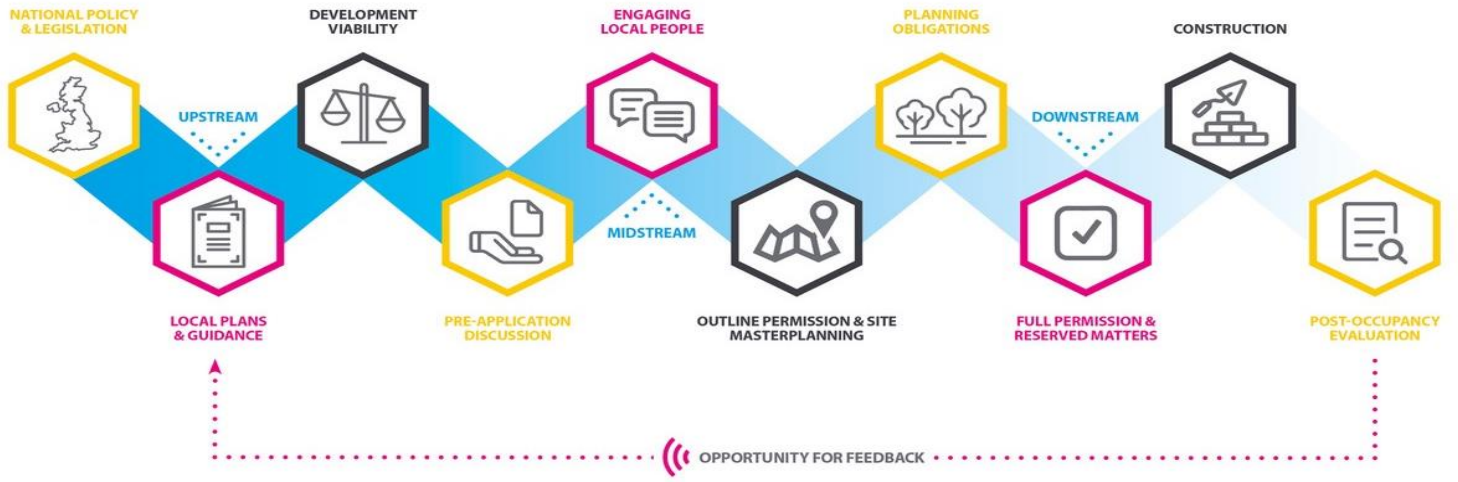


Courtesy: Dr James White, Senior Lecturer (Urban Studies) University of Glasgow

## Delivering Homes

24/02/2021

- **We are operating in an environment where the number of homes often takes precedence over design value** - and green aspects are less to the fore than they should be. You can help manage this tension by creating a 'Golden Thread' to ensure you commission and deliver quality. Consider adopting a 'vision document' alongside the project brief that sets out very clearly what the project is to achieve and ensure you hold onto this throughout the process.
- **Adopt standards which are right for your scheme and those who will live there - the true quality of a scheme is only really experienced when residents move in.** A careful balance is needed to ensure the design is affordable in terms of service charges, but equally that considerations for future management and maintenance are met without compromising the place and design quality for residents and the wider community.
- **Procurement is vital, ensuring you select a consultant and developer partner who really cares about your scheme and has the skills to deliver great places.** Seek to build a 'Terrific Team', and change the risk profile with early contractor input. Single stage tenders move the risk from client to contractor but this tends to result in increased risk and uncertainty overall. There are however ways to use single stage tender if you have worked sufficiently on the design up front, have very strong client control and the right consultant and contractor partners. Ensure at least three quarters of the supply chain packages are procured before start on site to ensure that cost considerations are working well before construction starts.
- **Value engineering is often seen as detracting from quality but it is a question of what you see as 'value'.** If this meets or exceeds the original vision changes can be considered but great care is needed to build rather than dilute the project vision.
- **Fragmentation is a big barrier to achieving the outcomes you need – so ensure you have people with oversight across the scheme, including MEP and Clerk of Works oversight.** Retain a design expert through construction who understands the original design and can ensure this is implemented. One option is to retain the architect on the client side with the ability to report on the evolving design.



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**Speakers:**

**Attendees: 55**

Dr James White, Senior Lecturer (Urban Studies)  
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Sharon Giffen, Quality & Design Manager, TfL Property

Matthew Goulcher, Managing Director Levitt Bernstein,  
chair of Housing Forum Procurement Working Group

Andy Tookey, Managing Partner, Baily Garner