



## **Building Homes Masterclass: Managing Your Scheme to Achieve Good Design**

19.09.2019

### **State of play**

- Brexit is causing costs to rise. Private home building seems to have stopped. Public projects are being delayed and reconfigured.

### **Budget**

- Finding ways to cut costs is a common problem, changing tenure mix; retendering and altering designs all bring problems. Looking for cost savings from low impact items like construction methods can be helpful
- Provide gateways on checking costs against the scheme budget
- Talk about the budget as part of the design process and design to the budget
- Viability – have access to a good quality QS for realistic costs

### **Tenders**

- Tendering can work well when two stage process, relatively short and open briefs for initial work to allow for creativity and prevent spoon feeding architects
- Get the timing right – know when to tender – allow enough time for design teams to bid
- Retender rather than value engineer

### **Communication**

- Communication is key
- Early engagement - bring in the community and residents from the very start
- Whole team understanding of the purpose of the scheme

- Training for other parts of client organisation or council members – understand long term benefits/short term savings/provide realism
- Give clarity on requirements and priorities (what is the essence of a scheme)
- Everyone should agree to a realistic programme from the start
- Recognise that a brief is not always just for the design team – sometimes it needed to spoon feed information to members
- The design and delivery processes need to be set out almost in layman's terms – good communication
- Provide shared goals – important that these run through from the Chief Executive to the community
- Community engagement – demonstrate what is being given back to an area

### **Management**

- Bring in multi discipline input, support SME and BAME contractors and consider social value
- Programme – careful forward thinking with time and don't constrain yourself to a tight programme. If you shorten a realistic programme to meet funding deadlines you risk quality.
- Effective client management of architect/team
- Access to in house robust and detailed quality review procedures
- Iteration needs to be celebrated and understood as part of the quality process.
- Make sure you get the right buy in/delegate authority
- Programme must include building in contingency and review – interrogate schemes properly – allow wriggle room
- Intelligent project brief, quality and balance
- Access to a well managed framework and also provide advice
- Provide honest delivery times- identify where things are slowing down and provide real transparency particularly when working with large groups of stakeholders
- Feedback at post-occupancy stage
- Harness quality, honesty and transparency and learn from lessons good and bad

### **Construction**

- Engaging with suppliers of MMC early on & bring contractors through with you
- Cross purpose vehicle working examples include London Public Builders Consortium
- Early involvement of contractor – integrating with the design team

### **Speakers:**

James Molloson, LB Hackney  
 Susan May, Clarion  
 Osama Shoush, LB Lewisham  
 Roy MacPepple, LB Tower Hamlets  
 Jed Young, LB Islington  
 Chloe Phelps, Brick x Brick

**Attendees: 41**