

1.0 Introduction

The governance of the Buildings and Estates (BE) forum of Constructing Excellence is by a membership steering group at which finance, process, progress and general administrative matters are discussed.

At a BE steering group meeting in February 2007 it was decided to set up working groups that focussed on potential Construction improvement areas. J Adams was a steering group member at that meeting and a member the Strategy Group formed to focus on improvement areas.

The Strategy Group created and evaluated a list of potential improvement areas. The pros and cons of each improvement area were debated and six were selected for further evaluation by working groups.

An early context for each topic was provided by a challenge statement. The statement set a direction and enabled members to think about the subject and decide if the outputs would be beneficial to their companies.

Design Management: “Design Management is the key to unlocking value from the supply chain”.

2.0 Control

The BE steering group was the sponsor of the group with day to day management passed to task managers. J Adams was appointed to manage the Better Ways of Working Group.

2.1 Initial tasks

Research into the topic was undertaken to investigate existing and ongoing work streams and avoid duplication.

Members were invited to join the group who expressed an interest in the subject and the working groups were formed. Where significant gaps in supply chain knowledge or discipline existed, additional members with the required expertise were located and asked to participate in the group.

2.2 Facilitation

All meeting were facilitated by J Adams with agenda’s issued in advance of meeting and speakers briefed in preparation. Comprehensive reporting was adopted to make all members (attendees and non attendees) feel part of the meeting Initial meetings.

2.3 Strategy

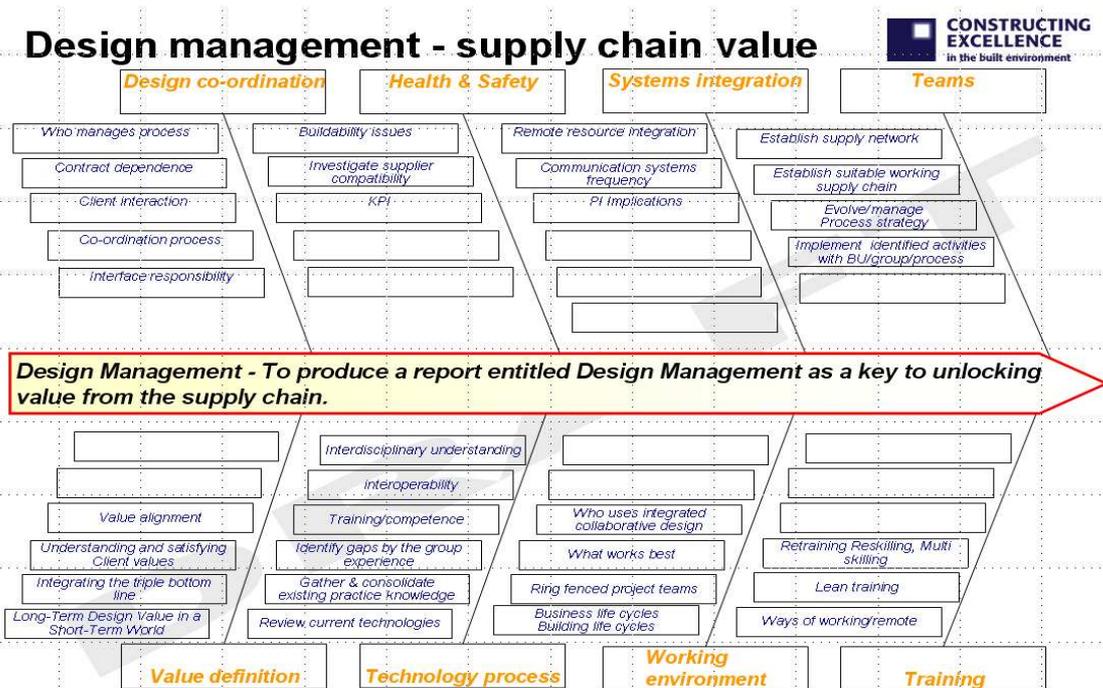
For the projects success a balance between short and long term outputs was put forward to ensure the short term outputs provided stepping stones to potential medium and longer term aspirations.

To enable the balance between long and short term thinking Visions, missions and tasks were created at group sessions to ensure inclusivity and creative thinking.

2.4 Outputs

Outputs were driven by the group in line with the strategy and tasks.

2.5 Impact



3.0 Reporting

Single Page Plans (Hoshin Plans) were produced for group control and simpler charters for created for Steering Groups Reporting.

An example of an interim report is included below.

Project Title	WG Design Management(DM)		
BE Chair	Defence Estates	BE Secretariat	Jonathan Adams
Start date	June 2007	End Date	Dec 2009
BE Companies active in group	Defence Estates, Bovis Lendlease, Turner & Townsend, University of Reading, Vinci (Crispin & Boorst), Mace, Tarmac, Carillion, Davis Langdon, SPIE Matthew Hall, Costain, FaulknerBrown, RyderHKS, Forticrete, Willmott Dixon, University of Reading, BIW-technologies, Skanska, Mansell, Wolseley, SIG		

Challenge statement		
<i>Design Management is the key to unlocking value from the supply chain.</i>		
Strategies		
Short term 0 - 6 months	Medium term 6 - 15 months	Long Term 15 - 30 months
<p>Level 1 DM Analysis Define DM & existing guidance.</p> <p>Current process/practice How DM relates to typical Project stages. The DM process of embedding process concepts through the DM and construction and delivery stages</p> <p>Type of participants. Who are Design Managers and what disciplines become involved in DM</p> <p>Establishment of issues Quantification and solutions.</p>	<p>Level 2 Differentiating between general guidance and instructional tools, examining case studies, looking in more detail about how DM is affected by the type and scale of procurement, considering accreditation and training for Design Managers. How the industry has changed + DM is a response to these changes as well as the evolution to a more collaborative industry.</p>	<p>Level 3 Establishing a longer-term group capable of robustly owning and developing the subject further.</p> <p>Care in 'not reinventing the wheel' treading a careful path between research and guidance</p>
Deliverables		
<p>DM Review Current practice, associated initiatives, and challenges and changing nature of DM</p> <p>Review of DM issues (interoperability & DQI) and an awareness of how DM fits into construction initiatives (such as Building Down Barriers) and also ongoing research.</p>	<p>DM introductory guide Grounding for a DM practitioner from another discipline (project manager or designer for example).</p> <p>Guidance is geared to the (novice) reader. Awareness of links into detailed guidance/research included but encumbrance by detailed theory avoided.</p>	<p>DM Practitioners information Maintaining and developing core group to develop knowledge themes for DM – this could also encompass detailed case studies and implementation of DM tools.</p> <p>Important to remember that paper can't change - web and future case studies can. The longer term stages therefore need to be more fluid and web based.</p>
Media		
<p>Paper: A review of Design Management</p> <p>CE Web site: WG Zone + knowledge repository</p>	<p>Paper: project stages – concept through to commissioning – also tools, and general case studies applicable to the subject.</p> <p>CE Web site: WG Zone + Background to subject + trials</p>	<p>Paper: Less paper – more web based.</p> <p>CE Web site: WG zone - case studies, and more detailed tools – for example differentiating between buildings and infrastructure or the international dimension for DM for example.</p>
Benefits		
WG analysed and identified current practice and areas for improvement.	Guidance that is fresh, clear, aimed at the relatively inexperienced DM practitioner.	Creation of an informed development group to better exchange and develop best practice.

Progress
Four WG meetings have been held to date – two further meetings are planned for 10 April and 22 May 2008.
Measurements
Single Page Plan has been created and needs to be agreed with the team.
Next steps
<ul style="list-style-type: none"> Establish a group editorial panel with aim of producing draft guidance document for editorial development – to meet a potential publishing deadline later in the year. Ensure there is robust knowledge backing up the draft. Use this information to maintain momentum and input of core group of loyal attendees.