

Meeting No4 Outputs

1.0 Meeting No 4	2
1.1 Agenda	2
2.0 Group membership/attendance	3
3.0 Apologies	4
4.0 Context setting	4
5.0 New group members/update	4
5.1 Phil Parr Carillion – National design manager	4
5.2 Paul Homes – Tarmac	4
5.3 Philip Graveson Mace	4
6.0 Home work Review/Feedback from ‘UBS’ Workstreams	4
6.1 Julian- Measurements/KPI and PM	4
6.2 Anna DQI, Client tools	4
6.3 George Systems/ process/ interfaces (integration and collaboration)	5
6.4 Rob O Concept/front end activities	5
6.5 Peter Procurement & DM activities	5
6.6 Tim Transition from concept through to working stages (possible collaboration with Rob Owen)	5
6.7 Jra To collect and consolidate information produced to date	5
7.0 Strategy	5
7.1 Aims and audience for DM WG	5
8.0 Knowledge headings	5
9.0 Information review	5
10.0 Tools	5
11.0 Output formats	6
11.1 University Courses	6
12.0 Future meetings	6
Appendix A. Consolidated membership background (meet 1,2,3,4)	7

1.0 Meeting No 4

Date - Thursday 24th January 2008

Venue - Constructing Excellence, Warwick House, 25 Buckingham Palace Road,
London. SW1W 0PP Tel No 020 7592 1101

Time 10:00 – 13:00

1.1 Agenda

	Activity	Notes
09:30		Tea & Coffee
10:00	Group welcome	
10:15	Context setting	Mini Review of other working groups – how does DM relate to other 5 WG topics
10:35	Review of 2007 and feedback from Be Forum	How does DM fit into other related initiatives
	Continuity and update	New group members – with opportunities for them to speak to the group
10:50	Home work	Review/Feedback from 'UBS' Workstreams
11:05	Strategy	Aims and audience for DM WG
11:20	Knowledge headings	Have all areas relevant to DM been captured?
12:10	Information review	Including gaps and items/work areas worth developing
11:20	Tools	How tools interrelate with topic headings
12:30	Output formats	Next stages – publication options
12:40	Way forward	Next stages – numbers and formats for meetings
12:50	Future meetings	Date and location of next meeting
13:00	Anticipated Finish	AOB

2.0 Group membership/attendance

Design Management

Role	First name	Last name	Company	7th Aug	19th Oct	20th Nov	24th Jan	Tel No	Mob
				DLE	DLE	DLE	CE		
Chairman	Tony	Whitehead	Defence Estates	1	1	1	1		
Secretariat	Jonathan	Adams	Constructing Excellence	1	1	1	1		07738026447
Member	Peter	Hepburn	Bovis Lendlease	1	1	1	1	0208 271 8000	
Member	Julian	Weatherby	Turner & Townsend	1	1	1	1	020 7544 4000	
Member	Dr Rachel	Luck	University of Reading	1	0	0	1		07758727943
Member	Stephen	Sharkey	Norwest Holst	1	0	0	1	01923 233433	
Member	Philip	Graveson	Mace				1	020 7554 8210	
Member	Paul	Holmes	Tarmac				1		
Member	Philip	Parr	Carillion				1		
Member	Ana	Montero-bracho	Davis Langdon	1	1	1	0	020 7061 7721	
Member	George	Adams	SPIE Matthew Hall				?		
Member	manny	ajuwon	costain	1	1	0	0		
Member	Nick	Deeming	FaulknerBrown	1	1	0	0	0191 268 3007	
Member	Rob	Owen	Mace	0	1	1	0	020 7554 8210	
Member	Tim	Wilkins	RyderHKS		1	1	?	020 7812 8000	
Member	Rob	Bruce	forticrete			1	?		
Member	Harry	Dhanjal	Willmott Dixon	0	1	Illness	0		
Member	Colin	Gray	University of Reading	1	0	0	0	011898 318198	
Member	Erik	Kelo	Mansell	0	1	0	0		07739 243356
Member	Adrian	Sprague	Skanska	1	0	0	0	0207 549 9104	
Member	Paul	Wilkinson	BIW Technologies	1	0	0	0	01 483 712 620	
Member	Chris	Booker	Wolseley				0		
Member	Kevin	Talbot	Cranworth Engineering Ltd			0	0		
Member	mathew	Axford	polypipe			0	?		
Member	Greg	Chant-Hall	Skanska	Interested in group	?	?	0	(0)1923 423 614	(0)7814 246 382
Member	Tim	Hall	Total Flow	Interested in group	?		?		
Member	John	Muir	Hilti			?	0	0161 886 1000	
Member	Brent	Ross	Armstrong			0	?		

3.0 Apologies

Adrian Sprague, Harry Dhanjal, Rob Owen, Nick Deeming, Manny Ajouwan, Ana Montero-Bracho

4.0 Context setting

Mini review of other 5 initiatives provided with indicative outputs described. Collaboration is a strong feature of all the groups.

5.0 New group members/update

5.1 *Phil Parr Carillion – National design manager*

Presentation given on Carillion thoughts and methods for design management. Are we managing the design or managing the consultants?

Interpretation of requirements is something that causes problems. The context setting for output requirements is very important and needs to be pushed much more.

CITB are trying to address skills gaps and design team leader role is good one to fill.

5.2 *Paul Homes – Tarmac*

Presentation on Tarmac's involvement in the supply chain and design involvement savings. Get your specification correct! Interested in how new products can influence the design process. Also are we getting the best out of manufacturers?

5.3 *Philip Graveson Mace*

Owing to Rob Owens un-availability Philip Graveson attended. As a youthful advocate of design management he is interested in training for design managers. Phil is on a year long placement as part of his 4 yr sandwich degree programme in Architectural Engineering and Design Management. First degree of its kind concerned with design management.

Since the course was founded in 2000 its popularity has increased ten fold, a sign of how important design management how important the role of a Design Manager is now.

6.0 Home work Review/Feedback from 'UBS' Workstreams

6.1 *Julian- Measurements/KPI and PM*

Brief presentation on work produced to date.

Difficult to know if the consultants are working in conjunction with design KPI. Very important to fix the outputs rather than fix a fee before outputs have been determined.

Form of contract will have a significant influence on information flows and responsibilities. Design manager/design coordinator? What is the best set up?

The architects historically did the total design role, now he has been de-skilled as specialists finalise the design.

At any stage of the design process what risks remain? When 25% of the design has been completed how much of the output has been delivered? We should design manage the solution not the process.

6.2 *Anna DQI, Client tools*

Discussion of work to date given. Awaiting sanction from DQI Client to issue information.

VALID Process OK –How do you know what the value is.

How do we set values across the team? Who are the stakeholders that need to be satisfied?

DQI are mandatory on BSF

6.3 **George Systems/ process/ interfaces (integration and collaboration)**

Unable to make meeting

6.4 **Rob O Concept/front end activities**

Philip Graveson presented framework chart for stage phase sequencing and information streams Rob and Philip hope to populate more information.

RIBA Design stages need to be tailored to suit the job.

6.5 **Peter Procurement & DM activities**

Brief presentation on work produced to date.

BSF have 45 designers national and locals. Standard design methodology could be evolved.

6.6 **Tim Transition from concept through to working stages (possible collaboration with Rob Owen)**

On-going

6.7 **Jra To collect and consolidate information produced to date**

Collated information document issued to the group. Can be used to populate a future publication.

7.0 **Strategy**

7.1 **Aims and audience for DM WG**

Brief discussion on ambitions of group.

Action JRA to produce charter for comment.

Action All - Audience profile to be created...

8.0 **Knowledge headings**

No new headings to be added

9.0 **Information review**

Gaps will emerge if skeletal chapter headings are defined and topics defined.

No new gaps put forward to be populated

10.0 **Tools**

How tools interrelate with topic headings?

Discussion of tools and greater interest in people aspects of the process

Network Rail have GRIP stages to assist the design process a series of checks and balances. Grips only really covers detailed design not concept.

To get repeatability then need structure. Thames link have web based collaborative systems.

However, 50 % effort to produce the design then another 50% effort to get approval. What Client approval systems are adopted on projects?

The Client is not normally a single person can be a multi headed chain.

Adept has been used by one group member. The process maps information flows and requirement then prioritises tasks. Question raised as to why not used on more projects?

Collective measures are required.

Need a slide rule to move RIBA stages along and match the process needs

Need design management corporate governance: check list to get buy in

11.0 Output formats

Examples of past publication shown to group. No firm decisions made on publication type

Next stage – publication options

Need to map out who is the audience for a potential publication. Define a profile for readers?

Age, designers non designers. Clients, consultants, contractors, Architectural technologists?.

11.1 University Courses

Loughborough have a stand alone course.

Reading has a design module.

These courses should identify key stages and best practice.

Action All – any other universities active in DM teaching?

12.0 Future meetings

Next meetings

10th April at DLE High Holborn

22nd May at Warwick House Constructing Excellence Victoria London

Appendix A. Consolidated membership background (meet 1,2,3,4)

Role	First Name	Last Name	Company	Brief background/ Interest/DM Expectations
Chairman	Tony	Whitehead	Defence Estates	<i>Trained as an Architect not design manager – Current role within Defence Estates is one of technical client</i>
Secretariat	Jonathan	Adams	Constructing Excellence	<p><i>Background Civil/structural engineering, design of infrastructure and large building projects. Experience of working as a specialist trade contractor and in manufacturing company.</i></p> <ul style="list-style-type: none"> <i>During design process more requests should be made to manufacturers to provide what is actually required rather than just selecting from a brochure so they know what the customer wants.</i> <i>Interested in the dynamic between flows of information required for design process contrasted to the flow of information required for construction process.</i>
Member	Paul	Wilkinson	BIW Technologies	<p><i>Degree as a sociologist, also worked for Civil Engineering Contractor, he is also CWC Champion with an</i></p> <ul style="list-style-type: none"> <i>Interest in Building Modeling.</i>
Member	Peter	Hepburn	Bovis Lendlease	<p><i>Design Manager/Architect. Has been a design director at Wimpey, Balfours, Tarmac and been involved with PFI projects and spent the last couple years seconded to the Job centre plus. Currently seconded to assist Northamptonshire CC with their schools delivery programme.</i></p> <ul style="list-style-type: none"> <i>Concern is the deskilling of designers over the past 30 years.</i> <i>Managing change</i>
Member	Ana	Monterobracho	Davis Langdon	<p><i>Design Manager with an Architecture/PM background. Involved in design stage of projects and project planning.</i></p> <ul style="list-style-type: none"> <i>Interested in managing design quality</i> <i>What other practitioners are doing.</i> <i>Agree a definition of DM as a discipline</i>
Member	Nick	Deeming	FaulknerBrown	<p><i>Practising architect, with previous involvement in Building Down Barriers. Leads 125 people of which approx 6 are involved in design management.</i></p> <ul style="list-style-type: none"> <i>Interested in the successful delivery of projects.</i> <i>Integrating with the rest of the supply chain.</i> <i>Wants to drive out waste especially PFI.</i> <i>Better collaboration</i>
Member	Adrian	Sprague	Skanska	<p><i>Currently involved in Barts Hospital Going through a regeneration phase as redesign is necessary. Of the 3500 contracts that are worked on pa this is one of the larger projects. He is design management championing adept and 3d modeling.</i></p> <ul style="list-style-type: none"> <i>Interesting in knowing what can be got from 3d modeling,</i> <i>main lessons from post occupancy also interest in building maintenance</i> <i>KPI How do you know you have good design management? How important is it?</i> <i>PFI experience would like to join up Client expectations with minimum compliance</i> <i>Wants something that is new</i>
Member	Stephen	Sharkey	Vinci (Norwest Holst)	<p><i>Design manager, involved in BSF Birmingham and Tameside. In charge of the design management function for Norwest Holst.</i></p> <ul style="list-style-type: none"> <i>Wants to know about best practice and delivery of information.</i>
Member	Manny	Ajuwon	Costain	<p><i>Has an interest in Retail sector and BSF segment. He is involved in Design Management for over 15 years. He has been a design coordinator/team leader for 4 years. The company uses Avanti and Adept design tools. Interested in</i></p> <ul style="list-style-type: none"> <i>trying to increase design integration between disciplines</i> <i>Interested in the communication and the delivery of value.</i>

Member	Julian	Weatherby	Turner Townsend	&	<p>Worked for Capita for 18 years. Background Civil/Structural engineering. Last 10 years design manager. Worked on tunneling and network rail projects as design manager. Most interested in</p> <ul style="list-style-type: none"> • Design delivery aspects rather than the design process. • Best practice DM tools and processes
Member	Colin	Gray	University Reading	of	<p>Started life as QS but has been involved with construction research for many years. Is currently reviewing/updating a previous book on Building Design Management.</p> <ul style="list-style-type: none"> • Interested to know what makes processes work and possibly more importantly what stops them working.
Member	Rachel	Luck	University Reading	of	<p>Background originally Project Architect. Interested in</p> <ul style="list-style-type: none"> • Aspects of communication within design teams, including IT systems as well.
Member	George	Adams	SPIE Hall	Matthew	<p>Engineering leader at the company and engineering manager for the company on the T5 project.</p> <ul style="list-style-type: none"> • Leveraging hidden benefits from Design Management • Innovation
Member	Rob	Owen	Mace		<p>Director responsible for pre-construction team (inception through to RIBA stage D). Keen research interest in why projects go wrong, no information, incorrect brief etc.</p> <ul style="list-style-type: none"> • Interested in DM from a Clients perspective • How to manage DM expectations for all parties
Member	Eric	Kello	Mansells		<p>Site Manager at Newquay airport project converting military airbase into commercial airport. Design Manager for one of the baggage handling facilities at T5</p> <ul style="list-style-type: none"> • New methods • Share experiences
Member	Tim	Wilkins	RyderHKS		<p>Health care specialist involved in North Staffordshire PFI project.</p> <ul style="list-style-type: none"> • Constructive team Working • Share best practice
Member	Harry	Dhanjal	Wilmot Dixon		<p>Involved in the interface between site and design on a £20 million theatre in Shrewsbury.</p> <ul style="list-style-type: none"> • Managing the DM process and meeting all the team expectations • Ideas to take into
Member	Rob	Bruce	Forticrete		
Member	Brent	Ross	Armstrongs		
Member	Matthew	Axford	Polypipe		
Member	Tim	Hall	Total Flow		
Member	Kevin	Talbot	Cranworth Engineering		
Member	Philip	Parr	Carillion		
Member	Paul	Holmes	Tarmac		
Member	Philip	Graveson	MACE		