

## **Be Valuable: Designing the Future**

### **1. A supply chain led initiative by CE members**

In CE we are starting a supply chain led project designed to bring together (i) post occupancy continuous evaluation, (ii) evidence based design and (iii) briefing, through a number of working groups each addressing one building type. The practice of learning through careful study and recording how well a new building or major refurbishment meets the operational needs of the organisation, and supports its programme of internal organisational change, is notable for its absence. The practice of recording, understanding and cataloguing for use by others, design solutions which work particularly well, is largely unheard of and would be considered by many to be eccentric. The process of briefing is notable for the wide variation in its quality including, remarkably, its near absence.

### **2. Opportunities**

Working with our industry members, we in CE are hopeful that we can learn how to bring together, manage and deploy these three central pillars of good project design, in a virtuous cycle of continuous improvement and knowledge sharing. Working at this stage by product, our hypothesis is that we shall uncover an overriding cross-cutting skill set called “place-making”. The skills required to design and produce a hospital where people get better more quickly, where staff recruitment and retention is improved, a school where attendance and learning outcomes are enhanced are, we believe, the result of the collective application of the generic skill of place-making, a skill set not yet recognised generally within the industry.

### **3. The Reward**

The industry is not rewarded for the degree of utility and effectiveness of the end product or even its whole life value –a stark contrast to some other industries and a central challenge now for the UK construction industry and those who employ it. We wish to understand how to improve the certainty of success for all the stakeholders so that the value jointly created is maximised and the resulting rewards equitably distributed between all stakeholders.

### **4. Next Steps**

We are now setting up a number of small working groups to address the Be Valuable agenda in the context of particular building types. So far it has been suggested that we should look at higher education, healthcare, offices, residential, infrastructure, and placemaking in external spaces. We will explore what benefits might follow from developing processes which enable, for each building type, these three sets of data on briefing, post occupancy continuous evaluation, and evidence based design, to be brought together and interconnected so that we create the basis of a virtuous spiral of continuous improvement in our products and services, based on action, evaluation and feedback.

Malcolm Dodds