

# ENDS ← LINKING TOOLS → MEANS

## What are buildings for?

*The public interest: health, safety, social benefits.*

*The triple bottom line: people, business, environment.*

*Added value: joy, humanity, delight.*

## How can feedback make things better?

*Methods of linking clients, service providers and regulation to improve understanding, products and performance in an environment of socio-technical change.*

## Is the response realistic and practical?

*Agendas for:*

- designers and providers of buildings and components;
- providers of outsourced services

### STRATEGY FIRST

Don't confuse means and ends. Define what you are about as an organisation. Be clear in the brief about objectives, performance and risk levels. Beware of property criteria dominating too much.

### KEEP HOLD OF REALITY

Manage the brief. Prescription should not trump performance.  
  
Identify and minimise downsides.  
  
Question everything, undertake: reviews and reality checks.

### GET REAL ABOUT CONTEXT

Identify constraints (site, budget, culture ...).  
  
Consider requirements, risk, relevance.  
  
Work to the occupiers' true capacities.

### ESTABLISH THE ESSENTIALS

What do you want to forget about?  
  
Seek good quality baseline requirements - essentials not just desirables.  
  
Don't procure what you can't manage.

### SHARE YOUR EXPERIENCES

Essential to learn on the job.  
  
Feedback internally and more widely.  
  
Mechanisms for disseminating attributable and unattributable items.

### OWN PROBLEMS, DON'T HIDE THEM

Tasks for the professionals.  
  
Tasks for the occupier's management.  
  
What can be reasonably left to individual occupants?

### TARGETS ARE ALWAYS MOVING

Constantly review objectives and solutions. Consider change, volatility, and risk, and seek robust solutions.  
  
Avoid vicious circles: seek continuous improvement. Beware that the cure may be worse than the disease.

### ADOPT OPEN SOURCE DATA

Benchmarking: start with basics.  
  
Measurement is key to effective results, but must be sensitive to context. Tag data with likely status.  
  
Cradle to grave monitoring and reporting.

### LESS CAN BE MORE

Make essential features of intrinsically efficient options.  
  
Seek simplicity.  
  
Beware of unnecessary technological complexity creating unwanted management burdens.