

Constructing Excellence 2020

Foreword by our co-chairs

We would like to thank all those involved in Constructing Excellence for their continued support. 2019 has been a year of re-balancing for Constructing Excellence and this provides an excellent foundation for our movement to grow in 2020.

We passionately believe that a more productive sector will deliver long term value and sustainability for the society that it serves. Construction and the built environment have a critical role to play in creating social value and tackling the climate crisis, Constructing Excellence has a critical role in helping the industry deliver this.

Early in 2019 we focussed on the core elements of our vision and strategy. We have consolidated our theme groups accordingly, looking at Procurement, Digital, Offsite Manufacturing & Technology and Performance Measurement, underpinned by the invaluable work of our Collaborative Working Mentors. Our sector groups in Engineering Construction, Nuclear and Sustainable Infrastructure explore how these themes can be applied in specific sector contexts and in 2020 we will be seeking to expand these across other critical sectors. Our revised strategy, detailed later in this document, outlines the key elements that will unleash the potential of the Constructing Excellence movement and drive transformation in 2020 and beyond.

To realise its full potential our industry needs to attract and develop a new generation of dynamic leaders. Developing our industry's future leaders through Generation4Change (G4C) is at the very core of Constructing Excellence we encourage all of our members to get their brightest future talent involved in G4C.

In November we became a delivery partner for the Construction Innovation Hub. This places the Constructing Excellence movement at the very centre of the drive to transform the way buildings and infrastructure are designed, manufactured, integrated and connected within our built environment. We have a key role to play in ensuring these solutions can be and are adopted. Everyone in the Constructing Excellence movement has a crucial role to engage in this agenda and support the development of solutions that we can take forward and implement and will genuinely positively disrupt our industry.

In May this year Alison Nicholl took over as Head of Constructing Excellence. We would like to thank Don Ward for the leadership and commitment he has provided Constructing Excellence for over 18 years and wish him well as he moves to his new role driving the Constructing Excellence International activities.

Finally, thank you to all our members, theme groups, ECI members, G4C national and regional groups, regional centres, local clubs, international partners and many other stakeholders and collaborators for your continued support of our organisation. We hope this report does justice to your work, and we look forward to working with you in 2020 to deliver excellence.

Mark Farmer,
CEO, Cast

Phil Wilbraham,
Expansion Programme Director,
Heathrow Airport

David Whysall,
Managing Director,
Turner & Townsend

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About us

Constructing Excellence is a platform from which to stimulate, debate and drive much needed change in the Construction sector. Our thought leading members from the entire supply chain – clients, industry and users – share a vision for change through innovation and collaboration.

Constructing Excellence is funded and governed nationally by corporate membership, and invites anyone who wants to be part of the change process to become active members.

Our mission

“Positively disrupting the industry delivery processes to transform performance.”

Our vision

Superior outcomes from new delivery models featuring:

- A client-led transformation by procuring for outcomes and value
- Increased standardisation and pre-manufactured content
- Digitally enabled integrated teams working collaboratively with long-term relationships and aligned commercial arrangements

About us

Our movement

National Members

Our National Members are drawn from across the supply chain. They collectively employ over 250,000 people in the sector and turn over around £60 billion. Our client members spend around £10 billion each year on construction projects.



8 regional
centres and 37 best
practice clubs make
us the leading platform
for change in the built
environment



Leaders of the future in
14 regions are the
driving force behind
Generation4Change



Each year more than
400 events take place
across the Constructing
Excellence movement
with over **17,000**
participants



Over 100
regional winners go
forward to our national
awards each year



Developing international
outreach through ECI and
Constructing Excellence
International



We have been tracking
industry performance
with our KPIs for
20 years.

[Visit our website to see more about
our governance structure and board.](#)

Our strategy

To drive the movement through 2020 and beyond.

Influence

Positioning the Constructing Excellence movement in the right places with the right stakeholders to transform performance.

Growing our membership

Adding value to our existing members and attracting the organisations that can drive and enable change.

Delivering quality outputs

Consider how the outputs we create provide greatest impact to drive change in the sector.

Profile

Increasing our profile in the right channels.

Knowledge & Data

Creating a hub of excellence, enabling members to share best practice and build on our KPI capability.

Talent

Nurturing and accelerating the progress of future leaders with Generation4Change.

Collaboration with others

Working with the right organisations and bodies to deliver our mission and vision.

Governance

Creating the foundations and leadership to ensure clarity, consistency and quality.

THE SIR ROBERT OGDEN
MACMILLAN CENTRE

Themes



Offsite Manufacturing & Technology

– Chaired by Alex Small of Tata Steel, this group is looking at how we can best leverage the knowledge that sits throughout the supply chain and the manufacturing base to add more value to projects and programmes. In 2020 this group will build on the linkage with the Construction Innovation Hub. The group will be looking at real examples of how we can learn from other sectors, how manufacturing and technology can contribute to the zero-carbon agenda and the role manufacturing can play in meeting the housing challenge.

Themes



Digital

– Chaired by Tom Oulton of Turner & Townsend, this group provides a platform for the leading edge, and even bleeding edge, of the industry to take advantage of the promise of technologies such as artificial intelligence in order to genuinely transform our industry. In 2020 we will be working with the UK BIM Alliance to activate the wider Constructing Excellence movement to help companies understand how they can benefit from digital technologies. This will be very closely aligned with the Construction Innovation Hub and their activities around future skills requirements.

Themes



Procurement

– Chaired by Ann Bentley at RLB and feeding into her work at the CLC on Procuring for Value and the work that the Construction Innovation Hub is doing to develop a Procuring for Value tool. The group is currently focussing on the blockers to procuring for value and potential ways to overcome these. As a cross supply chain group, the views and perspectives of all those involved in procurement is critical to ensure a better picture of where value comes from. The group will be creating a targeted campaign to inspire, enable and support behavioural change in the procurement process.

Themes



Performance measurement

– Chaired by John McGovern of Northumbria Water, this group helps measure, benchmark, understand and improve project performance on established KPIs against the rest of the construction industry. This group is strongly aligned with the development of KPIs with the Construction Innovation Hub and the Construction Leadership Council. In 2020 the group will continue to focus on best practice in collecting and analysing project data, enable Constructing Excellence members to share data in a trusted, safe-space and extract meaningful insights.

Groups



Collaborative Working Mentors

Chaired by Kevin Thomas of IPInitiatives, meet virtually and act as a sounding board and mentors for those considering collaborative working in their organisations. In 2019 the Collaborative Working Mentors developed a Top 10 of collaborative working, which provides the fundamentals and easy to follow guidance on how to work collaboratively within the construction industry.



Sustainable Infrastructure

In summer 2019 we launched our Sustainable Infrastructure Group in collaboration with the CEEQUAL team at BRE and the ICE. The group brings together CEEQUAL users with the Constructing Excellence community to discuss some of the key issues and opportunities for delivering more sustainable infrastructure. The group has been looking at embedding sustainability in project strategy and sustainable development goals. This is an important group to consider how we tackle the challenge of zero carbon.



Nuclear

The Nuclear Group chaired by Adrian Worker from Jacobs, alongside Ben Pritchard from Invennt, this group has been developing a series of guidance on productivity in the Nuclear sector. The Nuclear Factor Thinking Guidance package looks at how process, procurement and digitalisation can transform nuclear delivery. In 2020 the group will be moving on to consider the role that disruptive technologies, including blockchain and artificial intelligence could play in improving productivity in the Nuclear sector.



Engineering Construction (ECI)

Chaired by John Fotherby of Kingsfield Consulting, ECI is looking specifically at the productivity challenge in the oil & gas and petrochemical sectors. In 2020 the group will build on the online collaboration platform it has been trialling to continue to work on key areas such as how technology and processes can be leveraged to increase productivity.

G4C

The young professional voice of the UK built environment industry.

G4C is a place where you can connect, challenge and help shape the future of our industry. We think it's important that young people get the opportunity to meet one another, influence decision-makers and develop their careers.

Generation 4 Tech

'Not your average construction crowd' was the reaction to the G4C Conference Generation4Tech, Bigger, Faster, Stronger. An amazing line up of speakers and panellists provided the focal point for an afternoon of stimulating discussions and debate. It re-enforced our view that the future of construction is bright, we just need to find ways to bring the kind of fresh thinking to the fore, make it the new norm.



A new narrative for construction

G4C has produced a new narrative for how a more positive, consistent, shared narrative should reset our relationship with society, improve perceptions, banish myths and position our industry as essential, attractive and exciting. It should underpin all future communications when talking to an external audience, irrespective of the companies or organisations concerned. It should help tell our story, our history and our future.

G4C proposes the creation of a cross-industry working group, with clear terms of reference and commitment from all parties to work towards the development of a new outward brand, toolkit and marketing campaign for the built environment industry.

G4C perspective on digital & MMC

In 2020 G4C will be taking an in-depth look at the current situation within the construction industry relating to the availability of digital skills and the use of modern methods of construction.



International

We continue to facilitate an international network of similar organisations who share ideas and seek to collaborate. In 2019 this network as former CEO Don Ward set up Constructing Excellence International to build on the excellent progress to date in Qatar and establish new opportunities in South Korea, Saudi Arabia and Oman amongst others.

We welcome contact from any cross-industry best-practice organisation which share our aims, values and activities. The purpose is to share information and ideas and to facilitate cross-border collaboration to improve the delivery of built environment around the world.

www.constructingexcellence.org.uk/international/

Construction Innovation Hub



Constructing Excellence is a delivery partner of the £72 million government-backed Construction Innovation Hub. The Hub brings together world-class expertise from the Manufacturing Technology Centre (MTC), BRE and the Centre for Digital Built Britain (CDBB) and aims to change the way buildings and infrastructure are designed, manufactured, integrated and connected within the built environment.

The Construction Innovation Hub and Constructing Excellence are working closely to activate opportunities for collective engagement around core themes: Manufacturing, Digital, Assurance and Value. With our extensive network of national and regional members, which cuts across sectors and the supply chain, we have a key role to play in ensuring these solutions can be and are adopted at scale. Constructing Excellence is supporting the delivery of workshops, events, knowledge sharing and research opportunities that allow our members to be at the forefront of the current innovation agenda.

“Over the past twenty years, Constructing Excellence has championed innovation and change in construction. It has become the ‘go-to’ body for sharing the best of ideas, knowledge and expertise across the sector.

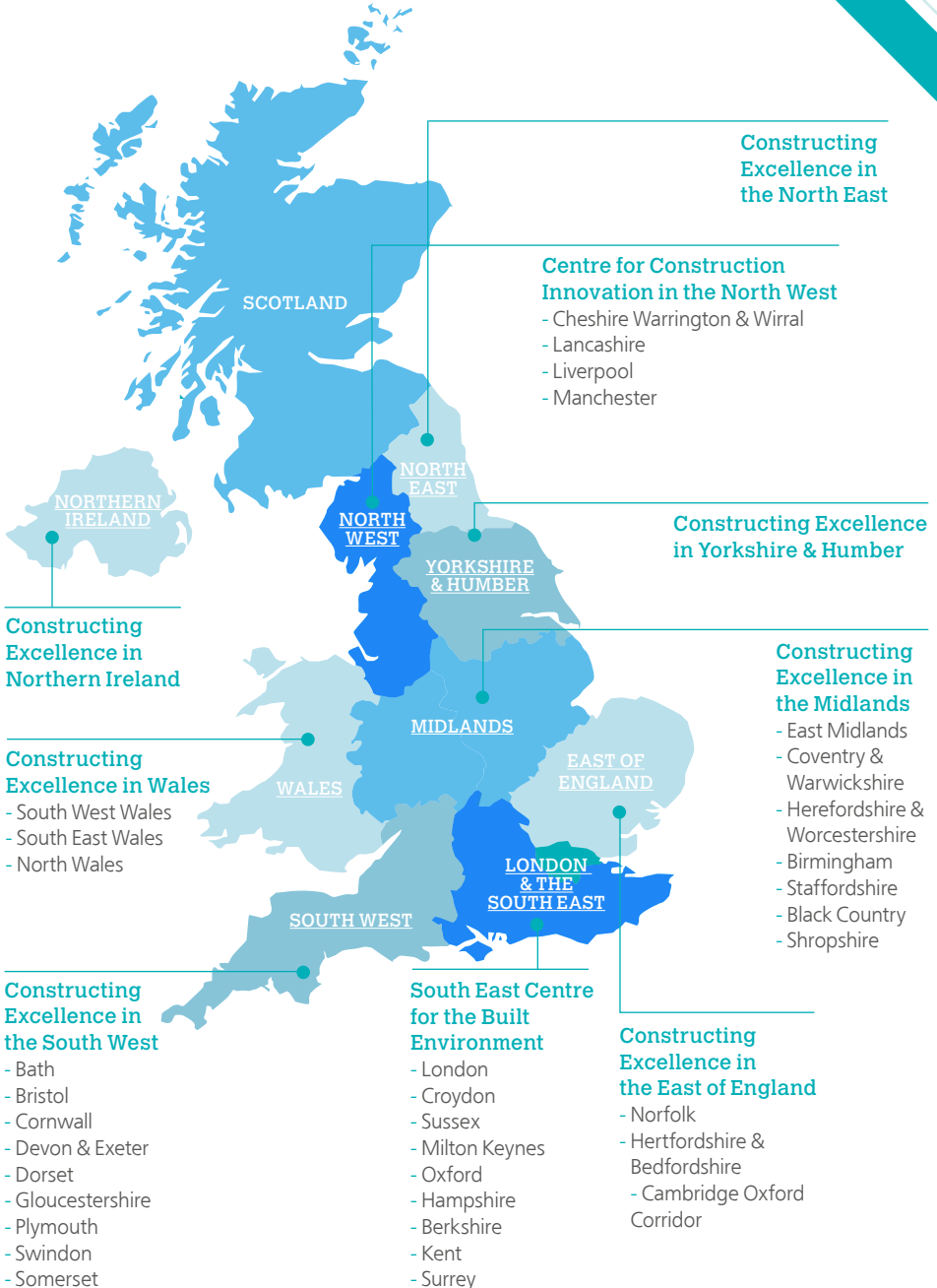
“The Construction Innovation Hub and Constructing Excellence are working closely to harness the energy and enthusiasm which is already out there in the sector, so we can drive the large-scale transformation we so badly need, delivering better outcomes not just for the sector, but for wider society and the environment.”

Director Keith Waller,
Construction Innovation Hub Programme



Regional partnerships

8 regional centres and 37 best practice clubs make us the leading platform for change in the built environment.



2019 Award Winners

Each year the Constructing Excellence Awards are a celebration of everything the UK's Built Environment has to be proud of. Winners are selected through our regional awards programme to go forward to our national finals held every year in the autumn.

1. G4C Future Leader

James Prime – employed by
Bowmer+Kirkland



1

2. People Development

Danny Sullivan Group



2

3. Innovation

Hartlepool Headland Coastal Defences and Whitley Bay Promenade Coastal Protection Works



3

4. SME of the Year

Gilbert & Goode



4

5. Integration & Collaborative Working

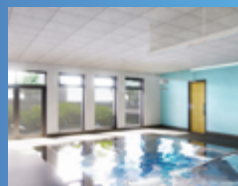
Springwell Leeds SEMH Schools



5

6. Health Safety and Wellbeing

Sandside Lodge SEN School, Cumbria



6

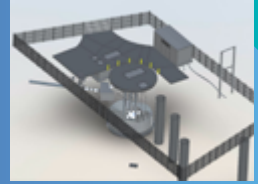
2019 Award Winners

1. Offsite Project of the Year
Hawthorne Avenue
Development, Hull



1

2. Digital Construction
NWG Exemplar BIM Projects



2

3. Client of the Year
South Tees Hospitals NHS
Foundation Trust



3

4. Value
Halfway and
Northumberland SPS Team



4

5. Preservation & Rejuvenation
Kresen Kernow



5

2019 Award Winners

1. Sustainability

Thermal Upgrading Works –
Easton Road Estate Bridlington



1

2. Building Project of the Year

University of Huddersfield
Barbara Hepworth Building



2

3. Civils Project of the Year

The Foss Barrier:
Road to Recovery



3

4. Project of the Year

FA Parklife



4

Get involved

Constructing Excellence welcomes all organisations that share our values and mission. Get in touch to find out how your organisation can become part of the UK's leading movement for change devoted to delivering excellence in the built environment.

www.constructingexcellence.org.uk

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More information on our images
can be found here:

[**www.constructingexcellence.org.uk**](http://www.constructingexcellence.org.uk)