

# National membership

#### **Clients**

Acivico

**BAE Systems** 

**Battersea Power Station** 

Crossrail

East Riding of Yorkshire Council

EDF Energy (NNB GenCo)

**Environment Agency** 

**Heathrow Airport Limited** 

Highways Agency

Igloo

Imperial College London

**Kent County Council** 

Lambeth Living

**Land Securities** 

London Underground

Magnox

**Nationwide Building Society** 

Northumbrian Water

NuGen

ProCure 21

Rochdale Boroughwide Housing

Royal Mail Group

Sandwell Metropolitan Borough Council

Scape

Westfield Group

**Worthing Homes** 

Yorkshire Water Services

#### **Consultants**

AECOM

Arup

**Burges Salmon** 

Capita Property and Infrastructure

CH<sub>2</sub>M Hill

Coaction Management

CWC

**DBD** Limited

FaulknerBrowns Architects

Fusion21 Invennt ICMB

Lucas Fettes & Partners

Pick Everard
Pinsent Masons
Project Five
pw2.0.com

Rider Levett Bucknall SmartBIM Solutions Synaps Partners LLP

Temple Group

Thurlow Associates UK Trowers & Hamlins Turner & Townsend

Visionality

Waterman Group

Wragge Lawrence Graham & Co

#### **Contractors**

**Balfour Beatty** 

Bowmer & Kirkland

Cara Group Costain

**Dawnus Construction** 

Galliford Try

Higgins Construction

**Interserve Construction** 

ITC Concepts

Keltbray Kier Group

London and London

Mace

McGee Group

Willmott Dixon

# Specialists, Manufacturers and Suppliers

4Projects

**Astins** 

Conject

Coubari

Coupaii

FSI Europe Glenigan

Graphisoft UK

Knauf

**Management Process Systems** 

Polypipe

Structural Timber Association

Tekla

Waterloo Air Products

#### **Associates**

BRE

British Property Federation

Chartered Institute of Building

CL:AIRE

Institute of Collaborative Working

UK Green Building Council

University of Reading



This page shows National Members of Constructing Excellence as of October 2014, we also have over 500 Associate Members of our local Constructing Excellence Clubs (see page 15)

# Introduction

# "Better together..."

Thank you to everyone who continues to support our organisation and mission. This has not been easy during tough market conditions, which have been a major threat to performance improvement and sector prosperity. However, as market prospects turn up there are real signs of impact from our work, particularly with the public sector client base, and we need to keep up the momentum in our evidence-based campaigning and influencing.

In the last year we launched our Vision 2025 of what we mean by excellence. This built on the government's Construction 2025 strategy, which we have supported strongly through our BIM theme group, our monitoring of procurement trial projects for the Cabinet Office and resulting new government guidance, the new project initiation routemap from Infrastructure UK, and most recently the relaunch of our KPIs. This does not go unrecognised, and we gratefully acknowledge the support of Peter Hansford, the government's Chief Construction Advisor, who spoke at many of our Regional and National Awards as well as the Annual Convention in November and Parliamentary Reception in December.

Client leadership and collaborative working remain the key to attainment of our vision of excellence, and these remain at the heart of CE and our work programme. Other important themes are funding & finance, asset management, and the development of the younger generation in the industry through our G4C (Generation for Change) network. If you agree these are critical issues for our industry, get involved. If you don't, then get involved and help drive the reform in the right direction for you.

The pursuit of excellence through collaborative working, personal and corporate integrity, trust and respect are our core values, and an investment in Constructing Excellence underpins that. Thank you for your help and support and we look forward to working with you in the next year to deliver a better industry together.



Ian Reeves CBE Chairman



Don Ward
Chief Executive

# Value through collaborative working

**Better together for** 

- **Ideas and inspiration**
- Evidence and intelligence
- **Conversations and connections**
- Influence and leadership



Constructing Excellence is a platform for industry improvement to deliver better value for clients, industry and users through collaborative working.

We bring together informed intelligent clients with leading industry players, universities and other stakeholders to collaborate on:

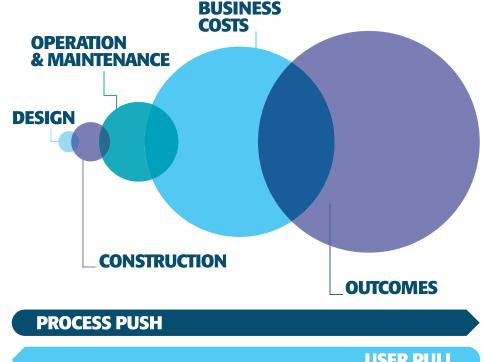
- · Innovation and research
- · Benchmarking and demonstrations
- · Knowledge transfer and learning
- · Networking and thought leadership.

Our core values to deliver this mission are collaborative working and integration. Other important values are:

- Respect for people including health, safety, welfare, equality and diversity
- Inclusivity a whole industry approach
- Independence and objectivity
- · Integrity, openness and trust
- · Excellence, continuous learning and improvement
- · A not-for-profit Movement reinvesting any surplus for further industry improvement.

#### **Understanding value**

The value of good built facilities in use for clients and end users far outweigh the costs of design, construction and operation. The precise ratios differ for every client and every facility, but understanding the business case in this way at the outset of a project is vital for success.



**USER PULL** 

#### **Construction 2025**

We support the government-industry strategy Construction 2025 and accelerate the speed at which engaged players achieve the targets for improvement.



**Lower Costs** 

33%

Reduction in the initial cost of construction and the whole life cost of built assets

Lower emissions 50%

Reduction in greenhouse gas emissions in the built environemnt

Faster Delivery

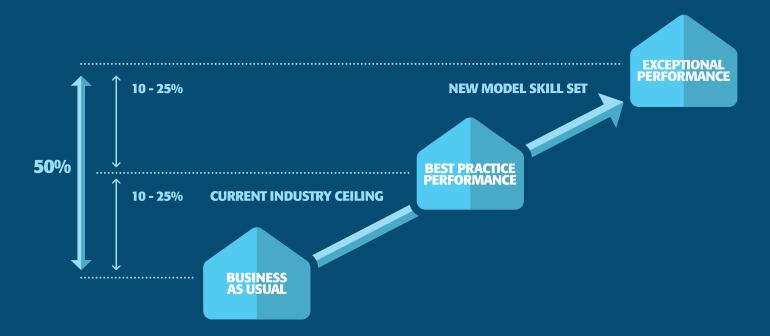
Reduction in the overall time, from inception to completion, for newbuild and refurbished assets

Improvement in exports 50%

Reduction in the trade gap between total exports and total imports for construction products and materials

#### Our vision is that within a decade:

- The sector will be attractive for investment and as a career, both at home and internationally
- Business relationships between client and supply side will have changed radically, success will depend on delivering and exceeding client's desired outcomes
- Exceptional performance will mean collaborative working and BIM to enable lean processes
- All organisations will be measuring, reporting and sharing data about performance
- Better procurement will provide for appropriate profit and encourage innovation
- Aligned commercial incentives will give the supply side 'skin in the game' to support best whole life outcomes
- Reward for value will be the way of getting paid.



#### **Government representation**

Constructing Excellence sits on a number of government committees, wherever possible this is through our members representing us. The list includes:

- Cabinet Office
- Infrastructure UK
- BIS (BIM taskforce)
- Strategic Forum for Construction
- BSI (construction procurement committee)
- DECC/BIS (nuclear sector)

Industry committees influenced by our Construction Clients' Group include

- CONIAC / Health & Safety Executive
- · Constructing Better Health
- Construction Skills Certification Scheme
- Considerate Constructors Scheme
- Chartered Building Company/Consultancy (CIOB).

#### **Cabinet Office Trial Projects**

We have worked with the Cabinet Office over the last two years to monitor and report on trials of three new procurement models (Cost Led Procurement; Integrated Project Insurance; Two Stage Open Book). These have a vital role in delivering the Government Construction Strategy's target 15-20% reduction in capital costs.

Each project has a mentor and an academic appointed by CE. Monitoring follows an established process adopted in our Innovation in Practice and previous demonstrations programmes.

Fifteen projects are being monitored (as of September 2014). Projects that apply for Trial Project status are reviewed by a Trial Projects Support Group comprising industry, client and government representatives. Once accepted onto the programme, the project mentor and academic meet regularly with the project team to gather qualitative and quantitative information using agreed templates and face to face discussions.

Since July 2013, project case studies have been published at agreed stages of Project Kick-off, Brief & Team Engagement, Decision to Build, Build & Occupy.

Findings to date already indicate that smarter procurement focusing on earlier supply chain involvement is delivering 10 – 20% improvements in value for money.

Procurement Route	Department	Project Name
Cost Led Procurement	Environment Agency	Rye Harbour
		Upper Mole
	Ministry of Defence	Queen Victoria School, Dunblane
	Anchor Trust	Anchor Property Delivery Transformation
	DCLG / Homes and Communities Agency	North West New-build housing developments (Procure Plus)
Integrated Project Insurance	Ministry of Defence	MoD RM Lympstone
	Dudley College	CABTech
Two Stage Open Book	Ministry of Justice	MoJ Cookham Wood
		HMP North Wales
	Local government	Hackney Homes & Homes for Haringey
		Stock Investment Programmes
		Property Services Cluster – Education Basic Needs Programme – Tranche 2 (IESE)
		Archbishop Beck Catholic Sports College
		DfT HMEP / SE7 - Highways Capital Maintenance Programme
	Highways Agency	M25 Connect Plus
	Circle Group	Business Transformation R&M procurement
	Royal United Hospital	Öppen - IM&T & Medical Records Building RUH

For more information on the Trial Projects, please visit the Government website at

https://www.gov.uk/government/publications/government-construction-strategy-trial-projects

# Theme groups & Forums

We make a difference by enabling members and other stakeholders to achieve together what they could not do on their own or more efficiently through other organisations.

#### **Theme Groups**

#### **Asset Management**



Chaired by John O'Brien of LCMB, this group is identifying how built assets can be more effectively procured and operated to help organisations deliver their vision, strategy and objectives. Presentations in 2014 from clients and supply chains across major sectors

included transport, property, higher education and highlighted the lessons learnt from billions of pounds of construction and real estate investment. The group is producing a guide on these lessons learnt and will continue to highlight the actions for CE members to deliver and operate effective and efficient built assets over the next year.

#### **Building Information Modelling (BIM)**



John Lorimer of JLO Innovation chairs this group which continues to thrive from its northern base in partnership with Leeds Beckett University. Work over the past year has focused on how CE supports members, whether seeking advice on BIM implementation

or actively using the process. Key activities shared on a dedicated CE web page are:

- Training

   a wide range of attendees involved with training at all levels.
- Client support wide ranging representation.
- Evidence
  a simple template to share case studies.
- Peer review and support shared contact details and capability statements.
- Collaborative working key to successful BIM implementation.

#### **Collaborative Working Champions**



This group meets quarterly coached by Kevin Thomas of Visionality to share experience and to influence and mentor those looking for support. Over 20 individuals participate and others are welcome to join. Topics in 2014 included new procurement methods,

modular systems and prefabrication for M&E; lean construction; a 'CEHE' forum for universities and industry to collaborate; and British military models of collaboration. Plans for 2015 include a maturity model linking collaborative working, BIM and lean; promotion of member-to-member collaborative business; and support for the innovative Integrated Project Insurance (IPI) procurement route as results emerge.

#### **Funding & Finance**



This continues to be one of the key constraints in the growth of the construction industry. PF2 is being rolled out very slowly, as is the UK government's guarantee scheme. The theme group chaired by Madoc Batcup of Synaps LLP will build on

the approach of the meeting it organised with the Green Investment Bank where members of other theme groups also attended to facilitate the integration of the funding theme with the mainstream activities of members more closely. It will continue to look at new sources of funding for the industry.

#### Nuclear



This group, chaired by Adrian Worker of CH2M Hill, delivered an exciting agenda of meetings throughout 2013-14. Highlights were the meetings hosted by Sellafield and Magnox. The former incorporated a tour of the site, which gave real insight into the scale

and complexity of the challenges, and the latter included a tour of the new Interim Storage Facility at Berkeley whose supply chain included several CE members. Upcoming events include participation in the NDA (Nuclear Decommissioning Authority) Supplier Event in November 2014. The group is also proposing another study tour to Japan in 2015.

#### **Sustainability**



Dr Paul Toyne, current
Commissioner at the London
Sustainable Development
Commission and sustainability
director of Balfour Beatty, chairs this
group. This is the place for members
to come to learn and share ideas

and knowledge on sustainable construction, with meetings attracting around 20 individuals from across the supply chain. In 2014 its quarterly meetings included lively sessions on 'Green BIM', whole life costing, resource efficiency and the Construction Climate Challenge, featuring speakers from Balfour Beatty, Tekla, Wrap, Volvo Construction Equipment and Anglian Water. Topics for 2015 include social value and offsite manufacturing.

#### **Client Benchmarking**

Constructing Excellence and its partner Salford University is working with Yorkshire Water and Northumbrian Water to pilot a benchmarking club featuring an online portal to capture data on specific KPIs, collate comparisons and then facilitate discussions to learn from the better performers. The scope includes capital projects, planned maintenance and responsive repairs for both water and sewage work. In 2013-14 workshops were held with other water companies, at which interim data was shared, and other companies have now committed

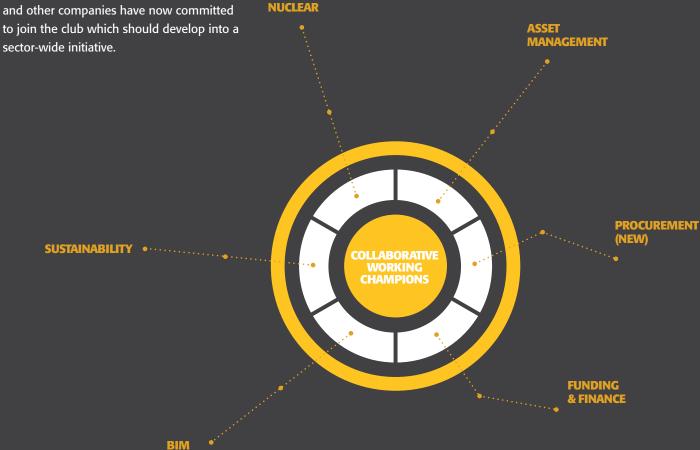
NUCLEAR to join the club which should develop into a

## Manchester Business School Centre for Infrastructure Development



CID is our collaboration with Manchester Business School. It was launched in 2011 to be a pre-eminent research and application centre focusing on critical infrastructure issues facing governments and businesses around the world. It

addresses sectors such as water and waste, transport, energy, and communications, which all face issues of financing including public-private partnerships, planning, regulation, programme management, procurement and project management. CID adds value for our members and the wider sector through generating knowledge (applied research), disseminating knowledge (qualifications, executive education) and maximising impact through influencing policy makers, operators and other stakeholders. Programmes studied include London 2012, Crossrail, Heathrow Airport, HS2 and Network Rail. Details of these and much more are available from https://research.mbs.ac.uk/infrastructure. Note that participation in CID's core programmes requires payment of an additional membership fee.



#### **Member Forums**

These conferences are high quality interactive, members only, working sessions attracting around 50 attendees. They feature excellent speakers on ground-breaking projects and developing themes within construction which lead on to productive debates on how to improve the industry.

The spring forum focussed on value and outcome based delivery, with an inspiring presentation on the procurement by value of the Bank station upgrade project from London Underground and Dragados, with further contributions from Turner & Townsend, AECOM and the University of Reading.

Asset optimisation was the theme of the summer forum. Tony Giddings of Argent delivered a thought provoking contrast between creating commercial space for a defined client or spec development. Other topics covered included Richard Saxon on how asset information and value seeking drives the move to BIM adoption, and Land Securities on feeding operational health and safety issues back into design and construction.

For autumn the forum featured an in depth look at the Constructing Excellence theme groups and how they could add even greater value to the membership and industry. The day also included a feature presentation about the Supply Chain Management Group (Hackney Homes/Homes for Haringey project), a Cabinet Office trial project that is using two-stage open book procurement. The Supply Chain Management Group project has achieved significant cost savings (which equate to an average of 31%), and other key benefits, including time and cost control, end user satisfaction, reduced defects, reduced waste to landfill and carbon emissions and improved employment and skills outputs.

Dates for 2015 are: February 11th, June 10th, October 14th.





# Clients are at the heart of **Constructing Excellence**

The CCG is the only client representative body that works across all sectors of industry, supporting both informed and less experienced clients that do not have consistent build programmes or in-house expertise. It continues to grow in membership and influence, building strong relationships at Club and regional levels as well as nationally.

The industry is receiving a great deal of interest from the Government as a significant contributor to the national economy. A Construction Leadership Council has been established, a partnership between Government and industry to oversee Construction 2025 the construction industry strategy. The CCG sits on the Construction Leadership Council Delivery Group which is tasked to drive key work streams, which sit comfortably within the CE vision and complements CCG's role at the heart of CE.

The CCG have a number of task groups where clients need to be clear on what they demand of the industry and demonstrate consistent client leadership and behaviours to work in partnership with the supply side. There are currently four work streams in addition to Health & Safety (see opposite):

making sense of where the industry is and what clients need and should specify to take best advantage of the many benefits of BIM during projects and more importantly in operational use

#### Procurement -

demand is now outstripping supply and the industry is beginning to witness the supply side exercising choice over procurement/contract options as it recovers from the impact of lowest price tendering in the recession. Issues include the EU's updated Public Procurement Directive on matters such as unrealistically low bids and the prospect of challenge by unsuccessful bidders, and how to take lifecycle costs and value fully into consideration when making awards.

#### Carbon reduction -

it is estimated that between 1% -

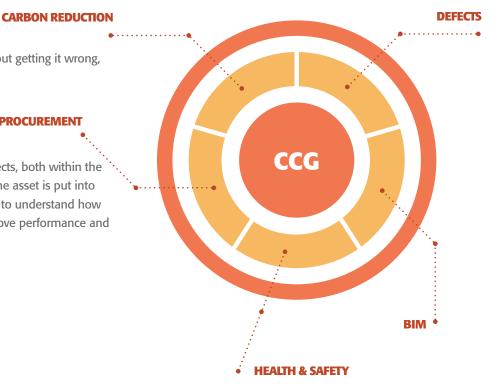
how best to achieve CSR objectives without getting it wrong, increasing costs with little or no gain.

#### Defects -

measure savings.

5% of contract costs are attributed to the creation and consequences of defects, both within the construction phase and thereafter once the asset is put into operational use. We aim to equip clients to understand how they are doing, what they can do to improve performance and

#### **PROCUREMENT**



#### **Client-led Health & Safety**

This task group has doubled in size, attracting leading clients to participate in industry leading development areas and influencing the supply side and Government agencies to find sustainable solutions to the challenges facing the industry.

#### Five areas are receiving sharp focus:

#### **CDM Review/Guidance -**

influencing CDM 2015 regulatory package, producing client guidance and managing the transition period.

#### **H&S Performance Measurement –**

identifying common key performance indicators, enabling clients to measure how well they and their supply chains are doing and encouraging the transfer of best practice.

#### **Health Leadership -**

enabling clients to lead the improvement of occupational health risk management, occupational hygiene and well-being to deliver sustainable outcomes. Achieving what is targeted by Construction 2025 to elevate construction alongside leading industries.

#### **H&S in Design -**

engaging clients at the design stage to focus on and eliminate avoidable health risks, giving health the same attention as safety in the decision-making process.

#### **Best Practice Guidance-**

showcasing and sharing what clients value, enabling others to adopt to suit their business requirements.

The CCG continue to represent clients on a number of other organisations including the board of the Strategic Forum for Construction, Constructing Better Health, Construction Skills Certification Scheme, Considerate Constructors Scheme, CIOB's Chartered Building Companies and Consultancies (CBC) Board, and the HSE's CONIAC committee and specialist sub-groups.

#### **CCG Board**



Rob Knight,
Igloo Regeneration

(CCC chair from March 2014)

#### **Simon Diggle**

Highways Agency (CCG deputy chair from April 2014, chair until March 2014)

#### **Clive Johnson**

Land Securities (CCG deputy chair from March 2014)

#### **Steve Elliott**

Crossrail

#### **Cliff Jones**

Department of Health

#### **Charles Mills**

London Underground

#### **Ben Pritchard**

Magnox

#### **Tim Pritchard**

Sandwell Council

#### **Phil Wilbraham**

**Heathrow Airport Limited** 

#### **Peter Woolliscroft**

**Proclivity** 

#### **Gren Tipper**

**CCG Director** 





# Championing future leadership...

G4C is an open forum for young passionate people who want to change the construction industry for the better. It seeks to harness the power and intelligence of all professionals across the sector to shape the future of construction.

We are concentrating on six work streams as shown that will have the greatest impact on the future of the industry, latest highlights are as follows:

#### Big Data -

we have a research project with BRE on open/big data in the built environment to increase data literacy across the industry, support the creation of a construction software developer community, and increase the debate about civic hacking and data transparency across the supply chain.

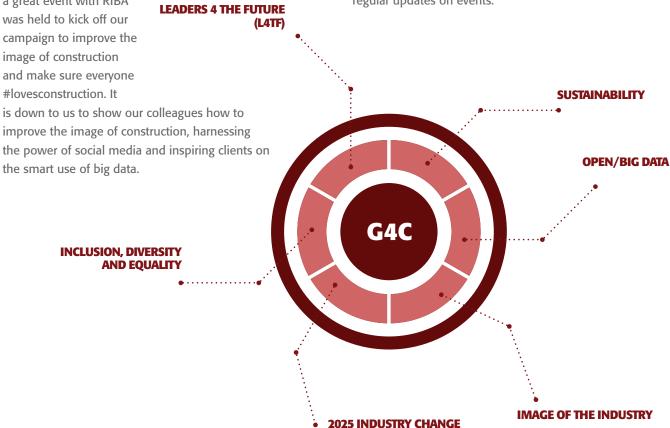
#### Image of the industry -

a great event with RIBA was held to kick off our campaign to improve the image of construction and make sure everyone #lovesconstruction. It

#### L4TF -

our online platform to promote the provision of undergraduate opportunities within the UK construction industry is now live and has already received great interest from universities as well as industry.

2014 was another successful year of growth for G4C with new regions in Kent, the South West and East and West Midlands, and overall membership up circa 40%. For more information and to join G4C please visit our LinkedIn page by searching for G4C, also follow our blog at g4c-net.org with video, interviews and debate and on twitter @g4cnet for regular updates on events.



#### **G4C National Board Members**



**Antonio Pisanò** Marcel Mauer (co-Chair)



**Ben Pritchard**Magnox (co-Chair)

#### Benjamin Futerman

**Trowers & Hamlins** 

#### **Chi Smith**

**Charles Russell LLP** 

#### **Helen Blacker**

Watermans

#### **Jack Brayshaw**

**BRE** 

#### Julia Lydall

Turner & Townsend

#### **Phil Newsham**

**London School of Economics** 

#### **Robin Lapish**

HS2

#### **Victoria Price**

Mott MacDonald (Secretariat)

#### **Will Waller**

**Turner & Townsend** 

#### **Rhianna Wilsher**

Bird & Bird

#### **Tristan Wootten**

**FSI Europe** 



#### **G4C Regions**

#### **Berkshire:**

Georgina Wilmott Georgina.Wilmott@kier.co.uk

#### **East Midlands:**

Simon Powell simon.powell@bedesign.co.uk

#### **Kent:**

Tristan Wootten twootten@fsi-worldwide.com

#### **North East:**

Ayden Booth ayden.booth@turntown.co.uk

#### **South West:**

John Gallagher john.gallagher@magnoxsites.com

#### Wales:

Emma Thomas emma.thomas@cewales.org.uk

#### West Midlands:

Gemma Wilkinson
Gemma.Wilkinson@morgansindall.com

#### Yorkshire:

**Caroline Key** 

Caroline.Key@citb.co.uk



# Regional Network

# The CE Regional Network of independent centres

...around the UK is a vital part of the Constructing Excellence movement. Some centres are governed by higher education institutions, others operate in their own right. All have a formal Memorandum of Understanding with CE.

#### Wales



Funded by the Welsh Government, our remit is to improve the construction process in Wales and ensure that the principles of collaborative working and integrated teams, outlined by the Egan and Latham reports of the 1990s,

become mainstream industry practice.

We work with all parts of the industry – from the Welsh Government, local government and health authorities to developers, construction firms and SMEs – to promote best practice. We are the only cross-sector, cross-portfolio organisation serving the construction industry in Wales. Our core message is to encourage the entire supply chain to work as a team to meet government targets on sustainable development, waste management, carbon reduction and community benefits.

#### **Northern Ireland**



We have continued to support the local construction sector as it recovers from the economic downturn by delivering a varied programme of professional development courses including NEC3 and Building Information

Modelling (BIM), and this year we have piloted a successful 12-week Construction Leadership & Management Programme delivered to over 30 senior public sector construction professionals.

Priorities for 2015 include a 6-week Achieving Excellence in Construction Procurement Programme targeted at local authorities as they transform from 26 to 11 local councils. We also plan to deliver a revised Construction Leadership & Management Programme taking on board feedback from the pilot.

#### **East of England**



British cycling success in the Olympics and Tour de France demonstrated finding marginal gains helps win races. Our recent construction industry study showed abundant marginal gains exist throughout the supply chain which collaborative teams can easily find.

Join our campaign to encourage supply chains to identify those marginal gains.

#### **London and South East**



This includes eight local CE Clubs covering every county from Kent to Hants to Bucks and London. The annual awards keep getting better, with over 160 shortlisted presenting their entries to panels of leading clients and companies, the gala dinner selling

out in just 8 days with 500 people, and the winners presenting at CE Club events. The regional team supports companies and supply chains to understand and implement BIM and Government Soft Landings to better win more work, be more profitable and reduce environmental impacts. CoTrain, a collaborative shared apprenticeship scheme, also helps companies meet client obligations and train for their future skills needs.

#### **Midlands**



Built Environment Hub has staged a series of events across the East and West Midlands for members and guests. G4C has been launched in the West Midlands with its East Midlands partner due for launch soon. A new East Midlands CE Club launched in

October 2014, adding to the Midlands' six existing clubs. Our six member Forums will launch at the Midlands Construction Summit in November 2014 when we will also be launching our Celebrating Construction 2015 awards which will be staged in both West and East Midlands for the first time in four years.

#### **North East**



CENE has had another very successful year with an active Club which continues to grow and host monthly meetings and activities. The G4C has held a number of CPD events and their social calendar has had some great highlights including raising

money for charity. The Awards have been more popular than ever this year and celebrated their 10th Anniversary with over 100 entries received and more than 500 attended the ceremony. We continue to work with many organisations including UKTI and have recently taken our first trade mission to Sweden, NBS, Regional BIM Hub, CIC and HSE to name but a few. We are looking forward to another amazing year.

#### **North West**



The North West played host to two major events this year. The regional Awards in May, hosted by BBC Breakfast's Steph McGovern, was the largest for three years with the River Mersey Flood Risk Management Scheme taking Project of the Year.

We also worked with the GM Chamber to deliver the Greater Manchester Construction Summit, a one-day conference giving an overview of the construction industry in Greater Manchester. Both events identified a growth in activity of the construction sector as well as a revitalized interest in best practice.

#### **South West**



This region has undergone a revolution and is re-invigorated and re-established as the main driver for business improvement throughout the region. We have grown from three to eight 'Best Practice' clubs and seen the formation of six forums dealing with

BIM, Procurement, Marcoms, Lean and regional versions of CCG and G4C. A senior board of twelve is augmented by a Steering Committee of over 50 people that engages many other industry bodies for joined-up thinking and transparent communication. We have set up a CESW Academy to deliver a NVQ level 5 qualification in Collaboration & Integration, and our 2014 awards saw records for entries, sponsorship and attendance.

#### **Yorkshire and Humberside**



This region is run by the Centre for Knowledge Exchange (CKE) at Leeds Beckett University. It delivers an outstanding programme of events and training to construction professionals within the region throughout the year. Notable themes for CKE are Building

Information Modelling, sustainability, innovation, equality and diversity, and collaboration in construction. These are delivered through web-enabled, dynamic networks which bring together professionals and academics to share learning on projects and lead future thinking.

#### **Regional directors**

Wales - Milica Kitson OBE Northern Ireland - Professor George Heaney East - John Hall

London & South East - Derek Rees

Midlands - Roy Casey
North East - Catriona Lingwood
North West - Professor Peter McDermott
South West - Andrew Carpenter
Yorkshire & Humber - Claire Bowles

#### **Constructing Excellence Clubs**



The network of clubs has continued to drive the aims of the movement at regional and local levels. As the industry continues to evolve under economic, environmental and social challenge, and government and clients' ambitions for our sector are

ever increasing, so too is the role of the Clubs. With 35 clubs currently active around England, Wales and Northern Ireland, together with the nine regional centres, it is vital the networks stay on message and ensure the achievement of our vision for 2025.

In October we held our National Clubs Day in Birmingham - a gathering of representatives of all the Clubs. The aim was to align the role of the Clubs to Constructing Excellence's vision for 2025 while providing valuable opportunity to share views across the network, influence national policy, and develop a 'common approach' wherever sensible to further the success of the movement. The output of the day is a National Clubs Development Plan that will provide clubs with clear objectives, structure and guidance for future development.

Picture - Tim Whitehill, Project Five, chair of the National Clubs Steering Group



CE International was launched at the Palace of Westminster in December 2011. Drawing on relationships which have developed over the past decade or more, our aim is for the Constructing Excellence brand to support the international exchange of knowledge, market intelligence and best practice.

#### **International Alliance**

We have established an alliance as an international movement to deliver world-class performance. In 2014 we were pleased to welcome two new Alliance Members taking the total to eight:

- Constructing Excellence UK
- Constructing Excellence in New Zealand
- Vernieuwing Bouw, Netherlands
- Sustainable Built Environment National Research Centre, SBENRC, Australia
- Bygherreforeningen
   (Danish Association of Construction Clients)
- Hong Kong Construction Industry Council
- Project Norway (March 2014)
- Building and Construction Authority, Singapore (May 2014).

The Alliance is open to any industry improvement or best practice organisation around the world which shares 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.

#### **New international activity**

Where key criteria are met, we can work with local partners to review the potential need and opportunity, assess the feasibility, and then, if appropriate, help to establish an organisation reflecting local context, issues and drivers.

In 2014-15 we are working to establish a new organisation in Qatar, where a number of our UK members and other bodies including UKTI, Qatar University, BRE and CIOB (the Chartered Institute of Building) have actively sought CE involvement to establish a new independent not-for-profit entity.





An Ofqual-approved Awarding Organisation specialising in the construction and built environment sectors. It is a subsidiary of Constructing Excellence.

Accredited qualifications give recognition and validity to training. To achieve an accredited qualification a learner has to pass some form of assessment. CELL works 'bottom up' to create and support qualifications for which industry has identified a need. It has an agile, flexible and customer focused approach, and can support the tailored development of qualifications and achieve accreditation within 3-4 months.

#### **CELL's Unique Selling Proposition**

- Part of the Constructing Excellence movement
- Focus on excellence, best practice and leading edge skills
- Supported by market intelligence, networks and expertise in the built environment and healthcare sectors
- · Agile, dynamic, flexible, collaborative
- Centre accreditation adding value to existing training organisations.
- Regulated by Ofqual, the government Office of Qualifications and Examinations Regulation



#### **CELL Approved Centres**

CELL can deliver training for qualifications, but we prefer to accredit third-party organisations who are already delivering programmes so that our reach can be wider. This allows CELL to partner with organisations and companies running courses or internal training that is not externally accredited to improve their value and credibility. We also work with providers to create new courses for trades and skills that lack qualifications.

#### **Collaborative Working Academy (CWA)**

Delivers training mainly for Level 5 qualifications in collaboration and integration. Its Diploma was first awarded in 2011 with two cohorts of 10-15 people undertaking 13 1-day modules over 9 months to achieve the Level 5 qualification which also entitles Associate status of the CIOB. This training is now typically delivered as part of customized programmes for large clients' in-house 'academies'. Also delivering a Level 2 Diploma in Multi Skilled Housing Maintenance and Operations.

#### Suscon

A sustainable construction training and research centre in Dartford, part of the North West Kent College. Pioneering a new approach to sustainable construction learning that is designed to help people meet the challenges of a greener future, offering a range of accredited courses from Levels 1 to 5, including a Level 3 Award in Housing Quality Indicators and the Level 4 Certificate in Key Principles of Sustainable Buildings.

#### **Grovenbridge Academy**

Training, education and consultancy support in Facilities Management, Estates and related functions primarily in the UK health and social care sectors. Course topics include E&FM Information Management, Risk Assessed Backlog, and Procurement in the public sector for SMEs.

#### **SuccessTrain**

A training, coaching and consultancy specialist dedicated to improving the people and skills within companies to change performance, behaviours and success.

#### **Safety in Design Ltd (SiD)**

A not for profit company delivering occupational standards and training in health and safety for designers.

# 2013 Award Winners

# The seventh Constructing Excellence National Awards

...took place on 15 November 2013 at the Tower Hotel. London. Since the north east region began their awards nine years ago the Awards have grown to eight regional events covering Wales and the English regions followed by a national final featuring all the regional winners. This year a total of 3,600 people attended our celebrations, and over 140 industry leaders were involved as judges.

#### **Young Achiever – G4C**

#### **Supported by Generation for Change**



#### Winner

Thomas Conneely, nominated by JK Property Consultants & Northumbria University (North East)

This Award recognised the top students from both the professions and college sectors. This year's

award winner graduated in 2011 with a First Class Honours Degree, gaining two academic awards. Whilst at University he was involved in both academic and social activities and was well liked and respected by both his peers and the academic staff.

#### **Leadership & People Development**

#### **Sponsored by Heathrow Airports (BAA)**



#### **Winner:**

Interserve Construction (North East)

The winner of this award evidenced that they are keen to encourage talented school leavers into the industry, and offer various training schemes and funded education

packages up to degree level. They employ apprentices across a variety of disciplines and have achieved high retention rates, with most securing a permanent position with the company. They take part in school careers days, give talks and offer work experience designed to encourage a career in the construction industry.

#### **Integration & Collaborative Working**

#### **Sponsored by Waterloo Air Products**



#### Winner:

Neath Port Talbot County Borough Council, Arup, EC Harris, Costain, Walters, Tarmac, Forest, Afan Landscapes, McCarthy, Flowline and Barrier Services for Harbour Way (Wales)

The Project Team of the winning

entry was instrumental in producing a Project Charter, detailing their Vision, Values and Objectives from the start. A Project Strategy was then developed setting out the project's KPIs with performance being reviewed regularly. The integrated team members were co-located and project specific branding developed to reinforce the "one team" approach to delivery.

#### **Health & Safety**

#### **Sponsored by Association for Project Safety**



#### Winner:

HETCo – A Ferrovial Agroman, Laing O'Rourke Joint Venture (South East)

The winning entry demonstrated an exemplary record on safety and health on a major project. The judges particularly liked the access

management systems put in place with green barrier walkways and red/green lighting to staircases. In addition their Visible Safety Leadership programme was excellent and we liked their subcontractor rating system.

#### **Highly Commended:**

Kier Construction, Better Health at Work (North East)

#### The Legacy – Sustainability



#### Winner:

Robertson North East and South Tyneside Council for The Green Incubator (One Trinity Green) (North East)

This scheme redeveloped and regenerated a brownfield site

formerly occupied by one of the town's major employers. The building was conceived as contemporary, flexible, 'Victorian' warehouses each with a distinctive character but bound together by a singular ribbon and a range of shared social spaces including an elevated roof garden. Environmental measures included improved insulation, natural ventilation, condensing boilers, photovoltaic cells, solar water heating and rainwater system.

#### **Highly Commended:**

Norfolk County Council, Kier Construction - Eastern, Sheppard Robson, Ramboil and WSP UK for New City Academy, Norwich (East of England)

#### **Innovation**



#### Winner:

Four Housing Group, Galliford Try, RNJ Partnership, Fitz Architects, CK21, Taylor Design Partnership, Lumsdon Wood Partnership, Groundwork, Homes & Communities Agency and South Tyneside Council for Sinclair Meadows (North East)

A project that encapsulated some truly innovated design principles and renewable energy technologies. The project aimed to reduce carbon emissions and in so doing became the UK's first carbon negative social housing development. The judges were very impressed with the culture change the residence had achieved and the magnificent data being produced which is being tracked and analysed by the local university.

#### **Highly Commended:**

Environment Agency, Black & Veatch, Galliford Try, EC Harris and Michael Murphy Associates for Banbury Flood Alleviation (South East)

#### **Value**



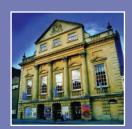
#### Winner:

Gwynedd County Council, JIG Architects, SP Projects and Wynne Construction for Ysgol Yr Hendre (Wales)

The building had to meet the clients

Carbon Management Plan and minimise energy usage. This was met through a very innovative design and the use of Passivhaus principles and benefited from structural insulated timber panel system combined with a skeletal steel frame to reduce heat loss and achieve a low air leakage rate. The design also incorporated the latest green technologies comprising sedum roofs, photo-voltaic cells, grey water harvesting and BMS coupled with 'passive' natural ventilation strategy.

#### **Heritage**



#### Winner:

Galliford Try, Andrzej Blonski Architects, Hydrock Structures 1, Davis Langdon, Hoare Lea, and GDS for The Bristol Old Vic Redevelopment (South West)

The project consisted of the sensitive re-discovery of this 250 year old theatre enhancing it to meet the technical needs of modern performances and the comfort expectations of today's audiences. The re-modelling of the back-of-house to improve practicality and provide additional flexible performance and rehearsal spaces was especially noteworthy, and the brief ensured a sympathetic approach to

preserve its history.

#### **SME**



#### Winner:

McNally & Thompson (North East)

The winner showed they are articulate and clear about what they aim to achieve. They are evidently strategic and savvy on how to progress, seem to be out to impress

themselves and employees as well as their customers, and have their supply chain in sight as well. When they regularly exceed KPI targets they ramp it up as a stretch target – demonstrating a strive for continuous improvement. As a company they are compelling and exemplary.

#### **Highly Commended:**

B4Box (North West)

#### **Achiever of the Year**



#### Winner:

Vince Hanly (Wales)

The winner has a track record of outstanding performance, he has influenced teams of people and other key decision makers and is an inspiration to those who

come into contact with him. 21st Century procurement strategies to embrace smarter procurement, technological, social and economic developments within the Welsh public procurement environment has been driven by him as he does not just 'talk the talk', 'he walks the talk'.

#### **Client of the Year**

#### **Sponsored by Glenigan**



#### Winner:

Highways Agency (West Midlands)

The Client of the Year was nominated by one of their main service providers for their strong commitment to collaborative working, their commitment to

encouraging innovation, Lean processes and best practice across their supply chain. They have encouraged collaborative working at all levels of the business, with their Senior Management Team demonstrating clear leadership through their work with their service providers, through to integration on the design and delivery of work schemes.

#### **Project of the Year**

#### **Sponsored by Randstad Construction, Property & Engineering**



#### Winner:

Mace, Seller Property Group, Turner & Townsend, Renzo Piano Building Workshop for The Shard (South East)

The design for this winning project was influenced by the irregular

nature of the site. The corners of the development are open and the planes do not touch, allowing the building to breathe. In the words of its designer it is to be an "urban, social soul, bringing life and energy to the city." One of their first challenges was getting a robust technical solution and a clear programme sequence and delivery plan.

#### **Constructing Excellence National Awards photograph credits:**

Thomas Conneely – National Winner of Young Achiever – G4C Award 2013 Flowline and Barrier Services for Harbour Way (Wales) – National Winner of Integration & Collaboration Award 2013

Inverse Construction (North East) – National Winner of Leadership & People Development Award 2013

HETCo – A Ferrovial Agroman, Laing O'Rourke Joint Venture (South East) – National Winner of Health and Safety Award 2013

Robertson North East and South Tyneside Council for The Green Incubator

Robertson North East and South Tyneside Council for The Green Incubator (One Trinity Green) (North East) – National Winner of The Legacy – Sustainability Award 2013

Four Housing Group (North East) – National Winner of Innovation Award 2013 Gwynedd County Council, JIG Architects, SP Projects and Wynne Construction for Ysgol Yr Hendre (Wales) – National Winner of Value Award 2013

The Bristol Old Vic Redevelopment (South Wales) – National Winner of Heritage Award 2013

McNally & Thompson (North East) – National Winner of SME Award 2013
Vince Hanly (Wales) – National Winner of Achiever of the Year Award 2013
The Shard (South East) – National Winner of Project of the Year Award 2013
Highway Agency (West Midlands) – National Winner of Client of the Year
Award 2013



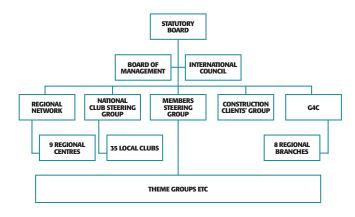
# **Facts & Figures**

Constructing Excellence was established in 2003 when the government-funded Construction Best Practice Programme and Rethinking Construction merged. These dated back to Sir John Egan's government task force report Rethinking Construction in 1998. The membership-funded Be organisation became part of CE in 2006, this combined the membership-funded Reading Construction Forum and Design Build Foundation which were both founded in the early-mid 1990s.

Ian Reeves CBE of Synaps LLP is the fourth Chairman of Constructing Excellence, following Peter Rogers CBE of Stanhope, Bob White of Mace, and Vaughan Burnand of Shepherd Construction. Don Ward became the third chief executive in 2008, following Denis Lenard and Bob White.

#### **National governance**

The national governance structure of Constructing Excellence brings together all parts of the nationwide movement.



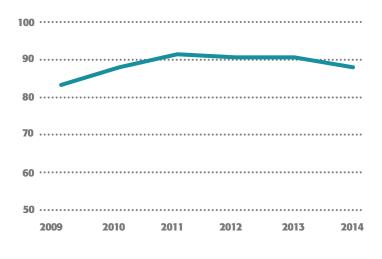
#### **Income**

Membership subscriptions accounted for 95% of our funding in 2014



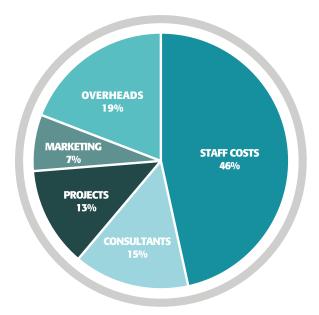
#### **Membership**

Corporate membership at a National level remained stable in 2013-14, we were pleased to welcome seven new members although unfortunately we also lost a number. Net membership growth of at least 10% is a priority in 2015.



#### Where our money goes

As a not-for-profit organisation, any surplus that we make is invested back into research or new products and services. Expenditure in 2014 was as follows.



#### **Board of Management**

\* denotes Statutory Board director

Ian Reeves CBE \*

Synaps Partners LLP (chairman)

**Roy Casey** 

Built Environment Hub (CE in the Midlands)

**Simon Diggle** 

**Highways Agency** 

(CCG deputy chair from , chair until March 2014)

**Clive Johnson** 

Land Securities (CCG deputy chair from March 2014)

**Milica Kitson OBE**\*

**Constructing Excellence in Wales** 

**Rob Knight** 

Igloo (CCG chair from March 2014)

**Catriona Lingwood** 

CE in the North-East (chair, CE Regional Network)

**Brendan Morahan** 

Invennt

**Antonio Pisano** 

Marcel Mauer (G4C co-chair)

**Ben Pritchard** 

Magnox (G4C co-chair)

**Derek Rees** 

South-East Centre for the Built Environment

(CE in London and the South-East)

**Murray Rowden** 

Turner & Townsend (from April 2014)

**Anna Scothern** 

BRE (until August 2014)

**Adam Turk** 

Polypipe

**Stephen Underwood** 

Kier (until April 2014)

**Tim Whitehill** 

Project Five (chairman, National Clubs Steering Group)

**Don Ward** \*
Chief Executive

**Peter Woolliscroft \*** 

**Proclivity** 

#### **Members steering group**

This is open to any member

Ian Reeves CBE, Synaps Partners LLP, (chairman)

Matt Armitage, Kier (G4C)

Mark Beirne, Cara Group/CWC

Edwin Bergbaum, Waterman

Ron Edmondson, Waterloo Air Products

David Ferroussatt, Heathrow Airport

Richard Haryott, Arup

Andrew Kane, FaulknerBrowns

Milica Kitson OBE, Constructing Excellence in Wales

Charles Mills, London Underground

Brendan Morahan, Invennt

Antonio Pisano, Marcel Mauer (G4C)

Ben Pritchard, Magnox (G4C)

Murray Rowden, Turner & Townsend

Mick Tetley, Morrison Galliford Try

Paul Toyne, Balfour Beatty

Adam Turk, Polypipe

**Dominic Tutt, Astins** 

Stephen Underwood, Kier

Paul Wilkinson, pwcom2.0

Adrian Worker, CH2M Hill

#### The national team

**Don Ward** 

**Chief Executive** 

**Deborah Hynes** 

**Project Manager** 

Colm Quinn

**Project and Policy Manager** 

**Gren Tipper** 

**CCG** Director

**Gary O'Brien** 

CCG Deputy Director (from Oct 2014)

**Jackie Casey** 

Marketing & Sales

**Gillian Wright** 

Marketing & Sales

**Rebecca Gaye** 

Marketing and Administration Assistant (from Sep 2014)

## **Constructing Excellence** in the North West

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Tel +44 (0) 161 295 2650 enquiries@ccinw.com

# Constructing Excellence in London and the South East

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Tel: 0191 374 0233 enquiries@cene.org.uk www.cene.org.uk

# **Constructing Excellence** in the East of England

07768 607014

john.hall@constructingexcellence-east.org.uk www.constructingexcellence-east.org.uk

# Constructing Excellence in the Midlands

Built Environment Hub 5 Darwin Court, Oxon Business Park Shrewsbury SY3 5AL

Tel: 01743 290045 info@builtenvironmenthub.co.uk www.builtenvironmenthub.org

# **Constructing Excellence** in Yorkshire & Humber

Centre for Knowledge Exchange Leeds Beckett University Room G03, Northern Terrace, Queen Square Court Leeds LS2 8AG

Tel: 07585 795478 c.bowles@leedsbeckett.ac.uk

http://ckehub.org

## **Constructing Excellence** in Wales

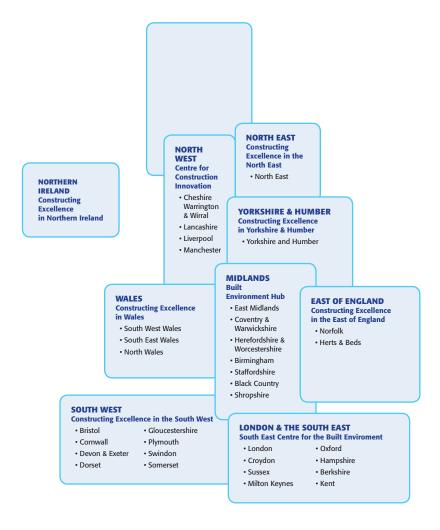
2nd Floor East, Longcross Court, 47 Newport Road, Cardiff, CF24 0AD

Tel: 02920 49 33 22 info@cewales.org.uk www.cewales.org.uk

# **Constructing Excellence** in Northern Ireland

Room 1K01, University of Ulster, Newtownabbey, Co Antrim, Northern Ireland, BT37 OQB.

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Constructing Excellence is committed to reducing its carbon impact