

2017



87 National Members

The following are National Members of Constructing Excellence as of October 2016, we also have over 500 Associate members of our local Constructing Excellence Clubs.

Clients

Acivico
Crossrail
East Riding of Yorkshire Council
EDF Energy (NNB GenCo)
Environment Agency
Fusion21
Hammerson
Heathrow Airport Limited
Highways England
Horizon Nuclear Power
Igloo
Imperial College London
Kent County Council
Land Securities
London Underground
Magnox
Nationwide
Building Society
Northumbrian Water
ProCure21+
Royal Mail Group
Sandwell Metropolitan Borough Council
Scape Group
Scottish Water
Southern Construction Framework
United Utilities
Westfield Group
Worthing Homes
Yorkshire Water Services

Contractors

Astins
Balfour Beatty
Bowmer & Kirkland
Cara Group
Galliford Try
Higgins Construction
Interserve Construction
ITC Concepts
Kier Group
Kirby Group Engineering
Sir Robert McAlpine
Willmott Dixon

Consultants

Advance Consultancy Ltd
AECOM
Birch
Burgess Salmon
CH2M
FaulknerBrowns Architects
Gowling WLG
Greenwood Consultants
Invennt
IPInitiatives
LCMB
Lucas Fettes & Partners
Mishcon de Reya LLP
Pick Everard
Pinsent Masons
Project Five Consulting
PTP Associates
pw2.0.com
Success Train
Synaps Partners LLP
Trowers & Hamblins
Turner & Townsend
UKSE
Visionality
Waterman Group

Specialists, manufacturers and suppliers

4Projects
Aggregate Industries
Coubari
FSI Europe
Glenigan
Graphisoft UK Ltd
Knauf
Management Process Systems
Polypipe
Structural Timber Association
Textura Europe Ltd
Trimble Solutions UK
Waterloo Air Products Plc

Associates

BRE
British Property Federation
Chartered Institute of Building
CL:AIRE
European Construction Institute
Institute for Collaborative Working
National Association of Construction Frameworks
UK Green Building Council
University of Reading

“Excellence through collaboration”



Murray Rowden

Chairman
Constructing Excellence



Don Ward

Chief Executive
Constructing Excellence

In August 2016 we merged with BRE, and we are looking forward to an exciting new era of growth for Constructing Excellence.

The move is designed to strengthen and grow our membership and our positive impact on the industry at a time of significant national and international challenge. Joining with BRE gives us access to new resources and markets that we require to develop our membership, benchmarking and training services. It means that we can plan for the future with a new level of vision and confidence, and devote our energies to member benefits, thought leadership and sector influence.

This report shows how we have continued to deliver a wide range of activities for the benefit of our members and the industry, including an excellent annual conference learning from other industries, ten theme groups including new ones on Social Value and Collaborating with universities, and a programme of work on Innovation.

The pursuit of excellence, personal and corporate integrity, trust and respect are core to what we stand for, these values remain at our heart in the new collaboration with BRE, and we hope you will agree that an investment in Constructing Excellence underpins that.

Thank you for your support of our organisation and our mission in the last year, and we look forward to working with you in 2017 and beyond to deliver excellence through collaboration.

A stylized, handwritten signature in black ink.

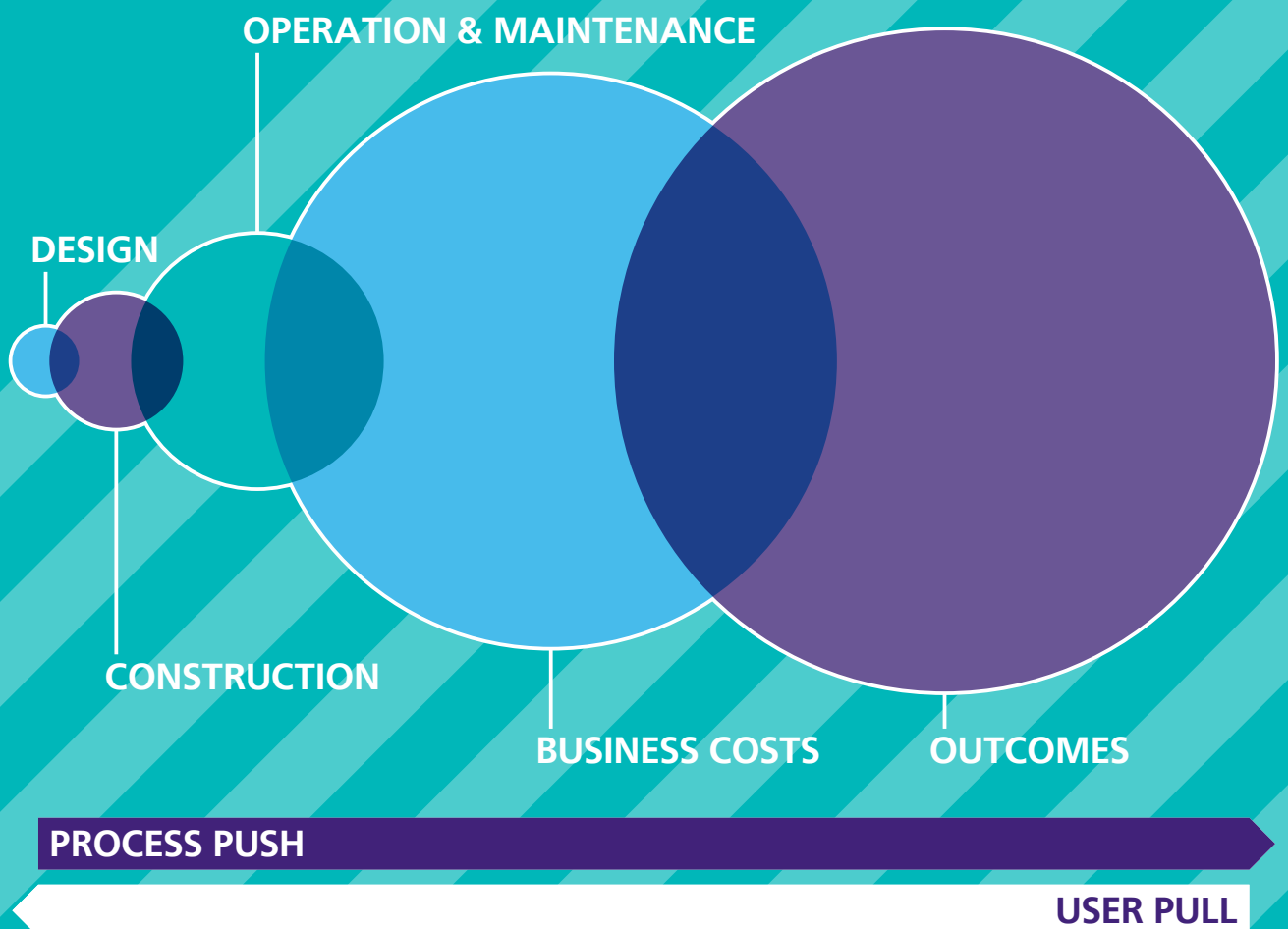
Murray Rowden

A stylized, handwritten signature in black ink.

Don Ward

Vision

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



Excellence through collaboration

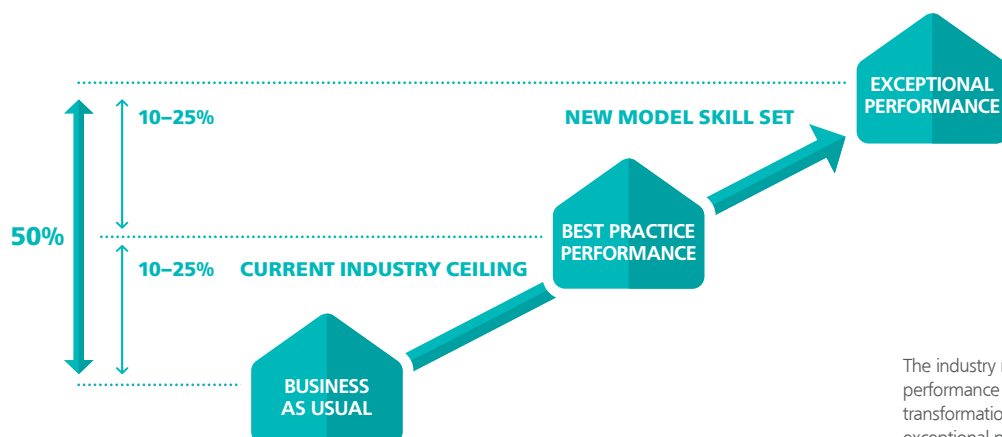
We are funded and governed nationally by corporate membership from leading edge clients, contractors, consultants, manufacturers and others committed to improving the industry's performance. We have been delivering best-practice and knowledge transfer for more than 20 years. In August 2016 we became part of the BRE Trust group of companies.

Our activities include research with universities, benchmarking and demonstration, themed working groups, training and events, and influencing others including government. Our other networks include the young generation group G4C, eight regional centres and 35 local best practice clubs.

Our vision of excellence

We support the government's industrial strategy Construction 2025, published in 2013, and have a clear vision for the industry to deliver excellence through collaboration. Our vision is that within a decade:

- The sector will be attractive for investment and as a career, both at home and internationally. It will have addressed how it is educated, structured, funded, led and motivated to collaborate and continually innovate.
- 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.
- New models of procurement will provide for appropriate profit and encourage innovation through aligned commercial incentives for best whole-life outcomes.
- End-users of built assets will be key in assessing whole life value, a virtuous spiral of continuous improvement will be driven by user experience.
- Reward for value will be the way of getting paid.



The industry needs to embed best practice performance whilst innovating to deliver transformational change which will deliver exceptional performance.

National

Membership



Collaborative working champions

Chair Kevin Thomas,
Visionality



Travelling the country coached by Kevin Thomas of Visionality, this group meets quarterly to share experience and to support and mentor anyone trying to introduce collaboration. It is an open group and new Champions are always welcome to join. In 2016 the group extended its Top 10 tips series, visited its CE Wales cousins, reviewed the government construction commitments and developed a framework for a maturity assessment that links CW, BIM and Lean together. Targets for 2017 are to develop the maturity assessment, provide guidance on how to achieve superior relationships at all levels of the supply chain, and launch further 'Top 10s' including on applying BS 11000.



Digital construction

Chair John Lorimer
JLO Innovation



Our BIM group evolved into the Digital Construction group in 2016, recognising the impact that all things digital are having on the industry. The Big/Open data team from G4C have joined us and are challenging and supporting our work. Productive joint meetings have been held with the Collaborative Working Champions and Sustainability theme groups. Pulling robust evidence together remains an important function, and progress on a BIM maturity model with Salford University continues.



Funding & finance

Chair Madoc Batcup,
Synaps LLP



This group targets strategic issues that affect the alignment of commercial drivers in the worlds of funding and delivery. In 2016 we addressed two themes:

- **Payment practices**, particularly late and delayed payment practices, and the potential for using digital software to improve the situation, resulting in the publication of the "Payments Minefield" report supported by Textura (now part of Oracle), following a members' forum in February 2016.
- **Insurance**, initiating a review of the relationship of the insurance and construction sectors in conjunction with Lucas Fettes and major insurance companies.



Procurement

Chair Charles Mills,
LUL



Meeting quarterly the group enjoys attendance from across the supply chain, academia, and the Cabinet Office/Infrastructure and Projects Authority. The group shares experience and seeks to provide thought leadership to overcoming procurement-related barriers to improving productivity in the sector. Members published 12 blogs in 2016 and participate in the Cabinet Office trial projects working group for innovative procurement as well as sharing latest ideas on social value.

“Better together” for: Ideas and inspiration Evidence and intelligence Conversations and connections Influence and leadership



Sustainability

Chair Dr Paul Toyne,
Commissioner at the
London Sustainable
Development Commission



Quarterly themed meetings provide opportunities for members to share ideas and knowledge on sustainable construction and corporate sustainability, attracting 20-30 individuals from across the supply chain. In 2016 topics discussed included the circular economy, resilience, and how digital delivers sustainability, with guest speakers including Highways England, BRE, Forum for the Future and many others. Topics for 2017 include healthy buildings and wellness.



Asset management

Chair John O'Brien,
LCMB



As well as launching the Whole Life Performance Plus Project (WLP+), we published “Delivering built asset operational excellence” based on our work of the last 3 years. This report summarises an approach to delivering more value during the operational phase of buildings, based on lessons learnt, insight and tips shared by major construction clients and Constructing Excellence members.

WLP+ (www.wlpplus.com)

Whole Life Performance Plus (WLP+) is an Innovate UK funded project to improve workplace productivity by 10% whilst reducing energy use. The project team consists of LCMB as project lead, Argent, EMCOR UK and King's College London who will test the solutions in their office buildings. Constructing Excellence and British Council for Offices will disseminate the findings, and Oxford Brookes University are academic lead, funded by EPSRC.

New models of procurement for the Cabinet Office

From 2011 we worked with the Cabinet Office to monitor and report on the success of three new models of procurement designed to facilitate reduction in capital costs through collaborative approaches:

- Cost Led Procurement
- Integrated Project Insurance
- Two Stage Open Book

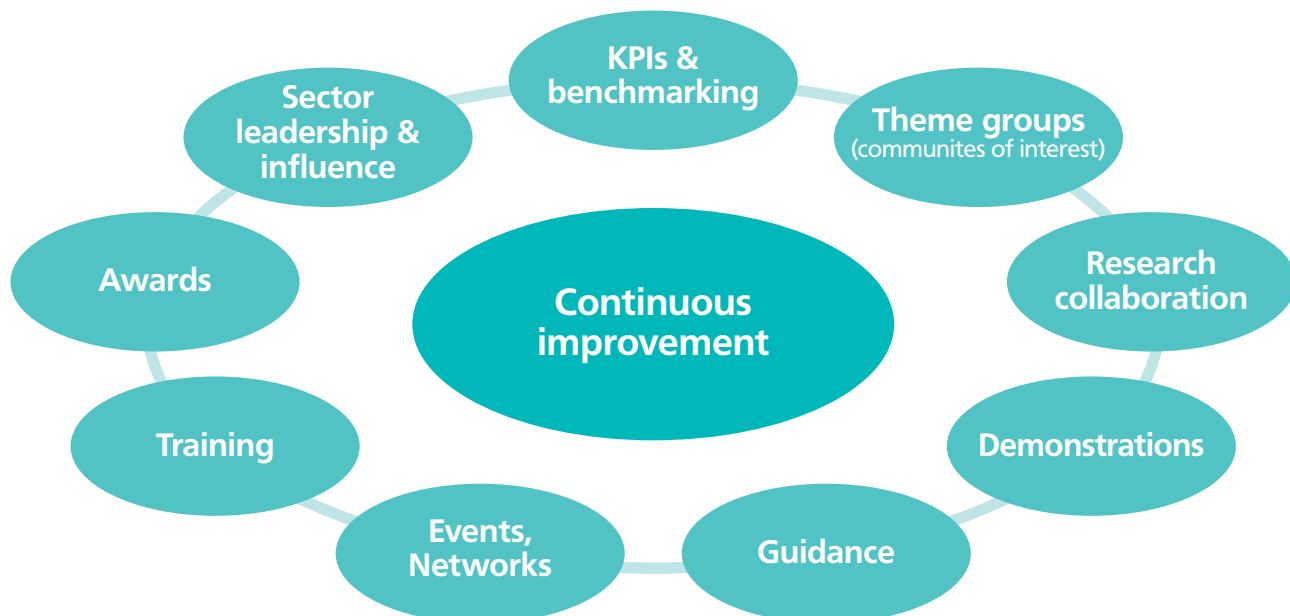
Our results showed capital cost savings of up to 20%. We quantified other benefits for clients including uptake of BIM, faster delivery, better quality, lower whole life costs, and local social value; and supply chain benefits including local employment, fair payment, reputation, and better workloads and profitability.

Social value

Chair Rob Wolfe,
CYH

Responsible businesses generate both economic and social value. We held our first Social Value Task Group in March 2016, this brings together all constructing excellence stakeholders and aims to develop:

- a definition for social value,
- a consensus on how to measure social value, and
- a toolkit for social value, highlighting the responsibilities for clients, communities, contractors and their supplychain, by December 2017.



Nuclear sector
Chair Adrian Worker,
CH2M



This group, chaired by Adrian Worker of CH2M, has championed excellence and collaborative working in the sector and built a strong reputation and profile. It is well supported by the key clients in the sector including EDF NNB, Horizon, Nu-Gen, Magnox and Sellafield.



CEHE universities network
Chair Jon de Souza,
Galliford Try



This group was launched following a successful Members' Forum at the University of Westminster in June 2016. It seeks to create better links between industry, further and higher education. Its work programme includes how to influence curriculum content and dissertation topics choices, graduate employability, collaborative research projects, and sector reputation.

Innovation management

"Having the support of Constructing Excellence behind my PhD provides unrivalled access to industry data and expertise. I am also able to benefit from and build upon the strong links Constructing Excellence has nurtured between industry and academia. I am looking at innovation management within major projects and programmes, working alongside Constructing Excellence to develop a process for assessing and improving innovation management within organisations and also advancing knowledge and understanding in this area."

Adam Golden

PhD student at UCL sponsored by
Constructing Excellence with Costain

Over 30%

of our national members are clients

Constructing Excellence Clients' Group



Construction Clients' Group
CONSTRUCTING EXCELLENCE
delivered with bre

In 2016 we committed to transform our Clients' Group to a truly influential industry body with an agenda to become the home of leading edge thinking and best practice for the widest range of clients and owners/operators of built assets. Our agenda is strategic but practical, aimed at improving client capability, working hand in hand with the supply side community within Constructing Excellence and more widely to improve performance of the industry.

The group is uniquely positioned to offer a forum for national and regional owners, operators and clients in the real estate and infrastructure sectors, private or public sector. Its industry-leading agenda enables a strong and influential position on best practice and performance improvement, from industry business models and supply chain strategies.

A collaborative agenda for improvement

Our strategic agenda includes:

- Setting out the capability of informed intelligent clients.
- Special interest groups focused on clients' issues, as well as the above topics such as procurement, asset management and digital construction/ BIM which are pan-industry in nature.
- 'How to' guidance and tools on best practice themes.
- Training and mentoring packages.
- Learning from client practices in other sectors.
- Regional client groups facilitated by our regional network (see page 18).
- A performance forum, building on our current benchmarking club for the water sector, enabling members to measure performance, benchmark and deliver improvement.
- Strategic ties and influence with the Cabinet Office, Strategic Forum, Construction Leadership Council as well as sector trade associations, professional institutions and umbrella bodies.
- Collaboration with other client groups including in the central and local government sectors, property and infrastructure.
- An annual conference by and with clients, owners and operators.

Our governance

The Clients' Group steering group is open to every client member to influence our strategic agenda and programme of work. We wish to work with the next generation of leaders in client organisations, and we encourage members to nominate the best emerging talent to join this steering group.

Contact Alison Nicholl for more information.



Benchmarking & KPIs

The Constructing Excellence Key Performance Indicators continue to be the standard for measuring project performance against a range of socio-economic and environmental indicators.

We are grateful to CITB, Glenigan and BRE for collating and publishing the annual industry performance report which allows us to track improvement across the sector over the last 17 years, a unique trend series around the world.

Benchmarking with the water sector

In partnership with Salford University and the Water Industry Forum we work with a number of water companies to run 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 benchmarking club is set to expand in 2017 with new water companies keen to join, and with new investment from BRE we see this as the foundation for a wider sector performance forum.

17 years tracking data on UK project performance

Member forums

We hold three members' forums a year, attracting around 50 attendees each. These lively, collaborative, members' only working sessions feature first-class speakers on innovative projects and key themes for improvement in the sector combined with workshop sessions to get members' inputs.

Our member forums explore the burning issues in delivering excellence in the built environment.

In Feb 2016 we focused on payment practices within the UK construction sector, and ways to improve this such as new technology.

Value from closer working with universities and colleges was the theme of the summer forum. Our agenda was to improve collaboration and the value that industry and academia get from closer links, and the considerable energy and discussion in the room all afternoon was testament to the interest.

At the autumn event we focused on reviewing our strategic work programme in the light of the merger with BRE and identifying how to maximise its value for members and other stakeholders.

**Dates for the diary in 2017 are
14th February, 13th June, 10th October.**



Leaders breakfasts

Sponsored by Lagan Construction, Aggregate Industries and Advance Consultancy, our quarterly business breakfasts held under the Chatham House rule bring together senior industry leaders, clients and others to debate burning issues.

Speakers in 2015-16 included Geoffrey Spence, Peter Hansford, Sir John Armitt, Simon Addyman of TfL, economists Doug McWilliams of CEBR and Bridget Rosewell, and Ann Bentley, CEO of RLB and member of the Construction Leadership Council.



Demonstration projects

We have over two decades of experience of providing high quality monitoring, assessment and reporting on projects with innovative features to build the evidence base for change.

As well as the procurement projects reported on pages 6 & 7, in 2016 we published the final, construction stage, case study for the Hammersmith Flyover project.

Annual conference – “Beyond the built environment”

Curated by G4C and sponsored by Waterloo Air Products, our 2015 conference focused on supply chain integration, brand reputation and image, social value, and open data. But with a difference – our members and other delegates heard about from the leading practitioners in other sectors of the economy, including Rolls Royce and Saatchi & Saatchi. With the focus on knowledge sharing, learning and debate, we explored how our industry can learn from their innovative leading practices,

and bring this learning into our sector. The final speaker was Andrew Wolstenholme OBE, responding in his capacity as CEO of Crossrail, Chair of the Construction Leadership Council, and author of Constructing Excellence's own 'Never waste a good crisis' report.

In 2016 the conference is entitled “On Your Marks, Set, Build...” and will explore the synergies that construction has with sport, the surprising parallels our industries share, and the importance of construction within sport. We anticipate another unmissable day.

Training and Qualifications

Approved training

Four approved training organisations plus our regional network and G4C come together to provide training courses to support learning on our core Constructing Excellence topics, including:

- Collaborative working
- Supply chain management
- Lean
- Health and safety management
- Facilities and estates management

Ofqual-regulated formal qualifications

Through our Awarding Body CELL (Constructing Excellence in Learning Ltd), we have the capability to accredit and award Ofqual-regulated qualifications where there is a demand. Our current portfolio of 15 Regulated qualifications covers Trade-based Level 2 Awards, Certificates and Diploma in the area of Property Maintenance up to a Level 5 Certificate in Lean Healthcare Transformation. Alongside these we have a Level 3 Award in Cost Improvement and a Level 5 Award in Premises Assurance.



The objective is to support the CE purpose of driving industry transformation by upskilling the sector's capability to deliver excellence. The value is to enable businesses to perform as they should and to support individuals' personal development. CE and our theme groups have generated much other material which is planned to be upgraded to training material for new courses in 2017.

Accredited training delivery centres

We work collaboratively with four like-minded organisations to create qualifications and the training courses that lead to them:

Collaborative Working Academy (CWA)

Collaborative working, supply chain, lean

Grovenbridge Academy

Facilities management, healthcare premises and estates

SuccessTrain

People, behaviours, leadership.

Safety in Design (SiD)

Occupational standards and training in health and safety for designers.

Through our training partners we are training a workforce with the skills and knowledge needed to deliver our vision of excellence through collaboration.

Please contact the Constructing Excellence office for more information or contact details for any of the above.

840 Members of G4C

and growing
regional presence
in 10 regions

We are a change network,
challenging and shaping
the future of our industry.



G4C is a movement for change in construction, led by and for the benefit of future industry leaders. It is made up of young professionals who are passionate about making a difference in our industry. Our regional boards collaborate together across the UK to generate content, discussion and understanding, this includes issues, innovations and advances outside the industry and piecing together how they will change our future.



Sustainable housing and our built heritage

80% of buildings standing in 2050 are already built and new building regulations only apply to new buildings. So what do we do about energy inefficient existing stock? We need creative solutions to encourage retrofit; to combat apathy towards sustainability and provide support for those stuck in energy poverty. SpaceUp:DeCarb is a Marcel Mauer initiative made possible by the collaboration with G4C and the ODI; the vision is to wire up the UK existing stock turning each household into a IoT OpenData node and to promote sustainable housing by leveraging the disruptive innovation of a global community of tech developers.

Our themes include:

Collaboration

Is conflicting behaviour endemic in the construction industry or can we choose to collaborate at all costs? How can an individual set out to make a difference and create positive and productive relationships from within a corporation? Will Building information Modelling, continue to aid with breaking down adversarial barriers?

Regional highlights

Berkshire

G4C Berkshire has organised events ranging from site tours of local projects to more CPD-focused seminars on topical subjects such as the Housing Bill and starter homes, new Environmental Impact Assessment regulations and the effect of Brexit. Notable was our 'What do you do?' event, which was repeated due to its popularity, providing an insight into what our colleagues do in their jobs so we can understand other roles in the industry and work better together.

North East

G4C North East held their first Awards on April 1st with over 250 in attendance celebrating the young and upcoming professionals in the region, and the evening was a huge success. The year featured a range of social and CPD events, those planned for 2017 include the next awards, debates, and industry hot topics.

North West

G4C North West was initiated in summer 2016 with support from local employers and universities. With support from the other G4C regions we plan a virtual design competition based on the future trends of the built environment. Working with .Be we will project what concepts and themes we expect from the future of the built environment, develop a design brief that aligns to those themes, and invite G4C regions to compete in delivering the brief.

South West

G4C South West intends to introduce our own Awards next year into the CESW programme. Two events in Bristol and Exeter in May 2017 with three categories each for Image, Technology and Sustainability will feed into the CESW Regional Awards in June where one winner will be crowned Young Achiever of the Year.

Yorkshire & Humber

G4C Yorkshire and Humber has a well-established group attending seminars on hot topics and social networking events. We held the inaugural G4C regional awards in 2015 and had another very successful event in 2016. A full schedule of events is planned for 2017 including our third annual awards celebrating the success of our future leaders and pushing forward the boundaries of change.

Andrew Gibson
G4C Wales

Jennifer Dalby
G4C West Midlands

Simon Powell
G4C East Midlands

Chris McDonald
G4C Norwich

John Gallagher
G4C South West

**Natalie Keyes,
Leanne McAngus**
G4C North East

Johnathan Munkley
G4C Manchester

Caroline Key
G4C Yorkshire
& Humber

**Georgina Wilmott,
Eva Hansen**
G4C Berkshire

**Robin Lapish,
Julia Lydall**
G4C London

Infrastructure finance, who pays?

The UK is on the cusp of an infrastructure renaissance. The National Infrastructure Plan sets out an enviable pipeline of mega-projects which we need to deliver over the coming years in order to maintain our country's global competitiveness. Investment in energy, water, transport and flood defences will be needed, and all are competing for finite resource. How will we find the finances to fund this? Who will pay?

Sustainability, social value and responsibility

Global resources are continuing to be used up far too fast and as world population's rise this problem is only set to accelerate. We need to start living and building more stringently and making better use of replaceable resources and energy. We need to create a circular economy and a sharing economy to make better use of existing assets. And do we even truly understand what 'Sustainable' means?



Automation, data, digitisation and machine learning

Sounds a bit sci-fi – but will a robot steal your job? If engineers develop the robotic skills required, no doubt, robots will cost far less to operate than a person. Are we sure that it's only the boring, repetitive jobs will be done by robots? Will all the interesting creative, innovative and dexterous and skilled jobs still be left for humans to do?

Links with universities and addressing the skills shortage

There are not enough people coming through the education system to be able to fill the number of roles needed to deliver the magnitude of construction planned. Do we need to start thinking outside the construction qualification box? What are the skills that the will require in the construction industry of the future?

Constructing Excellence

International

Since 2011 we have supported the adoption of the Constructing Excellence brand overseas to facilitate the international exchange of knowledge, market intelligence and best practice between organisations of our kind.



International alliance

We have established an alliance of similar organisations who share ideas and seek to collaborate. We welcome contact from any cross-industry best practice organisation around the world which shares our aims, values and activities.



Members of the Constructing Excellence International Alliance

- 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
- Building and Construction Authority, Singapore
- Constructing Excellence in Qatar
- Constructing Excellence in UAE

Where no such organisation yet exists, but a clear need and local demand is identified, we have worked with governments or local partners such as a university to assess the feasibility and then help to establish an organisation reflecting local context, issues and drivers. Recent examples of such work include in UAE, Estonia, Saudi Arabia and the USA.

Constructing Excellence in the Gulf

In 2015 we established an independent not-for-profit organisation in Qatar, and expanded this to the UAE in 2016. We are grateful to Advance, FSI International, Mercury MENA, Polypipe, Turner & Townsend plus other bodies including Qatar University, Qatar Green Building Council, UKTI and CIOB (the Chartered Institute of Building) who have all supported this partnership with BRE.

Massive challenges confront the industry and its clients to deliver national infrastructure including in Dubai for the 2020 Expo and in Qatar for the 2022 World Cup. The work programme developed with local governance and strategic guidance, initially comprising:

Business improvement forum

Delivering meetings, seminars or site visits; roundtable discussions; thought-leadership papers.

Training programmes

In collaborative working and lean, BREEAM and environmental, BIM, sustainability and resource efficiency, supply chain integration, whole life procurement, performance measurement and benchmarking, behavioural safety health and welfare.

Practical project tools

For waste management, collaborative working, performance measurement and benchmarking, building performance evaluation, sustainability.



Facts and Figures

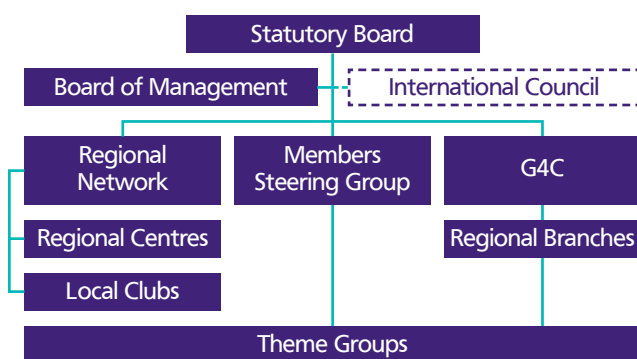
Constructing Excellence was established in 2003 when the government-funded Construction Best Practice Programme and Rethinking Construction merged. These dated back to Sir John Egan's government task force report Rethinking Construction in 1998 and were run by BRE. The membership-funded Be organisation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

Murray Rowden became the fifth Chairman of Constructing Excellence in 2015, succeeding Ian Reeves CBE of Synaps LLP, Vaughan Burnand of Shepherd Construction, Bob White of Mace, and the founding chairman Peter Rogers CBE of Stanhope. Don Ward has been chief executive since 2008, following Bob White and Dennis Lenard.

On 19th August 2016 Constructing Excellence Ltd was acquired by BRE, becoming part of the BRE Trust group of companies.

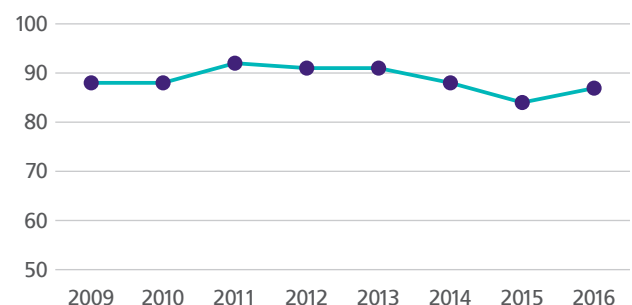
National governance

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



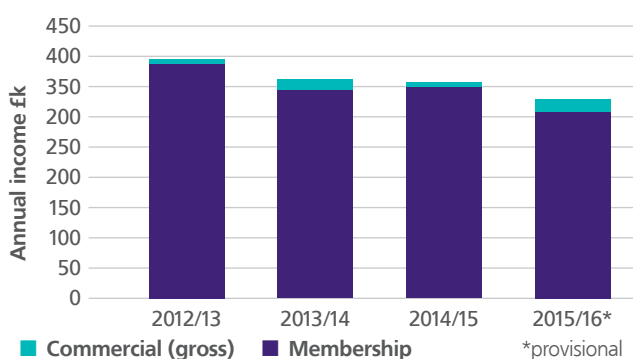
Membership

Corporate membership at a National level grew slightly in 2015-16, we were pleased to welcome 8 new members although unfortunately we lost almost as many. Net membership growth of at least 10% is targeted for 2017.



Income

Membership subscriptions accounted for 94% of our funding in 2015-16.



Where the 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 2015-16 was as follows.



*includes exceptional merger costs

Board of Management *Denotes statutory board member



Murray Rowden

Turner & Townsend*
(Chairman)



Milica Kitson OBE

Constructing
Excellence in Wales*



Tim Whitehill

ProjectFive
(Chairman, CE Clubs)



Roy Casey

Built Environment Hub
(CE in the Midlands)



Catriona Lingwood

CE in the North East
(Chair, CE Regional Network)



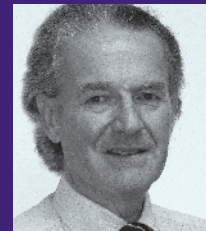
Derek Rees

South-East Centre for
the Built Environment
(CE in London & South East)



Don Ward

Chief Executive*



Ron Edmondson

Waterloo Air Products



Julia Lydall

Turner & Townsed
(G4C Co-Chair)



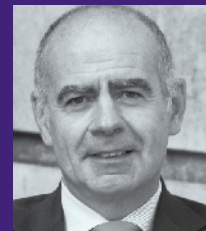
Robin Lapish

HS2
(G4C Co-Chair)



Peter Woolliscroft

Proclivity*
(Chairman CELL)



Brendan Morahan

Invennt

The National Team (as at October 2016)



Don Ward

Chief Executive



Alison Nicholl

Associate Director



Colm Quinn

Project Manager

Constructing Excellence

Regional Network

The regional network around the UK is a vital part of the Constructing Excellence movement. Some centres are governed by higher education institutions, others are independent not-for-profit organisations. All have a formal Memorandum of Understanding with Constructing Excellence and provide regionally-focused events and support – and of course the Constructing Excellence Awards programme (see pages 22-26).

Our 9 regional centres operate extensive programmes tailored to the needs of the industry in their regions.

North East

Constructing Excellence in the North East hosts the CE North East Club, G4C and introduced earlier this year our Construction Clients' Group.

A variety of events and activities are held including CPD, networking and social events which have raised monies for charities including this year the Lighthouse Club Construction Charity which was started in the region and is celebrating its 60th year.

The CENE Awards are a true celebration of everything that is exemplary in the region's built environment and grows ever popular every year. This year, for the first time, we also held a G4C Awards, with nominations for 6 categories and with the winner of the Young Achiever of the Year going on to the CENE Awards and then the CE National Final. An e-newsletter keeps our Members informed as well as our weekly column in the local business paper.



Catriona Lingwood

North West

CENW is maintained by the School of the Built Environment at the University of Salford. The tenth annual regional awards were held in dramatic style in the Titanic Hotel, Stanley Dock, Liverpool, and the third annual Construction Summit was delivered with the Greater Manchester Chamber of Commerce. We have encouraged a strong "northern powerhouse" influence on these activities, which is reflected in the agenda of the thriving local Constructing Excellence clubs and in Liverpool and Manchester with local devolution and the upcoming city mayoral elections.



Professor Peter McDermott

Yorkshire & Humber

Run by the Centre for Knowledge Exchange (CKE) at Leeds Beckett University, CEYH delivers a programme of web-enabled events and training for the regional built environment sector. Our monthly 'excellence breakfasts' focus on core Constructing Excellence themes such as digital construction, sustainability, equality and diversity, and procurement. We continue to work closely with G4C Yorkshire, local Constructing Excellence clubs and Constructing Excellence theme groups, and our showpiece CEYH Awards continue to grow.



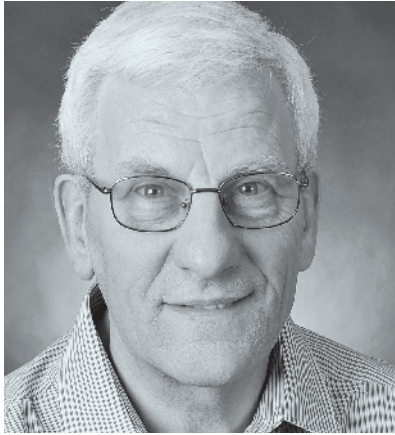
Tom Oulton

Midlands

Built Environment Hub stages a series of events across East and West Midlands. In 2016 these included our Midlands Construction Summit attended by 250 delegates, the Midlands Construction Expo with 48 exhibitors, as well as the East Midlands Celebrating Construction awards attended by 300 people and the West Midlands Celebrating Construction awards with 700 attendees. Our 6 local Constructing Excellence Clubs also continue to hold regular events for their members and guests.



Roy Casey



John Hall

East of England

After ten years of leadership we bade a fond farewell in 2016 to John Hall in his role as regional director. He will continue to work with us to pursue impact from the ERDF-funded regional project on supply chain productivity. The Constructing Excellence merger with BRE whose headquarter in Hertfordshire give the opportunity to take our regional programme to a new level, building on the strong local Clubs in Norfolk and Herts/Beds and good links with key universities and Local Enterprise Partnerships in the region.



Derek Rees

London and the South East

We supported over 400 construction companies, big and small, clients and local authorities, to develop BIM implementation plans through an EU-funded programme. Working in partnership with major construction frameworks, 50 apprentices were recruited and placed with 30 companies through CoTrain, a shared apprenticeship scheme. 170 people presented award submissions and 550 attending our gala dinner evening in London. We are leading www.CLOCS.org.uk, the national campaign to eliminate construction work-related road risk through collaboration. And the region's 8 Constructing Excellence business clubs continue to thrive with **700 members between them**.



Andrew Carpenter

South West

CESW has over 700 active members across its Board, Leadership Council, six Thought Leadership Forums and nine Best Practice Clubs ('Hub' in Cornwall). Two excellent new outputs on 'Outcome Led Procurement – the view from the Supply Chain' and 'Development Finance – a best practice guide to lending' are both available from the CESW website. Our 'Adopt a School' campaign now has 8 active partnerships where construction-related companies 'buddy up' with a local school to raise awareness of construction as a career choice and improve our image at the same time. This should accelerate in the next year thanks to support from the Southern Construction Framework.

Local Constructing Excellence Clubs

We held the annual National Clubs Day in April to explore how the clubs, regions and national network can improve communication and collaboration to support each other. Five National Club reps were elected to seek to represent different parts of the network.

The Clubs network continues to be the largest voluntary network and movement across the UK construction sector, holding well over 100 events around the country. It is pleasing to report the establishment of new clubs in Somerset and Bath led by South West regional director Andrew Carpenter. East Midlands and Scotland are targets for growth in 2017.

The Club reps see the opportunity to formulate a 'Club reset' seizing the opportunity of the national merger with BRE. This has been very much welcomed by Clubs around the country and the target is for an improved operating framework from early 2017.

Wales

Funded by the Welsh Government, we continue to drive change in Welsh construction, and results are excellent. Of the £4.5B of CEW Award winning projects, £1B is spent within 20 miles of their sites, 350 Welsh SMEs are employed and 78% of the spend remains in Wales, and there are many direct positive outcomes for local people, for example 300 charities supported, 450,000 trees planted, 2,000 apprenticeships established. This year alone CEW engaged 6,000 stakeholders every month and 1,942 delegates attended over 50 events. What CEW does cuts across the sector and has a direct link to the aims and themes within the Welsh Government's Well-Being of Future Generations Act.



Milica Kitson OBE

Northern Ireland

We support the local construction industry by providing a varied professional development programme of events including NEC3, NRM2, NRM3, BIM and new workshops on topics relevant to the sector, including the newly adopted Social Clauses in Construction Contracts. We respond to industry needs and continue to work with local government agencies promoting new practices and procedures in construction.



Professor George Heaney

Scotland

The merger with BRE enables Constructing Excellence to renew discussions to re-establish its presence in Scotland, which has been welcomed by a number of members and other stakeholders.

NORTHERN IRELAND
Constructing
Excellence in
Northern Ireland

NORTH WEST
Centre for
Construction
Innovation
– Cheshire,
Warrington
& Wirral
– Lancashire
– Liverpool
– Manchester

NORTH EAST
Constructing
Excellence in the
North East
– North East

YORKSHIRE & HUMBER
Constructing Excellence in
Yorkshire & Humber
– Yorkshire & Humber

MIDLANDS
Built Environment
Hub
– East Midlands
– Coventry &
Warwickshire
– Herefordshire &
Worcestershire
– Birmingham
– Staffordshire
– Black Country
– Shropshire

EAST OF ENGLAND
Constructing Excellence
in the East of England
– Norfolk
– Herts & Beds

WALES
Constructing Excellence
in Wales
– South West Wales
– South East Wales
– North Wales

SOUTH WEST
Constructing Excellence in the South West
– Bath – Gloucestershire
– Bristol – Plymouth
– Cornwall – Swindon
– Devon & Exeter – Somerset
– Dorset

LONDON & THE SOUTH EAST
South East Centre for the Built Environment
– London – Oxford
– Croydon – Hampshire
– Sussex – Berkshire
– Milton Keynes – Kent



Tim Whitehill
Chairman, CE Clubs

National Club Reps

Tim Whitehill
Cheshire Warrington & Wirral

Zoe Brooke
Liverpool

Catherine Windibank
FORCE (Coventry)

Will Barrett
Reading

Grant Millar
South West

2016

Award Winners

The tenth Constructing Excellence National Awards 2016

These took place at a packed Marriott Hotel Grosvenor Square on 4th November 2016. The awards bring together award winners from eight regional events covering Wales and the English regions, followed by a national final featuring all the regional winners.

We thank all those who entered, sponsored, judged and hosted this major recognition programme, and congratulate the regional winners and the 'best of the best'.

Young achiever of the year

Sponsored by Interserve Construction

Winner: Mike Reader (East Midlands)

In just 9 years Mike Reader began his career with Pick Everard as a Graduate Civil Engineer and is now the youngest National Director which the organisation has appointed. During this time, he has helped to propel the business forward by taking the business into new sectors and areas of work, consistently challenging traditional ways of working and offering more effective solutions. His positive outlook on the Built Environment has shown him become a true leader to his colleagues and peers which has made him an invaluable asset to the organisation.



Leadership and people development

Sponsored by Heathrow Airport Limited

Winner: Costain, M1 Smart Motorway J28-31 (Yorkshire & Humber)

The one team approach and attitude for both Costain and Highways England to this flagship project is the key to their successes which has in turn led the project to achieve many first for the country. From the outset a high performing team was assigned to this project to set the bar for the workforce and extensive training was given to all employees including the clients and supply chain with the projects ambition, that every person on site will leave the project with improved skills and experience.



Integration and collaborative working

Sponsored by FaulknerBrowns Architects

Winner: Huddersfield Royal Infirmary

AFL Architects, Calderdale and Huddersfield NHS Foundation Trust, Interserve Construction and Lendlease (Yorkshire & Humber)

Collaborative and integrated relationship with the Trust and their partners has provided long-term value and has significantly improved the condition of the estate and the environment for staff, patients and visitors. Two of the four behaviours expected from all Trust employees include putting the patient first and working together to get results, these are embedded within the dedicated project team who are based on the site. The ProCure21+ framework gives the partners a unique opportunity to improve and innovate, ensuring value for money and the highest clinical outputs for patients and staff.



Health and safety

Sponsored by Association for Project Safety

Winner: Stoke Quay, Ipswich

Bailey Garner, Genesis, ISG, Living Architects, Madlins Construction & Property Consultants, Richard Jackson Limited (East of England)

The £58m major urban regeneration project is in the historic docklands area of Ipswich on a disused brownfield site, and has brought 386 new homes and commercial accommodation to the town. ISG's involvement in the project began with an initial enabling contract, encompassing the demolition of a number of structures on the site bordering Stoke Quay. The project clearly demonstrates that with appropriate management, and a well organised team and approach, major projects can be delivered safely. With the considerable workforce on site, the team had to be extremely vigilant and ensure works were carried out in the correct manner.





Heritage award

Winner: Revealing the Roch

CH2M, Rochdale Borough Council, Donald Insall Associates, Environment Agency, Heritage Lottery Fund, VBA (North West)

Revealing the Roch restores key parts of Rochdale's built and natural heritage. The importance of the River Roch and Rochdale Bridge to the development of the town is twofold; firstly, they made a major contribution to local wealth which in turn paid for the many fine buildings in the town centre. Secondly, the river defines the way the town centre is laid out and while it was hidden the alignment of many historic buildings made little sense. An independent study into regeneration opportunities for Greater Manchester town centres identified heritage as Rochdale's unique selling point. Rochdale Council decided to take this opportunity and invest in heritage led regeneration.



The legacy – sustainability award

Sponsored by Constructing Excellence in Wales

Winner: Wallasea Wild Coast

BAM Nuttall, Crossrail, RSPB (East of England)

Wallasea Island Wild Coast Project is a landmark environmental scheme made possible due to a unique partnership between Crossrail and the RSPB, which gave a mutually beneficial, sustainable solution to bring 3million tonnes of tunnelled spoil from London to Wallasea Island by marine transportation. Located eight miles north of Southend, Essex, the project aims to transform 670 hectares of farmland back to the coastal marshland it once was over 400 years ago.



Innovation

Sponsored by DAC Beachcroft

Winner: The Enterprise Centre UEA, Norwich

Morgan Sindall, Adapt, Architype, BDP, 3PM and Cygnum Timber Frame (East of England)

Securing a number of global firsts, whilst challenging the industry to think differently, The Enterprise Centre is a symbol of innovation. Not only is the building a BREEAM Outstanding and Passivhaus centre, its targets from concept, empowered the team to innovate at every stage. It began with an innovative client – breaking new ground with a unique procurement route – empowering a contractor-led delivery team to rip up the rule book, bringing changes to the design and construction. Its innovations mean it's the best place on campus to learn, and the best environment for business to work.



Value

Sponsored by Northumbrian Water

Winner: Rethinking Housing Delivery

Robert Woodhead Limited, A1 Housing and Bassetlaw District Council (East Midlands)

Rethinking housing delivery is all about adding value at every stage of the process. The project was procured through the Efficiency East Midlands Framework (EEM). Members work together to deliver sophisticated and seamless asset management solutions, to drive quality up and cost down. By procuring a three year programme of work as opposed to piecemeal one off projects, the delivery team can have the confidence to invest in apprentices, their workforce, deliver economies of scale and make other meaningful local commitments such as local spend and employment, all of which adds significant value to projects.

SME of the year

Sponsored by Success Train

Winner: McNally & Thompson (North East)

McNally & Thompson's owner, Fred Hood, bought into the business back in 1997 when it only employed 6 members of staff and had a turnover of £220,000. Since then the business has developed into the £7m company employing over 50 staff which is increasing year on year due to it building client relationships and collaborative working with stakeholders. As a company they aspire to be the 'first choice electrical solution' for their clients, and develop their business values to be central in all that they do.



BIM Project of the year

Winner: 4D BIM for Track Renewals

University of Salford and Network Rail (North West)

4D BIM for Track Renewals is a truly innovative tool that addresses the long-standing issue of programme overruns in railway track upgrades. It provides a visual environment that reduces risk, delivers programme certainty and improves team collaboration for those working in building information modelling environments. It has the potential to be applied across all infrastructure, and to support the provision of reliable operational railways for millions of commuters and the businesses they work in that drive our economy; a significant legacy benefit.



Client of the year

Sponsored by CLOCS

Winner: South and Mid Wales Collaborative Construction Framework (Wales)

The first of its kind in Wales, SEWSCAP is the largest cross sector collaborative procurement framework which is setting an example for similar bodies. The Framework was originally set up by the South East Wales Schools Capital Working Group with the primary objective to share best practice in the procurement of the 21st Century School projects, and has exceeded all expectations. It is now on its second iteration having successfully delivered over 45 projects and a total tendered value in excess of £500 Million. The framework was formed in such a way as to maximise opportunity for smaller companies to bid into appropriate sized lots, to encourage consortium collaborative bids and with a strong emphasis on ensuring local supply chain, employment and apprenticeship opportunities were considered and promoted.



Achiever of the year

Sponsored by Constructing Excellence in the North East

Winner: John Gittens (Yorkshire & Humber)

John re-joined Interserve Construction back in 2013 from where he originally began his career as a trainee. On his return it became apparent that staff morale and order book were both low. His vision for the next five years was to turn this around by instilling his passion for the company and the industry. To achieve this, John set out 6 key areas for the business unit's success which included restructuring the business unit; innovation and modernisation; raising standards; a collaborative approach; more sustainable business and improving communications.



2016

Award Winners



Project of the year: Civils

Winner: Morpeth Flood Alleviation Scheme

Balfour Beatty, Environment Agency, Northumberland County Council, CH2M, Turner & Townsend, JBA Consulting and Ryder Landscape Consultants (North East)

This scheme, the largest in the north east, has been a partnership since conception with works being jointly funded between the Environment Agency and Northumberland County Council. There have been many technical challenges to overcome which were resolved collaboratively with Balfour Beatty and their supply chain. Certainly, working in a historic market town and building a large dam accessed through narrow country roads is a great achievement. Significant consultation with residents and landowners had to take place before any actual construction began. A key feature throughout has been close working and cooperation between professional partners and also the community, including the Town Council and Morpeth Flood Action Group, who have all worked together to bring about the finished scheme.



Project of the year: Building

Winner: Factory 2050

Interserve Construction Ltd, University of Sheffield, Bond Bryan Architects Ltd, Curtins Consulting Limited and NG Bailey (Yorkshire & Humber)

The University of Sheffield's high profile Factory 2050 project at Sheffield Business Park, is the latest development by the University's Advanced Manufacturing Research Centre with Boeing designed to meet the future needs of aerospace and other high-value manufacturing industries. The building design is unique and the completed project provides a superb environment for both researchers and engineers. Meeting the project vision meant reimagining the operational and aesthetic form of the research and manufacturing environment through stakeholder consultation workshops. Understanding what this meant for the built form required expertise from a range of disciplines. The result was a four-storey fully glazed circular research building and a traditional rectangular double height volume workshop building, totalling 6,699 m².

Regional Contacts

Constructing Excellence in the North East

E-Volve Business Centre
Cygnet Way, Rainton Bridge South
Business Park, Houghton-Le-Spring,
Tyne & Wear, DH4 5QY
Telephone +44 (0)191 374 0233
enquiries@cene.org.uk
www.cene.org.uk

Constructing Excellence in the North West

Centre for Construction Innovation
The School of the Built Environment
University of Salford, Salford, M5 4WT
Telephone +44 (0)161 295 2650
enquiries@ccinw.com

Constructing Excellence in Yorkshire & Humber

Centre for Knowledge Exchange,
Leeds Beckett University, Room G03,
Northern Terrace, Queen Square Court,
Leeds, LS2 8AG
Telephone +44 (0)113 812 1902
ckeevents@leedsbeckett.ac.uk
www.ckegroup.org/cexcellenceyh

Constructing Excellence in the Midlands

Built Environment Hub,
5 Darwin Court, Oxon Business Park,
Shrewsbury, SY3 5AL
Telephone +44 (0)1743 290045
info@builtenvironmenthub.co.uk
www.builtenvironmenthub.org

Constructing Excellence in the East of England

Alison Nicholl
BRE, Bucknalls Lane, Watford, WD25 9XX
Telephone +44 (0)3330 430643
alison.nicholl@constructingexcellence.org.uk
www.constructingexcellence-east.org.uk

Constructing Excellence in London and the South East

South East Centre for the Built
Environment, 100 Longwater Avenue,
Green Park, Reading, RG2 6GP
Telephone +44 (0)118 920 7200
info@secbe.org.uk
www.secbe.org.uk

Constructing Excellence in the South West

26 Churchward Drive, Frome,
Somerset, BA11 2XL
Telephone +44 (0)7738 373249
info@constructingexcellencesw.org.uk
www.constructingexcellencesw.org.uk

Constructing Excellence in Wales

2nd Floor East, Longcross Court,
47 Newport Road, Cardiff, CF24 0AD
Telephone +44 (0)2920 49 33 22
info@cewales.org.uk
www.cewales.org.uk

Constructing Excellence in Northern Ireland

Lorraine Campbell
Development Officer, Faculty of Art,
Design and the Built Environment,
University of Ulster, Newtownabbey,
Co Antrim, Northern Ireland, BT37 0QB
Telephone +44 (0)28 9036 8624
l.campbell3@ulster.ac.uk
www.ulster.ac.uk
ceni@ulster.ac.uk
www.ulster.ac.uk/ceni

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

Telephone +44 (0)3330 430643

helpdesk@constructingexcellence.org.uk



@constructingexc

Constructing Excellence, BRE,
Bucknalls Lane, Watford, Herts, WD25 9XX

Constructing Excellence is committed to reducing its carbon impact.

Front Cover Photograph:

Factory 2050, winner of the 'Project of the Year: Building'
at the Constructing Excellence National Awards 2016