

Constructing Excellence 2018

Our members

Our 80+ National Members are drawn from across the supply chain. They collectively employ over 250,000 people in the sector and turn over around £60 billion. Our client members spend around £10 billion each year on construction projects.

Clients

Acivico
Aster Group
Clarion Housing Group
Crossrail
East Riding of Yorkshire Council
EDF ENERGY (NNB GenCo)
Environment Agency
Hammerson
Heathrow Airport Limited
Hightown Housing Association
Highways England
Horizon Nuclear Power
Igloo
Imperial College London
LHC
London Underground
Magnox
Nationwide Building Society
Northumbrian Water
NWCH
Royal Mail Group
Scape Group
Scottish Water
Sellafeld
Southern Construction Framework
United Utilities
Westfield Group
Wolverhampton City Council

Contractors

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

Consultants

Blacc Consulting
Burgess Salmon
CH2M
FaulknerBrowns Architects
Greenwood Consultants
HKA
Invennt
IPInitiatives
LCMB
Lucas Fettes & Partners
Pick Everard
Pinsent Masons
Project Five Consulting
PTP Associates
pw2.0.com
Rift Group
Success Train
Synaps Limited
Trowers & Hamlin
Turner & Townsend
Visionality
WSP | Parsons Brinckerhoff

Specialists, Manufacturers and Suppliers

4Projects
Aggregate Industries
Baxi Heating
Coubari
Encore Environment
Glenigan
Graphisoft UK Ltd
Knauf
Management Process Systems
MyConsole
Polypipe
Structural Timber Association
Tata Steel
Trimble Solutions UK
Waterloo Air Products Plc

Associates

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

ECI members

BP International Limited
CB&I Nederland BV
CNS
Costain
Cofely Fabricom
Dornan
ECITB
Fluor
Gama
Giotecnica
GlaxoSmithKline
Kirby Group Engineering
Kingsfield Consulting International Ltd
Laker-Vent Engineering Ltd
Mace Limited
Mammoet
McKinsey & Company
Procter & Gamble
Project Management Group
Ponticelli
RWE
Sarens
Scantech
Sellafeld
Shell Projects and Technology
Synaps Partners LLP
Tecnimont
Wood
WSP

Foreword by our co-chairs

We were delighted to be asked to become Co-Chairs of Constructing Excellence in summer 2017. This is an organisation with great pedigree derived from more than twenty-five years of working for industry improvement.



Mark Farmer
CEO, Cast



Phil Wilbraham
Expansion Programme Director, Heathrow Airport



David Whysall
Head of Infrastructure South & UK Cost & Commercial Management, Turner & Townsend

In this report we set out our mission and work programme for 2018. We see 2018 as the year when Constructing Excellence members and the wider movement shift gear, "from Words into Action". The agenda for change is clear, the necessity and drivers are well understood, and now it is practical change in board rooms and on projects which is required to achieve our vision of better built environment outcomes for clients with far better value-for-money, and much greater profitability for the supply side.

This programme builds on three strengths which we bring to the table between us:

- Fully supporting Mark's *Modernise or Die* report, we have clarified our mission to support disruption of the industry's delivery models for much better outcomes;
- Building on Phil's work with the government's Infrastructure and Project Authority, we will ensure our work is as aligned as possible and adds value to the key government and sector initiatives including the Construction Leadership Council;
- With David's previous chairmanship of G4C and expertise in performance measurement, we will support the next generation to share their views and provide the focus for change, and restate our position as the leading organisation committed to measurement of performance as the basis for driving improvement.

We would like to pay a huge tribute to our predecessor Murray Rowden, who led the UK organisation for three years and campaigned tirelessly to place it at the heart of influence with government and leading sector players. We are delighted that he has agreed to become the International Chairman from his base in New York, and we greatly value his continued support.

May we thank the senior leadership of the BRE Trust and its group of companies for their strong support and championing of our work since we merged with BRE in summer 2016. We also welcome BRE's latest addition to the fold, the European Construction Institute, a similar membership organisation previously hosted by Loughborough University, with whom we will strive for major synergies in 2018. This extends our reach into the engineering construction and process plant sector as well as into Europe, and in future the two membership propositions will be combined into one, providing even greater value for money.

Finally, thank you to all our members, theme groups, G4C national and regional groups, regional centres, local clubs, international partners and many other stakeholders and collaborators for your continued support of our organisation. We hope this report does justice to your work, and we look forward to working with you in 2018 to deliver excellence through collaboration – and move "words into action".

8 regional

centres and 35 best practice clubs make us the leading platform for change in the built environment

Over 100

regional winners go forward to our annual national awards

Over 1500

leaders of the future in 10 regions are the driving force behind G4C

We are tracking industry performance with

18 years

of KPI data

In 2017 Constructing Excellence held over 250 events with more than

17,000 participants

and raised over £26,000 for charity through the annual awards programme

We have a global outreach with

9 members

of the Constructing Excellence International Alliance

Vision

Excellence through collaboration

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

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

Our national members, collectively employ over 250,000 people in the sector and turn over around £60 billion. They spend around £10 billion each year on construction projects, accounting for nearly 20% of new build spend in the sector.

Our mission

"Positively disrupting the industry delivery processes to transform performance."

Our vision

Superior outcomes from new delivery models featuring:

- a **client-led transformation** by procuring for outcomes and value
- increased **standardisation and pre-manufactured content**
- **digitally enabled integrated teams working collaboratively** with long-term relationships and aligned commercial arrangements

Our strategy to deliver excellence

Our core activities are designed to deliver our vision of excellence:

Measuring Performance:

- focussing on data, benchmarking and practical tools for change

Showcasing innovation and best practice through:

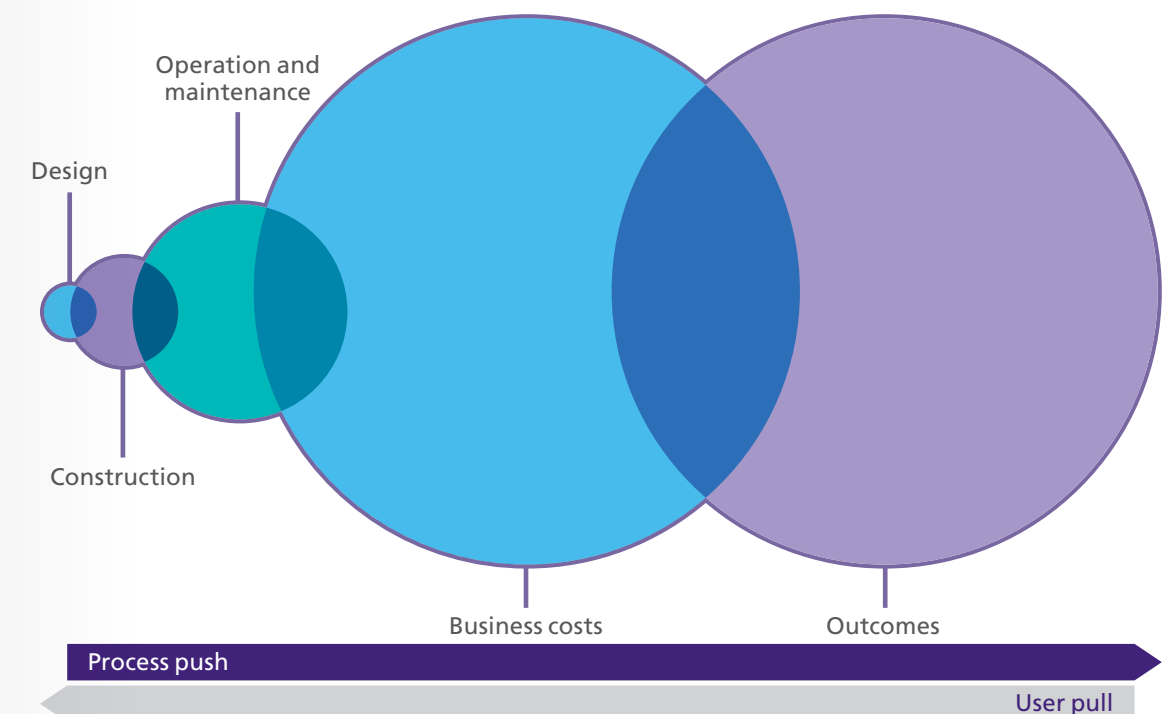
- pilot and demonstration projects
- regional and national awards programme

Connecting our networks more effectively for impact:

- National, regional and local activity
- The next generation through Generation4Change

Influencing and enabling sector policy by:

- Working in partnership with other bodies to work in partnership with government including CLC and Industrial Strategy for a sector deal which makes a difference
- Providing opportunities for Constructing Excellence and its members to be hard-wired into sector transformation



Theme Groups

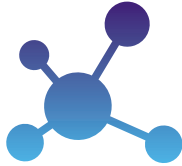
Collaborative working



Chair Kevin Thomas,
Visionality and Liam Colebrook, SIG

This group meets quarterly to share experience and to support and mentor anyone trying to introduce collaboration. In 2017 the group extended its series of Top 10 Tips on how to implement collaboration, adding the baseline (minimum requirements) for procuring collaboratively and began work on its most ambitious Top 10 to date, a detailed explanation of the 10 most important concepts for successful collaboration, including why they matter and what to look out for in applying them.

Digital construction



Chair Tom Oulton,
Turner & Townsend and Johnathon Munkley, WYG

The Digital Construction group has continued to broaden out from its original BIM focus to take in related subjects such as big data and the application of blockchain technology in construction. A bid initiated by the group to the BRE Trust to produce much needed robust BIM Level 2 case studies was approved and will be delivered over the next year. This will be a collaboration between Constructing Excellence and the BRE BIM team, drawing on their complementary expertise in performance measurement and BIM maturity.

Procurement



Chair Charles Mills,
CPC Project Services

The group enjoys attendance from across the supply chain, academia, and the Infrastructure and Projects Authority of the Cabinet Office, all sharing experience and providing wider thought leadership to address procurement-related barriers to improving productivity in the sector.

Two subgroups focus on Social value and Work winning.

Sustainability



Chair Paul Toyne,
London Sustainable Development Commissioner and Nick Willenbrock, CL:AIRE

The Sustainability Theme Group continued to explore some of the key topics affecting sustainability in the built environment. In February the group looked at the emerging issue of healthy buildings and some of the best practice and standards that are emerging to encourage the uptake of buildings that support healthy lifestyles. In May the group partnered with the Innovation Gateway to consider some of the upcoming innovations that will help to deliver more sustainable buildings. In 2018 the Sustainability group will work with the finalists from the Sustainability Awards to extract key learning points as well as a range of other sustainability topics.

Asset management



Chair John O'Brien,
LMCB and Sophie Gilbert, Turner & Townsend

As well as supporting the dissemination of the Whole Life Performance Plus Project, this group continued to look at innovative ways to deliver value in the operational phase of buildings. Highlights included well attended and thought provoking sessions on the subjects of *"How can process improve built asset operational performance?"* and *"The use of big data to improve built asset performance"*.

New models of procurement for the Infrastructure and Projects Authority



From 2011 we monitored and reported on the success of three new models of procurement designed to facilitate 15-20% reduction in capital costs through collaborative approaches:

- Cost Led Procurement
- Integrated Project Insurance (IPI)
- Two Stage Open Book.

The models are applicable across the housing, buildings and infrastructure sectors, and in our view they are key to enabling superior project performance.

In 2017 we submitted our latest report of this work, in its Foreword the IPA wrote: "Two models have delivered positive outcomes for public sector clients in terms of value, cost (savings of 6%-20%+), time, quality, sustainability and social value as well as improved productivity. They are recommended for continued widespread use in the public sector. The third new model (IPI) shows promise, and we will continue to review the evidence of trial projects of this model as it develops... Clients wishing to consider any of these three new models should follow the guidance available on the IPA website, which is accompanied by a range of case studies..."

Social value



Chair Rob Wolfe,
CYH

Responsible businesses generate both economic and socioeconomic or social value. We have made a lot of progress since our first Social Value Task Group in March 2016. We have had input from a diverse group of stakeholders from Construction Frameworks to social entrepreneurs. What has been clear is that there are a number of differing views in the industry. As we enter the final strategic stage of the forum we have met our aims to provide the industry with a Constructing Excellence:

- definition of social value,
- consensus on how to measure social value, and
- a practical, useable roadmap for clients, contractors and communities at every stage in their journey to create, monitor and measure social value in the built environment

The next step for the group in 2018 will be to take the strategy into action; campaigning with and supporting Constructing Excellence members to collaboratively achieve their aspirations for a more socially responsible industry.

Work Winning Sub-group



Chair Philip Collard,
MyConsole

The pre-construction Work Winning Sub-group was created to uncover and then share best practice approaches and processes that have been proven to improve win rates and behaviours. The group has been trialling a software solution called myConsole to analyse and deliver insight into win workflow productivity. The group will be sharing its insights with the wider Constructing Excellence membership in 2018 in order to demonstrate the overall productivity efficiencies achieved in using digital cloud based solutions when combined with additional client centric behaviours.

Funding, finance and insurance



Chair Madoc Batcup,
Synaps LLP & Robin Lapish, G4C

This group targets strategic issues that affect the alignment of commercial drivers in the worlds of funding and delivery. In 2017 we published a report of views on the future of insurance in the construction sector, working with national member Lucas Fettes (now Stackhouse Poland) and major insurance companies.

Nuclear sector



Chair Adrian Worker,
CH2M and Ben Pritchard, Invennt

In 2017 this group took on the challenge of responding to the productivity challenge in nuclear construction. Burges Salmon and EDF Hinckley Point C hosted two major meetings with a combined attendance of over 100 senior people including all the major nuclear clients as well as much of the construction supply chain. With the support of key sector bodies Nuclear Industry Association, World Nuclear Association, ECITB and ECI, the "Productivity Series" of reports will be published from late 2017 onwards.

CE Higher Education



Chair Jon De Souza,
Galliford Try and Caroline Key, CITB

The CE Higher Education Group continues to bridge the gap between industry and academia. It looks at how collaboration can occur at all levels, from influencing undergraduate course content through to more involved research and development activities. The group held a brokerage workshop at Loughborough University's London campus in March bringing together industry with academic contacts to explore how they can influence dissertation topics. This work is now being forward through the creation of communities of practice. The group is also working with Designing Buildings Wiki to develop a framework for presenting academic research outputs in bitesize, industry-friendly language.

National Platform



Chair Prof Jeremy Watson,
UCL & Chief Scientific Advisor, BRE

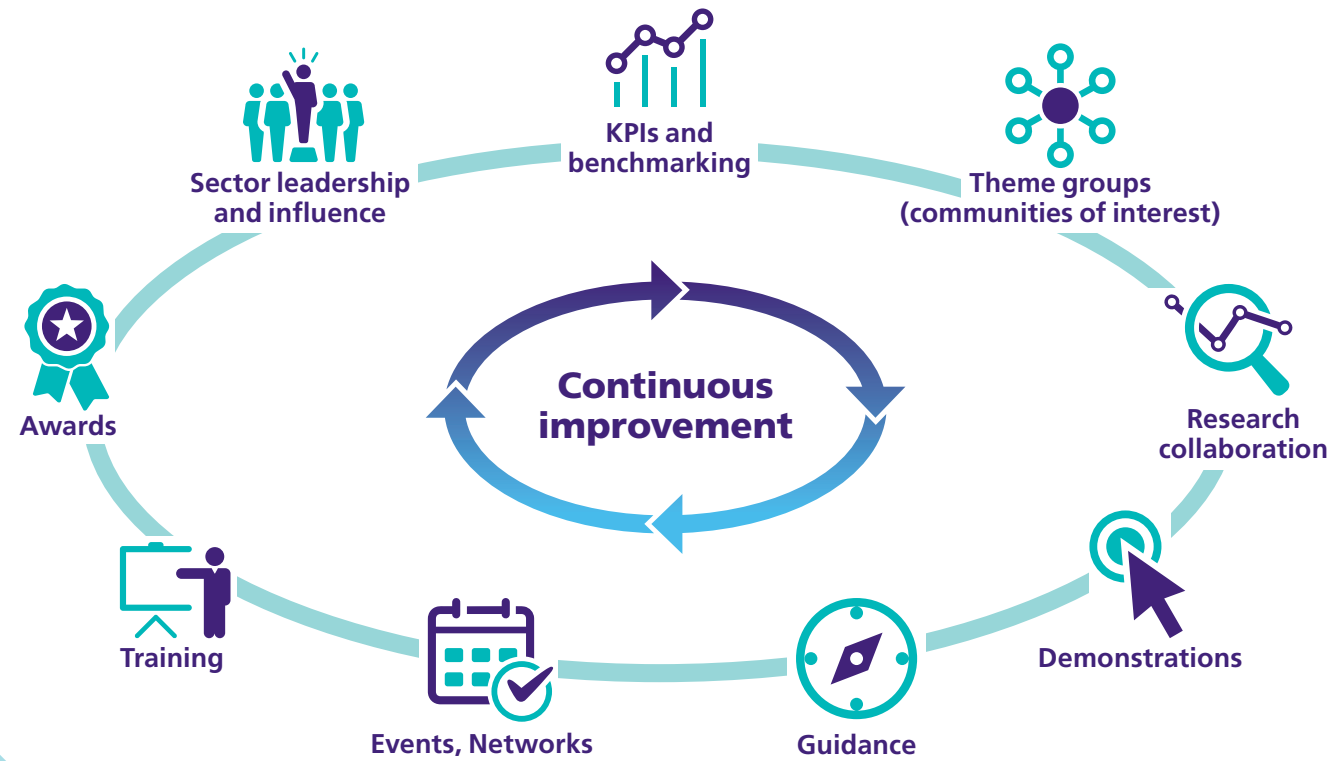
The National Platform have been working with University College London to consider the how digital innovation is changing business models. Digital innovation has the potential to transform how our industry performs and does business. It was clear that change is coming and that the industry will need to more fully embrace digital innovation in order to remain competitive. A full report around the research needs in this area is due in early 2018.

Offsite Manufacturing and Technology



Chair John Lorimer,
JLo Innovation and Darren Richards, Cogent

The Constructing Excellence Offsite Group is exploring the benefits and drivers behind the use of pre-manufactured and offsite based systems. The group uses practical demonstrations and visits to delve into the opportunities and benefits around offsite technologies. Run in collaboration with the Offsite Hub, it has visited the BRE Innovation Park, offsite manufacturers Vision Systems and Fusion as well as a visit to the Manufacturing Technologies Centre in Coventry. It will continue to visit leading examples of offsite implementation with the aim of producing a guide on the business benefits of offsite approaches as well as developing an Offsite category for the Constructing Excellence Awards in 2018.



Performance measurement and 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 18 years, a unique trend series.

In 2017 we undertook a thorough review of our work in this area with our members and the wider industry, under the leadership of co-chair David Whysall. This will be a fundamental part of our future work programme.

One benchmarking tool – a framework for success?

Standardising performance measurement methodology is difficult, therefore one overall benchmarking tool could help the industry. A Constructing Excellence (CE) workshop for leading practitioners provided some insightful feedback on the industry's perspective on benchmarking and CE's role in this area.

Why benchmark?

The purpose of benchmarking is to drive continuous performance by gaining insight from measuring performance in a consistent way.



What's our role?

The role for CE is to set definitions and protocols and to endorse good measures where they already exist.

CE/BRE a suitable supplier?

CE/BRE would be a suitable supplier for this type of benchmarking tool if:

- Anonymised
- Clients and contractors agree on measures and delivery method



Improving the industry



Centralising this data will allow CE to drive change within the industry.



More information

If you would like to share any thoughts, please get in touch with Colm Quinn Constructing Excellence on colm.quinn@constructingexcellence.org.uk

Current benchmarking tools

CE is still currently benchmarking the original Constructing Excellence KPIs (economic, environmental, Respect for People) and has a group looking at how to measure social value.

Areas measured by the industry include, but not limited to:



Cost, time and predictability



Health and safety



Customer satisfaction



Environmental performance



Social value (local labour, SMEs)

There is an appetite for measurement in other areas such as responsible sourcing, productivity and embodied carbon.

Elsewhere in the movement

Annual conference – “On your marks, set, build”

Curated by G4C and sponsored by Burges Salmon, our 2016 conference explore the synergies that construction has with sport, the surprising parallels our industries share, and the importance of construction within sport.

Data, leadership, diversity, outcomes and productivity are crucial drivers in both industries. The conference looked at what we can learn from one another, how can we challenge ourselves to think outside the box, and how do we best grasp these opportunities. Speakers included Loughborough University, Shaun McCarthy OBE, IBM, Burges Salmon and Peter Bonfield, BRE as well as the Amateur Swimming Association discussing how they approaching the challenges of diversity and inclusion.

In 2017 the conference is entitled The Fourth Industrial Revolution and will embrace all things digital and take a long hard look at how the industry is embracing Industry 4.0.

Leaders breakfasts

Run in partnership with Lagan Construction and the Advance Consultancy Ltd, and sponsored this year by Aggregate Industries, our quarterly business breakfasts held under the Chatham House rule typically bring together 30-40 senior industry leaders, clients and others to openly debate burning issues. Our 2017 roster of speakers was:

- Julie Lydall and Robin Lapish – Co-chairs of G4C
- Phil Wilbraham – Expansion Programme Director, Heathrow Airport
- Julie White – Managing Director, D-Drill (Master Drillers) Ltd
- Andrew Wolstenholme, CEO of Crossrail and chair of the Construction Leadership Council

In 2018 we are looking forward to welcoming Humphrey Cadoux-Hudson Managing Director, Nuclear New Build, EDF.

Clients Forum

The Constructing Excellence Clients Forum meets on a quarterly basis to discuss the key issues affecting clients in the industry. It is chaired by Phil Wilbraham of Heathrow Airport. Key areas of focus for 2018 include how excellence can be delivered on smaller projects, how to build an effective investment case based on client drivers, standardisation and modern methods of construction and how the benefits of digital can be applied to the management of existing assets.

APRES

In 2018 Constructing Excellence will be supporting the APRES, the Action Programme for Responsible & Ethical Sourcing. APRES is a group of industry and academic partners committed to embedding the responsible and ethical sourcing of materials, products and services into the construction industry. Its activities include hosting a major annual conference and producing guidance on responsible sourcing for the construction industry. Constructing Excellence will have an opportunity to get involved with APRES and help shape this important agenda.

Biophilic Office project

Constructing Excellence is acting as dissemination partner for the Biophilic Office project a ground-breaking office refurbishment project that will provide quantified evidence on the benefits of biophilic design on health, well-being and productivity of office occupants. In 2018, we will be setting up a community of interest to help disseminate and shape the emerging research findings.



About G4C

G4C (Generation for Change) is the young professional voice of the UK built environment industry, and an integral part of Constructing Excellence, the single organisation charged with driving the change agenda in construction.

As the only truly cross-industry, independent young professional movement, we exist to champion change and drive the transformation of our industry.

We care because one day we'll be managing the outcomes of today's decisions. So we want to harness the power of the next generation. We want an industry that is world-leading – world-leading because it is collaborative, inclusive, sustainable and innovative; delivering excellence not as an act, but as a habit.

So whether you're a designer, engineer, architect, surveyor, programmer or procurer, working for an SME, contractor, consultant or client, we want to hear from you.

We want the provocateurs, the disrupters, the innovators to come forward. We'll give you the platform to express your ideas, grow your network and make an impact, with exposure to some of the most dynamic thought leaders in our sector.

Join, attend and contribute to our:

- Industry events;
- Blog posts;
- Research and thought leadership;
- Social events;
- Online discussions (through Slack, our cloud-based team communication tool)

Structure and regions

G4C enjoys a national presence, with networks in over 10 regions of the UK, a figure which is set to grow as we expand and develop. We are even exploring opportunities to develop an international presence, in partnership with Constructing Excellence (CE). Each of our regional networks is ran by a committee of dedicated volunteers and a chair or co-chairs.

Nationally, G4C is directed by our two national co-chairs, who are appointed to serve a two-year tenure, with one being replaced each year to ensure fresh thinking and a seamless handover. We always strive to achieve a diverse group of chairs and committee members, including at least 50% female participation.



Key achievements

2017 has proved to be another successful year for G4C and we thank all those people and organisations who have supported us and contributed to our movement.

To give you a flavour of our achievements, we have:

- Celebrated young professional excellence at the G4C Awards, which this year took place in the North East, Yorkshire & Humber and the Midlands.
- Launched our new North-West region with a fantastic launch event in Manchester.
- Made our voice heard by speaking at events including the Construction Industry Council's North East Annual Summit, a CE National Leadership Breakfast and the CE Annual Conference.
- Furthered our relationships with third parties including the Chartered Institute of Marketing, the Infrastructure and Projects Authority, Young Rail Professionals, Warwick Business School and the Constructing Excellence Clubs.
- Delivered a range of events on topics including collaboration, digital disruption, carbon and diversity.
- Developed our members' leadership skills by providing a year-long coaching programme with 10 of our members in the North East.

G4C is open to anyone who is passionate about our industry. We are particularly interested to hear from rising stars within the member organisations of Constructing Excellence – if you would like to get involved with one of our committees or know someone you wish to nominate, please email getinvolved@g4c.org.uk

We look forward to 2018 with excitement and anticipation.



Constructing Excellence international

We continue to facilitate an international 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. In 2017 a number of visits enabled cross-fertilisation with these partners, and in 2018 the first gathering of the partners with the complementary network of BRE Innovation Parks will take place in London.

Members of the Constructing Excellence International Alliance December 2017

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. In 2017 examples of such work included in Estonia, Saudi Arabia and the USA.



bre INNOVATION PARKS NETWORK

BRE Innovation Parks Network

Artwork images of the park and Innovation parks logo
In 2017 the BRE Innovation Parks Network aligned more closely with Constructing Excellence providing opportunities for Constructing Excellence members to engage with this global network of innovative buildings.

The BRE Innovation Park Network has been established to inform sustainable development at a global level and stimulate innovation within the built environment. With Parks established within the UK and China, and further facilities being developed in Brazil and Canada, the Innovation Park Network is unique in its approach, its global reach, and its impact.

The Innovation Parks feature full-scale demonstration buildings that have been developed by industry partners. These buildings display innovative design, materials and technologies which combine to address the development challenges facing regions across the world.

Technology demonstration, research, testing training and dissemination are key activities which underpin the operation and development of the Innovation Park Network. BRE works closely with a large number of partners from the academic, public and private sectors to shape out activities and ensure that these have a positive impact on the development community.

Key developments in 2017 include:

Flood resilient demonstration home

A flood resilient prototype home was launched to show the most effective ways to protect homes against flood damage and limit disruption. Different types of water resilient insulation have been used in the house including injected cavity wall insulation, thermal board and PUR spray foam. Other practical issues have also been addressed, such as how to improve floor insulation, where to place electric sockets and home appliances and how to seal off areas where water could enter the property. The project has been funded by the BRE Trust and partners AXA Insurance, British Damage Management Association, Cunningham Lindsey, Defra, Natural Cement Distribution, and Property Care Association.

Emergency relief humanitarian shelter

The increasing number and scale of natural disasters throughout the world, highlighted by the recent Hurricane Irma, has given rise to a collaborative exhibit by BRE and Catholic Relief Services (CRS). The 17.5m² Humanitarian Shelter demonstrates construction types and dynamic approaches that can be used to assist communities when disaster strikes. 'Transitional' shelters such as these are one of the first critical components of emergency relief.

Key developments in 2018 include:

Dementia home

This demonstration will feature adaptation solutions for existing housing which can support occupants to age well at home. These solutions have been developed through extensive research carried out by the project partners and will be an invaluable source of information in tackling the UK's ageing population and housing challenges associated with dementia. BRE is working in collaboration with Loughborough University, Liverpool John Moores University, and Halsall Lloyd Partnership to ensure the dementia home presents viable adaptation solutions which can be replicated in homes across the UK.

Trillium home

A consortium of partners from China are currently constructing the 'Trillium Home' at the Innovation Park in Watford. This lightweight steel frame structure can be erected quickly due to the use of pre-manufactured components, and the building's simple geometry. This demonstrates a step away from traditional Chinese new-build housing which is predominantly high rise, and will illustrate the viability of the construction system for use within the UK.



European Construction Institute

About ECI

The European Construction Institute (ECI) is a pan-European network of like-minded organisations focussed on delivering construction excellence. Its aim is to improve the competitiveness of its members through the sharing of knowledge and application of best practice to enable them to meet the challenges of world-class project delivery in Construction and Engineering Construction.

In September 2017 ECI became part of BRE, having previously been ran by Loughborough University. This enables significant collaboration between the 36 members of ECI and the Constructing Excellence movement. The differentiation between CE in the Built Environment and the ECI in Engineering Construction in the international market together with the transferable expertise, experience and resources within and between these organisations strengthens both for mutual benefit.

With regional centres in the UK, Italy and Benelux, ECI is Europe's only transnational learning and improvement network covering the entire project cycle for Construction and Engineering Construction.

ECI's thriving network of clients, contractors, professional consultancies, specialists and support organisations, brings together major figures from the most respected global companies. Our members identify the crucial issues facing the industry. Then, through their involvement and ECI's strong links with leading universities across Europe, we undertake practical research to deliver engineering best practice and powerful learning opportunities of direct relevance to member organisations. By doing so, we facilitate continuous improvement within the industry, ensure the highest levels of standards on projects, and support the on-going development of a highly skilled construction workforce.



ECI's focus on construction and engineering excellence spans organisations and projects of varying sizes, from small regional projects to international mega construction projects.

ECI is focussed on achieving a strong, globally competitive European construction industry and operates on the principles of:

Establishing the evidence

Providing industry-focussed evidence through collaboration between professional companies and selected academic institutions.

Sharing the knowledge

Facilitating processes for capturing, accessing and sharing knowledge.

Applying the practice

Encouraging member companies to implement best practice and safely deliver enhanced value to all stakeholders.

For more information see www.eci-online.org



Facts and figures

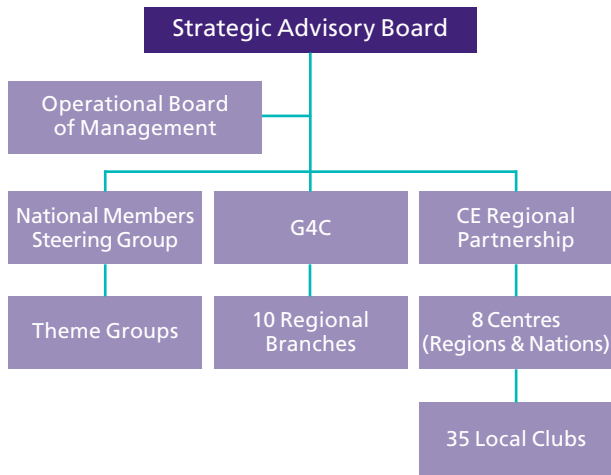
Constructing Excellence was established in 2003 when the government-funded Construction Best Practice Programme and Rethinking Construction merged. These dated back to Sir John Egan's government task force report Rethinking Construction in 1998 and were run by BRE. The membership-funded Be organisation 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.

Phil Wilbraham, Mark Farmer and David Whysall became the 6th chairs of Constructing Excellence succeeding Murray Rowden of Turner & Townsend, Ian Reeves CBE of Synaps LLP, Vaughan Burnard 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.

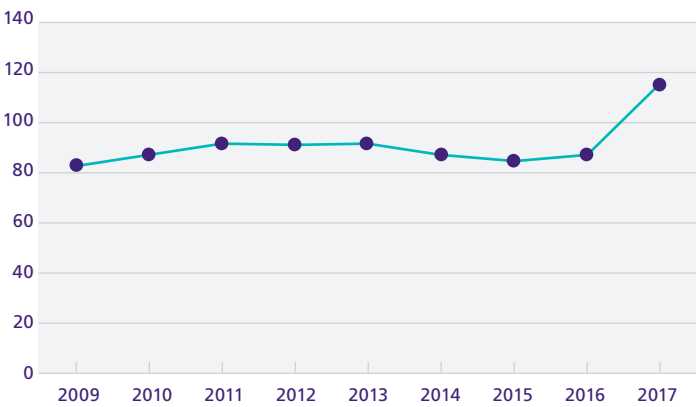
National governance

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



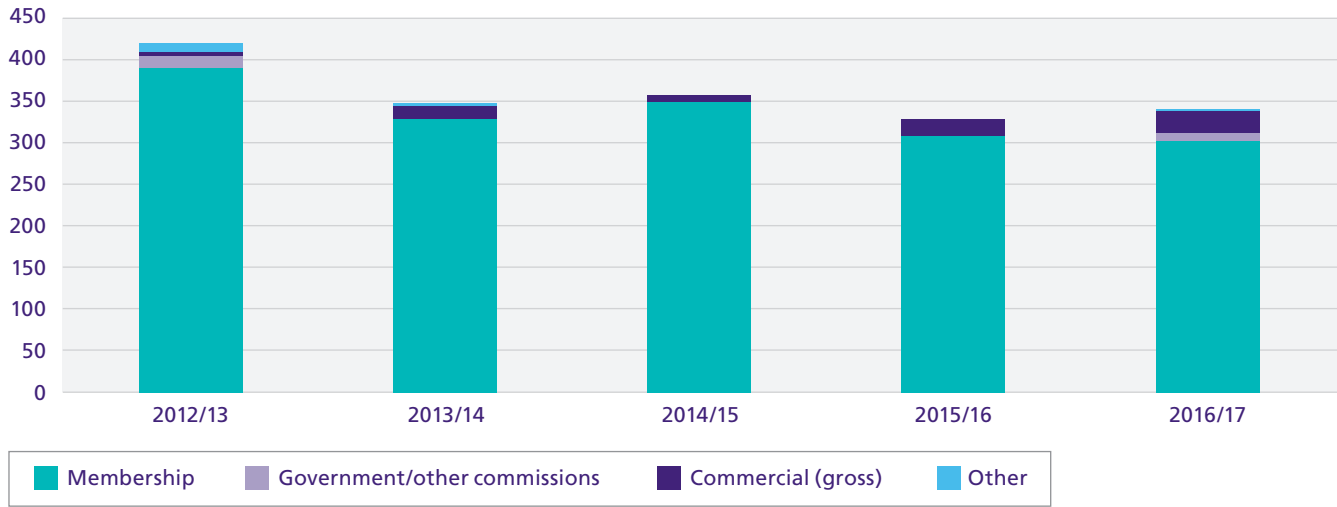
Membership

Corporate membership jumped in 2017 with 14 new Constructing Excellence members and 26 joining with the addition of ECI to the BRE Group.



Income

Membership subscriptions accounted for 88% of our funding in 2016-17



Board of Management



Phil Wilbraham
Heathrow
(Co-Chair)



Mark Farmer
Cast Consultancy
(Co-Chair)



David Whysall
Turner & Townsend
(Co-Chair)



Murray Rowden
Turner & Townsend
(Chair Constructing Excellence International)



John Fotherby
Kingsfield Consulting International
(Chair ECI)



Milica Kitson OBE
Constructing Excellence in Wales
(Chair CE Regional Partnership)



Tim Whitehill
ProjectFive
(Chair, CE Clubs)



Roy Casey
Built Environment
(Stood down Oct 2017)



Catriona Lingwood
CE in the North East



Peter McDermott
CE North West



David Sutton
EDF (representing CE South West)



Ron Edmondson
Waterloo Air Products
(Stood down November 2017)



Phil Henry
Polypipe (appointed November 2017)



David Ferroussat
Heathrow (appointed November 2017)



Vince Lydon, Sir Robert McAlpine
(appointed November 2017)



Brendan Morahan
Invennt



Julia Lydall
Turner & Townsend
(G4C Co-Chair stood down December 2017)



Robin Lapish
HS2
(G4C Co-Chair)



Caroline Key
CITB (G4C Co-Chair appointed December 2017)

The National Team



Don Ward
Chief Executive



Alison Nicholl
Associate Director



Colm Quinn
Project Manager



Beena Tanna
Commercial Manager



Laura Cox
Marketing and Membership Coordinator

Constructing Excellence Regional Partnership

The Constructing Excellence Regional Partnership of independent centres 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.

The Constructing Excellence clubs network continues to be the largest voluntary network and movement across the construction sector. Our 35 local best practice clubs, each have their own independent volunteer committee, which reach out locally to SMEs by providing monthly breakfast or evening meetings, typically with a speaker on a Constructing Excellence theme and with the natural bi-product of networking.

North East

Constructing Excellence in the North East hosts all the region's Constructing Excellence activity including the North East Club and a very active G4C group.

CENE run a variety of events and activities which range from CPD and Conferences to networking and social events of which these have raised monies for charities including the Lighthouse Club Construction Charity, Foundation of Light and Children North East to name but a few.

The CENE Awards are a true celebration of everything that is exemplary in the region's built environment and grows ever more popular every year. A G4C Awards, with nominations for 6 categories and with the winner of the Young Achiever of the Year going on to the CE National Final has been held for the second time this year with a healthy increase in interest and applications.

A weekly e-newsletter keeps our Members informed along with a weekly column in the local business paper as well as articles for regional press.

Clubs
North East

North West

Constructing Excellence North-West is hosted and delivered by the University of Salford with other regional partners, and with four active Best Practice Clubs in Cheshire, Lancashire, Liverpool and Manchester, and a newly launched G4CNW I the region.

CE North West is focussed on the challenge of driving national constructing excellence principles of collaboration and innovation, our efforts are focussed on responding to the opportunities for social and economic value improvements afforded by the Northern Powerhouse, the new industrial strategy, Devolution and the new City mayors. These opportunities were addressed and debated by 300 delegates at the 4th Annual NW Construction Summit, run with Greater Manchester Chamber and other partners. We were treated this year by having 400 international visitors during a week-long construction academic conference that included the NW Summit.

Clubs
Constructing Excellence Warrington and Wirral
Constructing Excellence Lancashire
Constructing Excellence Liverpool
Constructing Excellence Manchester

Constructing Excellence Yorkshire and Humber

Constructing Excellence in the Yorkshire and Humber region continues to grow its network, now boasting a contact base of over 7500 regional and national construction contacts representing the full spectrum of the industry from clients and developers to main contractors, SMEs, industry bodies, local government and trades. We continue to promote positive change, collaboration and best practice through our theme specific breakfast events, networks and seminars across the region. Our team is heavily involved in digital innovation through our associated thinkBIM network which is now over six years old and our position this year has been strengthened further by being fully incorporated into the School of Built Environment and Engineering at Leeds Beckett University where we have access to the Universities vast built environment research and knowledge portfolio to bring the latest technology, innovation and its applications to our members and wider audience. The awards continue to be a success, having almost doubled participation three years ago, we now have attendances averaging 350 to 450.

Clubs
Yorkshire and Humber



Catriona Lingwood



Professor Peter McDermott



Tom Oulton

Midlands

The Built Environment Hub delivers Constructing Excellence in the Midlands, it is a collaboration of Midlands regional businesses – a not-for-profit membership organisation owned by the members. The Built Environment Hub works to support and advance the construction sector through collaboration, knowledge sharing, networking and by engaging with government and major public sector bodies to influence policy and industry initiatives, to ultimately safeguard the interests of our members and help build their businesses. BEH encourages networking and knowledge exchange by providing learning platforms to strengthen improvement throughout the industry – such as the local Best Practice Clubs, Forum activity and Events.

Clubs

Birmingham Best Practice Club
Black Country Constructing Excellence Club
FORCE (Coventry and Warwickshire)
Herefordshire and Worcestershire Constructing Excellence Club
Shropshire Constructing Excellence
Constructing Staffordshire: Excellence

East of England

Constructing Excellence in the East of England continues to support the development and growth of clubs in the region. The Norfolk club continues to go from strength to strength with its own awards programme and a lively programme of activities. The Herts and Beds club has elected a new chair and committee to reinvigorate CE across the 2 counties. The newly launched Cambridge Oxford Corridor has been launched to support the sharing of best practice across the new infrastructure corridor between Cambridge and Oxford. In 2018 the region will seek to expand into Essex to service the burgeoning activity in the county.

Clubs

Norfolk Constructing Excellence Club
Herts and Beds Constructing Excellence Club
Cambridge Oxford Corridor Constructing Excellence Club

London and the South East

SECBE (South East Centre for the Built Environment) delivers on its core values of Collaboration, Innovation and Inspiration. We bring the region’s 8 Constructing Excellence business clubs together to increase their strategic alignment as they continue to thrive with 700 members between them. The region’s CE awards continue to thrive, with over 170 people presenting award submissions to 6 concurrent judging panels and 550 attended the awards dinner. We’re working in partnership with major construction frameworks and CITB, recruiting, employing and supporting over 50 apprentices through CoTrain, our CITB shared apprenticeship scheme. We lead Construction Logistics and Community Safety (www.CLOCS.org.uk), the programme to eliminate the 500 fatal or serious collisions between HGVs (mostly construction-related) and pedestrians/cyclists through collaborative action by over 525 construction clients, contractors and logistics operators.

Clubs

Berkshire
Croydon
Hampshire
Kent
London
Milton Keynes
Oxfordshire
Sussex



Roy Casey



Alison Nicholl



Derek Rees

South West

Constructing Excellence South West goes from strength to strength with our nine active ‘Best Practice’ Clubs and nine Thought Leadership Forums, including new ones in Offsite Technologies, Sustainability and Innovation, all providing ‘deliverables’ to help improve sector performance in our effort to promote construction as an industry of opportunity. Across the South West we now have over 1,000 volunteer members all working to drive the improvement agenda across the South West. The ‘jewel in our crown’ is our Adopt a School campaign where we now have 50 construction related companies/school partnerships promoting construction as a career of choice and improving its image.

Clubs

Bath
Bristol
Cornwall
Devon/ Exeter
Dorset
Gloucestershire
Plymouth
Swindon/Wiltshire
Somerset



Andrew Carpenter

Constructing Excellence in Wales

Constructing Excellence in Wales (CEW) is currently funded by Welsh Government to improve the performance of Welsh construction. CEW promotes greater collaboration and integration, encourages the adoption of innovative and sustainable practices and places a focus on value for Wales. Our work has focused on the public sector client in Wales, responsible for approximately £4.5bn pa of construction activity.

Over the past 12 months CEW has held 52 events across the length and breadth of Wales, attracting 1942 delegates; delivered 1500 hours of Best Practice events educating, informing and challenging. £2.8m in costs have been save and 141,502 tonnes of waste recycled on 6 projects under CEW’s intervention programme. CEW’s Exemplar Programme currently has 19 projects with a total value of £600m.

We are home to 3 Best Practice Clubs across Wales and G4C Wales now operating across the whole of South Wales. G4C North Wales will be launched in early 2018.

Clubs

South West
South East
North Wales



Milica Kitson OBE

Scotland and Northern Ireland

Constructing Excellence is leveraging the BRE Innovation Parks Network to reinvigorate Constructing Excellence in Scotland and Northern Ireland.

2017 Award Winners

The 11th Constructing Excellence National Awards 2017

These took place at a packed Marriott Hotel Grosvenor Square on 17 November 2017. The awards bring together award winners from eight regional events covering 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 G4C



Winner: David Williams (North East)

David falls firmly into the category of over performers who sit within the percentile of young staff exceeding expectations in their current job role within the construction industry. David has been involved in managing different elements of the construction process for a number of years. This includes tender, ECI, pre-construction and design co-ordination. Most recently operational management of various construction projects across the North East of England have taken precedence, allowing David's natural talent for management to come to the fore.



People development

Sponsored by Heathrow



Winner: Poole Dick (North West)

Our 2020 Vision is both aspirational and reputational, to have 'The Poole Dick Way' widely recognised in the UK as a model for the way a building project should be managed. Underpinning our vision is a principle called 'Inside-Out', which means a focus on people development, culture and the physical working environment (our offices were radically transformed in 2016). We recognised that the modern Quantity Surveyor and Project Manager need a more rounded skill set than previously. Thus, our focus has been on leadership and communication skills, something enshrined in our new Core Values – World Class Communication, Stay Sharp, Encourage Creativity, Share Knowledge, and the Inside-Out Approach.



Health, safety and wellbeing

Sponsored by APS



Winner: Northumbrian Water Group – Health, Safety and Environment Framework Forum (North East)

Northumbrian Water Group's vision is 'to be the national leader in the provision of sustainable water and waste water services' and has identified their supply chain partners as a key element in the one team approach. Four key principles for CAPEX delivery, were identified as Professional Client, Visibility and Commitment, Engage for Value and Collaborate and Improve. There was an acknowledgement that at the start of this process not all these would align in harmony, but there was a challenge to all partners to fulfil the belief that the promotion of Health and Safety issues, the avoidance or minimalization of accidents or exposure to any hazardous environments is a fundamental requirement for all stakeholders. This belief led to the formation of the Health, Safety and Environment Framework Forum. The Forum provides an opportunity for NWG and their partner organisations to engage, collaborate and improve health, safety and environmental performance through the sharing of information, knowledge, experience and best practice on health, safety and environmental matters and to jointly launch new initiatives or innovative proposals.



Innovation
Sponsored by BRE

Winner: Arcobridge Arup (South West)

ArcoBridge is the world’s first modular glass fibre reinforced polymer (GFRP) post-tensioned pedestrian bridge. It has been designed by Arup and has the potential to transform the construction, installation and customisation of pedestrian bridges deployed by the rail, highways, water and local government sectors – and beyond. Arup’s innovative use of GFRP makes this bridge 70% lighter than a conventional steel span and provides additional resistance to fire, graffiti, vandalism, and ultra-violet radiation. Due to its lightweight composition and adaptable geometry, arcoBridge was initially developed with use by Network Rail (NR) in mind, however, it has the potential for widespread application.



Integration and collaborative working
Sponsored by Constructing Excellence Wales

Winner: North West Construction Hub

North West Construction Hub, Manchester City Council, Aspect Construction Ltd, BAM Construction, Conlon Construction Ltd, Cruden Group Ltd, F Parkinson Ltd, Galliford Try Building Ltd, Harry Fairclough Construction Ltd, Henry Boot Construction, ISG Construction, Keepmoat, Kier Construction, Laing O’Rourke Construction, Morgan Sindall, read Construction Holdings Ltd, Seddon, Wates, Willmott Dixon Construction, Vinci (North West)

The North West Construction Hub (NWCH) was established in 2009 to improve efficiencies and accountabilities within public sector procurement and the delivery of construction contracts. It was borne at a time when lowest cost tendering was still pervasive, and time and cost over-runs created an adversarial culture. Clients found that the price they agreed to pay at the start of the scheme was rarely the price they had paid by the end, there were frequently defects and dissatisfaction was rife.



Preservation and rejuvenation
Winner: Oldham Town Hall Refurbishment

Morgan Sindall, Oldham Metropolitan Borough Council, Project Managers UK Ltd, BDP (North West)

Oldham Town Hall is a listed historic building situated in the centre of a 19th century industrial town which has since lost its traditional cotton spinning industry. It was recently named the most deprived borough in England. The building fell into disrepair and was named on a national register of heritage buildings at risk. The client required a solution which would save the building and kick-start the regeneration of the town centre. A multi-screen cinema and family restaurants – although challenging – was seen as the means of achieving both aims. The design solution was to retain as much as possible of the existing structure and create a new-build extension – a glass ‘light-box’ which solved all circulation, level changes and access issues.



Sustainability
Sponsored by BRE

Winner: Holywell Learning Campus

Galliford Try, Flintshire County Council, North Wales Construction Framework (Wales)

Flintshire County Council’s brief included a funding requirement to achieve BREEAM Excellent as well as BIM Level 2. These aspirations required Galliford Try to commit time, expertise and resources to ensuring BREEAM and BIM were integrated throughout the project and our collaborative approach ensured that the client and key stakeholders were kept informed throughout the project. The project included the demolition of the old Holywell High School, with removal of asbestos, requiring detailed investigation, testing and a planned removal programmed.



Value
Sponsored by Constructing Excellence North East

Winner: Bank Station Capacity Upgrade

Dragos UK, London Underground/Transport for London (South East)

Bank Station is at the in the heart of the City of London. It is a network-critical destination with interchanges for four tube lines (Central Line, Northern Line, Waterloo & City and District & Circle) and Docklands Light Railway. The £607m Bank Station Capacity Upgrade Project from 2014-2021 will greatly improve passenger access, circulation and interchange, will increase capacity by 45% and will reduce journey times. The pioneering use of Innovative Contractor Engagement (ICE) to select the best principal contractor (Dragados) and the supply chain placed value at the core of the project from the outset. BCSU’s client team conceived and developed (ICE) to ensure all good relevant ideas proposed during bidding are rewarded, developed and implemented in the project. All the teams involved in this process have been actively engaged throughout the design process leading to the most optimal solutions which are ‘Best for Bank’.



Digital construction
Sponsored by Construction Excellence South West

Winner: Unlocking rail electrification data

Arup, ABC Electrification Ltd, Network Rail, TSP and Murphy Surveys (Wales)

The Greater West (TGW) is the largest UK rail electrification project to date, comprehensively upgrading Brunel’s mainline Victorian-era railway from London to Cardiff. Route Sections 8 and 9 extend from Patchway through to Cardiff. There are complex interfaces with existing infrastructure, major stations, structures and tunnels. As a design and build contract, the project has a number of key stakeholders and interfacing parties and involves multiple design houses and construction management teams, with staff located across the UK.



SME of the year

Winner: Create Construction

Create Construction offers new build, fit out and refurbishment solutions, to a UK wide client base. Create was formed by husband and wife team Paul and Gill Mathison in 2006, not long before the recession hit the UK economy. Surviving such difficult economic times with the business in its infancy gave the duo the skills to run a lean company, with a focus on employing the right people and developing a lean and efficient operation. The company could not compete with the low margins in the tendered market. To differentiate it’s offering from competitors, Create began to offer a consultancy as part of its pre-construction service, alongside its construction solution.



Client of the year

Winner: Calderdale & Huddersfield NHS Foundation Trust (Y&H)

Huddersfield Royal Infirmary is a busy acute hospital, almost 50 years old it requires ongoing maintenance and upgrading to ensure compliancy with legislation and that high levels of patient care are maintained. Our team have to provide solutions and resources to deal with many challenges. We are like many trusts but we are adopting a different collaborative and innovative approach to address these challenges. We embrace technology and have developed a clear strategy to successfully deliver a number of objectives to ensure we deliver the highest clinical outputs for patients and staff whilst ensuring value for money.



2017 Award Winners

Project of the year – Civils

Sponsored by Constructing Excellence



Winner: Leeds Flood Alleviation Scheme

BMMJV (BAM/ Mott MacDonald Joint Venture), Leeds City Council, Environment Agency, Arup (Y&H)

People across the UK were shocked to see dramatic images of floods surging through Leeds in December 2015 as the River Aire burst its banks, swelled by record-breaking rainfall. Leeds has long been at significant risk of flooding and climate change is progressively increasing this risk. The first phase of the scheme reduces the flood risk of over 3,500 residential and commercial city centre properties together with key access routes to the train station area, telecommunications, internet facilities, electricity sub-stations and over 300 acres of developable land. The scheme has created 150 direct jobs and safeguards 22,000 more over the next 10 years, supporting the further growth and regeneration of the Leeds City Region economy with particular emphasis on the newly protected South Bank of the city – Europe's largest regeneration area with potential to create 35,000 jobs and 4,000 homes, and the terminus of HS2.



Project of the year – Buildings

Sponsored by Constructing Excellence



Winner: Ysgol Bae Baglan

Bouygues UK, Neath Port Talbot County Borough Council, Strides Treglown, Aecom, Cambraia (Wales)

BYUK carried out delivery of Ysgol Bae Baglan, landmark building for NPTC. The £38 million, 21st century teaching facility opened its doors in September 2016 to a diverse group of 1,500 students from the age of 3 to 16. First challenges were schools concept and design; the project would involve the amalgamation of four schools with an integrated design to suit its extreme environmental surroundings. Once open, the school soon became the heart of the community, designed to adapt, extending school services to the public and providing opportunities for everyone in use of this fantastic building.



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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.

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Constructing Excellence is committed to reducing its carbon impact.