

**November
2021**

Constructing Excellence

Our Focus

Who are we

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.

At Constructing Excellence we believe that industry improvement will be driven by all sectors sharing, learning, working together and driving innovation to deliver a demonstrably better built environment.

Our values



Excellence



Collaboration



Innovation



Positive
Disruption

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**; and
- **Digitally enabled integrated teams** working collaboratively with long-term relationships and aligned commercial arrangements.

Our mission

To positively disrupt the industry delivery processes to transform performance.

Our Focus

Our focus is on creating the conditions for success for our members to push boundaries and positively disrupt the wider industry. We do this through:



Insight
Push boundaries



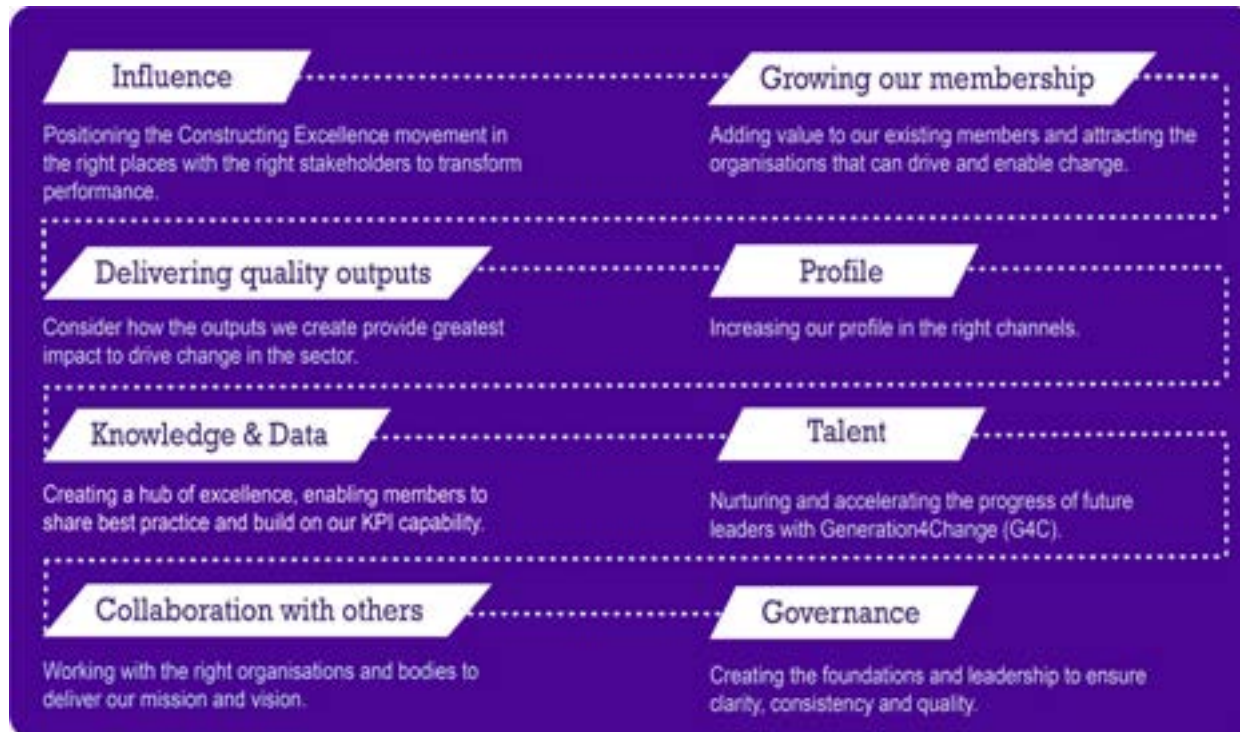
Inspiration
Demonstrate the art of possible



Implementation
Practical implementation

- Creating the conditions for an **innovation** culture
- **Aligning & amplifying** – we cannot do everything effectively on our own. Where others are doing activities that are aligned with our mission and vision we will support them and use our communications channels to draw attention to their work.
- Being **diverse & inclusive** – this is a huge challenge for industry culture and will take time to manifest correctly.
- Being **progressive** and forward thinking whilst respecting and building on our heritage
- Being **authentic & trustworthy** – being perceived as a trustworthy and safe space for stakeholders from across the industry to explore ideas and concepts.

Our strategy



Our evolution

We have a strong heritage dating back to the 1990s Latham and Egan reports and our more recent publications *Never Waste a Good Crisis* and *Infrastructure in the New Era*. We have been delivering best-practice and knowledge transfer for more than **20 years**.* In August 2016 we became part of the BRE group of companies.

*Constructing Excellence was formed in 2003 when the following bodies merged: Reading Construction Forum, Design Build Foundation, Construction Best Practice Programme, Movement for Innovation, Local Government Task Force, Rethinking Construction, BE, Construction Clients Group.

Becoming a member

Our members set our agenda and are the driving force behind our movement. The Theme Groups & Forums provided by Constructing Excellence are the main sources used by our members to explore key issues that are impacting the industry and drive change. Members have regular opportunities to **share**, **learn from** and **network** with other members.

Influence the industry change agenda and demonstrate your **industry leadership** to help you work with the most enlightened clients and supply chain partners;

Network with and exchange knowledge with like-minded organisations from across the industry, including clients and supply chain in a **safe, trusted, independent and neutral space**;

Ensure that the outputs and innovation coming out of the Construction Innovation Hub match your needs and can be **adopted** by wider industry through our strategic partnership with the programme;

Gain insight that you wouldn't get elsewhere and use it to inform corporate strategy and positioning;

Work collaboratively with industry partners to **develop and exploit new delivery models** and develop strategic partnerships that will accelerate your business growth;

Benchmark your project performance against an industry dataset for actionable insight.wider industry through our strategic partnership with the programme; and

Nurture talent and accelerate the development of **future leaders** through Generation4Change.

Inspiration & insight

Constructing Excellence provides members with an opportunity to explore together in a safe, cross-supply chain environment. A key focus needs to be on the how, providing insight into the practical implementation of innovation and best practice. There is a key role to translate policy and strategic drivers into practical steps that:



Promote
benefits



Identify
barriers



Levers & steps to
overcome barriers

Construction Innovation Hub

continuing our focus on adoption with the Hub, ensuring that members and the wider movement have the opportunity to feed in and have early access to the outputs

Construction Leadership Council

leveraging links to the council to ensure that members and the wider movement have insight into the work of the CLC

Academic & institutional research

building on the leading R&D coming out of our academic links and other research institutions including BRE

Innovate UK and Horizon 2020 research

supporting members in accessing the research learning coming for UKRI and European research programme, especially where a member company or research organisation has been involved

Other sectors

bringing in inspiration and learning from other sectors. Good examples include the annual conference and closer ties with ECI

Start-ups & disruptors

find ways to bring in and involve the start-ups and disruptors that are driving change in the sector, either as members or guests

Generation4Change

look to G4C for challenge and fresh perspective. Find ways to relay support and engage G4C as a core part of Constructing Excellence

International

looking overseas for insight and inspiration for how and where concepts have been shared in other areas

Sources

Constructing Excellence is in a unique position to draw on a range of sources of content, inspiration and best practice. These include:

- **Members R&D and best practice**
the opportunity to draw on and share the leading edge research and best practice from members
- **Award winners**
an excellent source of verified innovation and best practice, demonstrating industry leading projects in categories that support the Constructing Excellence mission and vision

Inspiration & insight

Current groups



Offsite Manufacturing & Technology



Digital



Collaborative Working Mentors



Major project



Net Zero



Performance Measurement



Procurement



ECI



Nuclear

Inspiration & insight

Strategic drivers

There are many significant drivers for change for the Construction Industry, COVID-19 has accelerated recognition of the need to change and new levers are being implemented to drive change. Constructing Excellence should harness these, but given the breadth of initiatives that are emerging there is a need to focus on those that support our core mission and vision.

Driver	Alignment
<p>Cross-cutting (The Construction Playbook/ Roadmap to Recovery)</p>	<p>Alignment with core CE groups including collaborative working, digital, performance measurement, Offsite Manufacturing & Technology. Also sector groups including Nuclear, ECI & Major Projects</p>
<p>Procurement (Value Toolkit/ Levelling up/ Business Model Innovation)</p>	<p>Alignment with the CE Procurement Group</p>
<p>Net Zero</p>	<p>Cross-cutting across all themes Dedicated sessions on net-zero – looking at practical steps and implementation Support and amplify members and other's efforts including the CLC's CO2nstructZero</p>
<p>Building Safety</p>	<p>Alignment with Procurement & Offsite Manufacturing & Technology Group & Performance Measurement Support efforts from e.g. CIOB on Building Safety</p>
<p>Equality, Diversity & Inclusion</p>	<p>Support G4C Support work with CIC Roadmap for Change etc.</p>

Mechanisms

COVID-19 has changed the delivery mechanisms for CE activities in a number of ways, we need to embrace and harness this and also be more agile in how we respond to future changes. Technology and evolving approaches to social distancing has accelerated the rate of change and the need to be more adaptable.

We need to identify and regularly review effective and engaging mechanisms to:

- **engage and empower members** and the wider movement
- be more **dynamic** in responding to big initiatives
- **communicate** key messages
- **inspire action** and demonstrable change

Informal Drop-ins have proved an excellent method to engage members and democratise content. They also offer the opportunity to become more agile in delivery mechanisms. The challenge will be to find innovative and engaging ways to communicate outputs and key messages. Greater use of video and graphical content will provide more engaging and effective content, which appeals to and will engage better with G4C and other areas of the industry that we need to attract.



Engage and empower members



Be more dynamic



Communicate



Inspire action

Commitments

Constructing Excellence will work through its national, regional and local members to:

- Apply and test the principles of the Construction Playbook on projects;
- Carry out regular benchmarks of awareness of these principles and how they are being embedded;
- Act as advocates for the Value Toolkit to ensure the principles and ethos are embedded across the industry;
- Through Generation4Change (G4C), Constructing Excellence will continue to provide a voice and a strong leadership position for the leaders of the future;
- Embrace digital, MMC & low carbon approaches as default; and

- Accelerate the uptake of key areas of transformation through sharing innovation, best practice and lessons learnt, especially via our award winners, across our movement and wider industry:



MMC



Low carbon



Digitalisation



Value-based
procurement &
delivery

Contact us

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