



CONSTRUCTING
EXCELLENCE

2015-16

01225 891591
www.mjchurch.com
ZAVIS
130 LCN
eco

National Membership

The following are National Members of Constructing Excellence as of October 2015, we also have over 500 Associate Members of our local Constructing Excellence Clubs (see page 19)

Clients

Acivico
BAE Systems
Battersea Power Station
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
ProCure 21
Royal Mail Group
Sandwell Council
Scape
Scottish Water
Westfield Group
Worthing Homes
Yorkshire Water Services

Consultants

Advance Consultancy Ltd
AECOM
Burgess Salmon
CH2M Hill
Coaction Management
CW Group
FaulknerBrowns Architects
Greenwood Consultants
Invennt
IPInitatives
LCMB
Lucas Fettes & Partners
Pick Everard
Pinsent Masons
Project Five Consulting
pw2.0.com
Success Train
Synaps Partners LLP
Temple Group
Thurlow Associates UK
Trowers & Hamlins
Turner & Townsend
UKSE
Visionality
Waterman Group
Wragge Lawrence Graham & Co.
PTP Associates

Contractors

Astins
Balfour Beatty
Bowmer & Kirkland
Cara Group
Costain
Galliford Try
Higgins Construction
Interserve Construction
ITC Concepts
Kier Group
Mace
Willmott Dixon

Specialists, Manufacturers and Suppliers

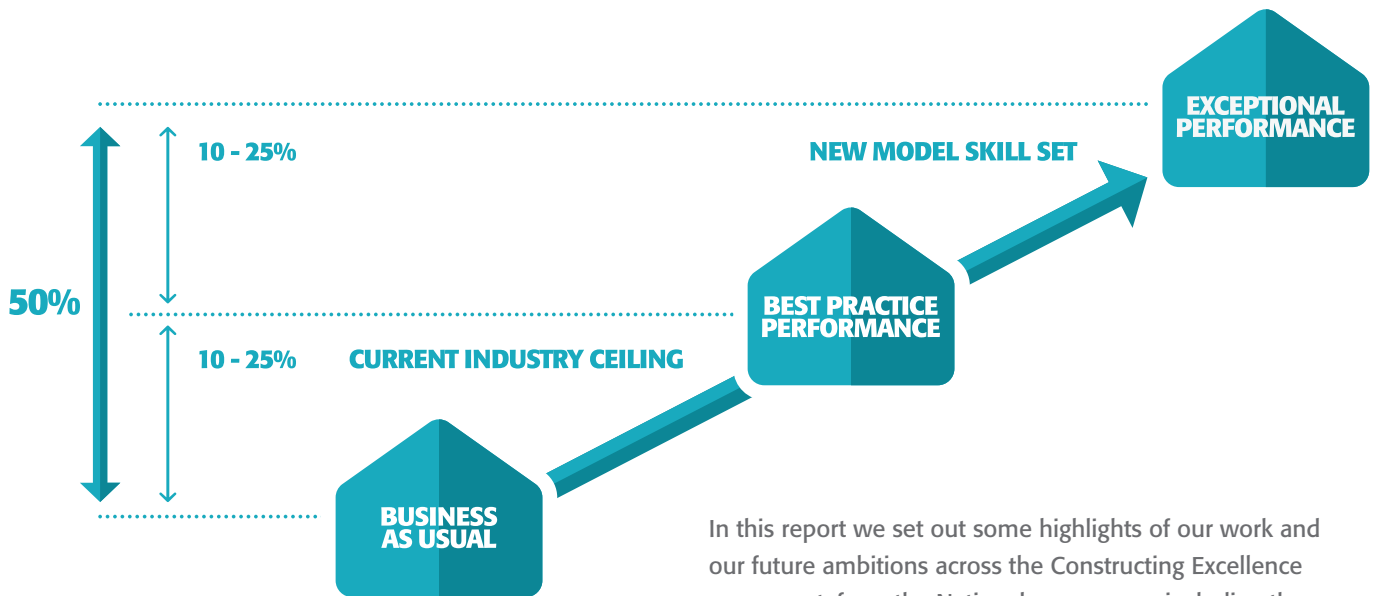
4Projects
Coubari
FSI Europe
Glenigan
Graphisoft UK Ltd
Knauf
Management Process Systems
Polypipe
Structural Timber Association
Tekla
Textura Europe Ltd
Waterloo Air Products Plc

Associates

BRE
British Property Federation
Chartered Institute of Building
CL:AIRE
UK Green Building Council
University of Reading
Institute for Collaborative Working

Over
30%
of **National Members** are clients

Introduction



Thank you for your support of our organisation and our mission in the last year. The Constructing Excellence movement continues to work together to promote the value and importance of Excellence through Collaboration as the sector recovers from recession. There is real impact from our work, including with public sector clients, and we need to keep up the momentum in our evidence gathering and influencing.

In January 2015 Murray succeeded Ian Reeves CBE as Chairman. We pay particular tribute to Ian for his four years as chairman, he worked tirelessly and we were pleased to be able to acknowledge his huge contribution with a presentation at our annual House of Commons reception.

Murray continues to lead on our Vision 2025 of excellence in the next era. This supports the government's Construction 2025 strategy, where we work closely with government departments on modernising procurement by public sector clients. Peter Hansford, the government's Chief Construction Advisor, recognised and welcomed our practical support and spoke at many of our regional and national events. We are disappointed that Peter will not be replaced when he retires at the end of 2015, we campaigned to establish the role which has greatly improved mutual understanding between Ministers and the industry, and we congratulate Peter and his predecessor Paul Morrell OBE for their achievements.

In this report we set out some highlights of our work and our future ambitions across the Constructing Excellence movement, from the National programme including the Construction Clients' Group, the Regional Centres and the Awards programme, local Clubs, our awarding body CELL, our international alliance, and arguably the jewel in the crown – the Generation for Change network. G4C has grown to over 700 active members with many regional branches. It is a great network for those in their early career to develop their skills, knowledge and network to fast-track their progression into tomorrow's leaders, and we urge you to support your own young people to engage. The future of our sector lies with this generation.

Thank you again for your support, and we look forward to working with you in the next year.



Murray Rowden
Chairman



Don Ward
Chief Executive

Excellence through Collaboration

Constructing Excellence is a platform for industry improvement to deliver excellence for clients, industry and users through collaborative working. It is a not-for-profit organisation and wider movement reinvesting any surplus in further improvement activities.

Core activities

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

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

Values

Our core values are collaborative working and integration. Other important values are:

- Respect for people – safety, health, welfare, equality and diversity
- Inclusivity – pan-industry, open to all
- Independence, objectivity; integrity, openness and trust
- Continuous learning and improvement.

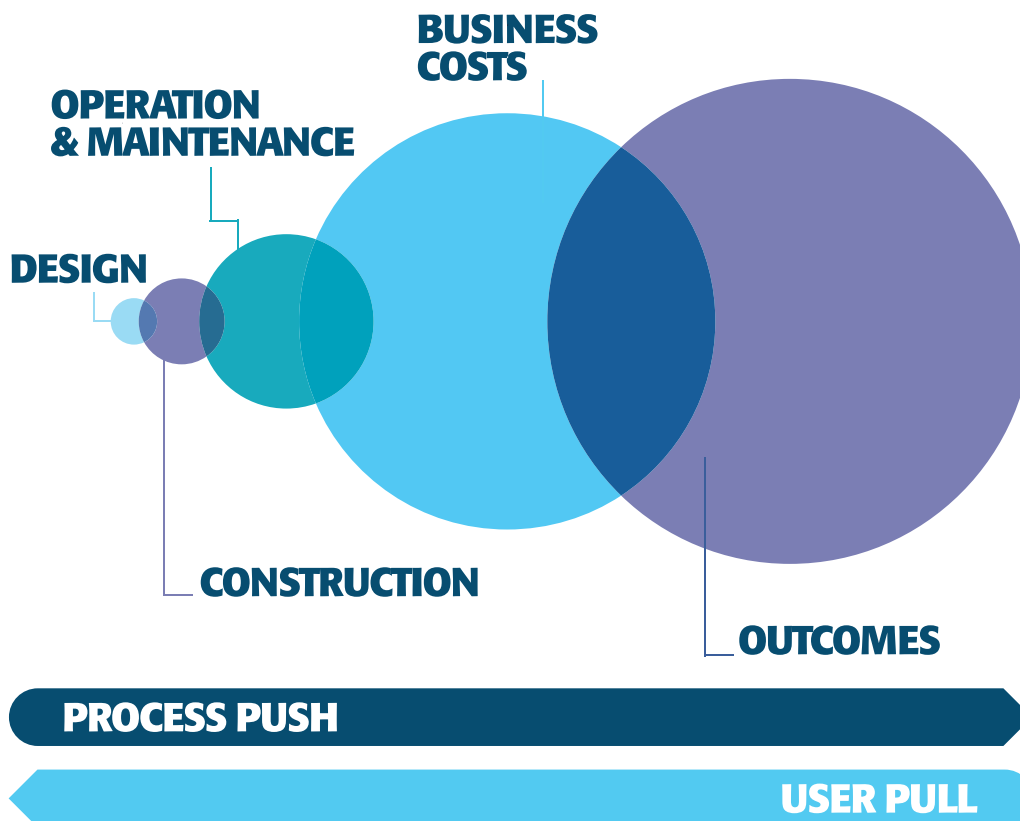
Vision

The government-industry Construction 2025 strategy is at the heart of our vision, and we seek to speed up the rate at which engaged players achieve the targets for improvement.

People >	Lower Costs 33% Reduction in the initial cost of construction and the whole life cost of built assets	Faster Delivery 50% Reduction in the overall time, from inception to completion, for newbuild and refurbished assets
Smart >		
Sustainable >	Lower emissions 50% Reduction in greenhouse gas emissions in the built environment	Improvement in exports 50% Reduction in the trade gap between total exports and total imports for construction products and materials
Growth >		
Leadership >		

Our vision is that within a decade:

- The sector will be attractive for investment and as a career, 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 collaborating in lean ways that make best use of people, technologies, data and other resources.
- All organisations will be measuring, reporting and sharing data about performance.
- New models of procurement will help deliver appropriate margins and encourage innovation through aligned commercial incentives for best whole-life outcomes.
- Integrated 'TotEx' solutions will erode client-side and supply-side silos to be replaced by 'alliance networks' focused on outcomes.
- The supply side will take ownership as a shareholder in the wider venture, working as partners to conceptualise, fund, design, deliver, operate, maintain and reuse built assets.
- 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.



Outcomes and value

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

National Membership

We enable national members and other stakeholders to achieve together what they could not do on their own or more efficiently through other organisations.

“Better together” for...

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



Theme Groups & Forums

Asset Management



Chaired by John O'Brien of LCMB, this group hosts quarterly cross-sector meetings for CE members to share and learn how to improve the performance, productivity and return on built assets. The group has secured Innovate UK funding to

disseminate the lessons learnt from their building whole life performance programme, which will inform the themes for quarterly meetings.

Building Information Modelling (BIM)



The group is chaired by John Lorimer of JLO Innovation and has a strong relationship with the thinkBIM team at Leeds Beckett University. Group meetings are held before thinkBIM half-day seminars, which members are free to attend. Prominent speakers

have included BIM practitioners from the government BIM Task Group, Environment Agency and King's College. With Professor Jason Underwood of Salford University the group is developing a robust BIM maturity matrix which will be available to members in late 2015.

Collaborative Working Champions



This group meets quarterly coached by Kevin Thomas of Visionality to share experience and to influence and mentor those looking for support. There is a core of 20 individuals but others are always welcome to join. In 2015 the group acted as a sounding

board for IUK on Alliancing in Infrastructure, ICW's application of BS11000, and updating the Strategic Forum's Integration Toolkit. The Champions also undertook a survey of members collaborative relationships, and produced two top 10s and an evaluation of where the sector might be in 2025. In 2016 the group seeks to partner with other theme groups starting with BIM, to complete a maturity model linking collaborative working, BIM and lean, to further promote member-to-member collaborative business, and to support the uptake of Integrated Project Insurance (IPI) procurement trials.

Nuclear



Adrian Worker of CH2M Hill chairs this group which has two objectives: to provide market intelligence about what business opportunities and challenges may be available in the nuclear sector; and to transfer best practice to and from our sector to the

nuclear sector. The work programme continues to explore key themes for the nuclear sector, with presentations from high-profile guest speakers including on BIM for Nuclear, Developing High Performance Teams, Innovation through collaboration, and Robotics. A highlight in 2015 was the meeting hosted at the world-leading Nuclear Advanced Manufacturing Research Centre at Rotherham, which included a guided tour of the factory facility.

400+ PEOPLE

**OVER 400 PEOPLE
PARTICIPATED
IN OUR THEME
GROUPS IN
2014-2015**

Procurement



This is a community of interest chaired by Charles Mills of London Underground to share ideas and learning and to provide wider thought leadership for the sector. It addresses procurement throughout the supply chain with a particular

focus on clients, on buying on value not on price, and on social value. Regular guests include Cabinet Office and Infrastructure UK. The main output is a series of thought leadership blogs including on new models of procurement and understanding the costs of tendering, as well as procuring for collaboration, innovation, whole life value, social and environmental outcomes.

Sustainability



This continues to bring together a diverse set of members from across the supply chain to look at this key strategic theme. Dr Paul Toyne, current Commissioner at the London Sustainable Development Commission and Group Head of Sustainability at Balfour Beatty, chairs the group. Highlights in the past year include meetings on creating and maintaining a resilient built environment, behavioural change for sustainability, and whole life costing for sustainability.

Members Steering Group

The three half-day meetings of this group per year are open to ALL lead contacts of National members plus the chairs of our national theme groups. We welcome new participants at any time.

Murray Rowden (Chairman),

Turner & Townsend
(from Jan 2015)

Ian Reeves CBE,

Synaps Partners LLP,
Chairman (until end 2014)

Mark Beirne,

CW Group

Edwin Bergbaum,

Waterman Group

Nick Deeming,

FaulknerBrown Architects

Ron Edmondson,

Waterloo Air Products

David Ferroussatt,

Heathrow Airport

Milica Kitson OBE,

Constructing Excellence in
Wales

Charles Mills,

London Underground

Brendan Morahan,

Invennt

Antonio Pisano,

Marcel Mauer (G4C)

Ben Pritchard,

Invennt (G4C)

Mick Tetley,

Morrison Galliford Try

Dominic Tutt,

Astins

Paul Wilkinson,

Pwcom2.0

Paul Wilson,

Kier

Member Forums

Our Members' Forums attract around 50 attendees. 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.

In Feb 2015 we focused on procurement with our theme group chaired by Charles Mills of LUL. The session included presentations by Costain on the Hammersmith Flyover (Phase 2) Innovation in Practice (IIP) demonstration project and Anchor Property Transformation Project, a Cabinet Office trial project.

Innovation was the theme of the summer forum, this is fundamental to our industry if we are to achieve the targets of 30-50% improvement outlined in the industrial strategy Construction 2025 and at the heart of our vision. Speakers Innovate UK, G4C, and the Meadow Road BIM project, which is also an IIP demonstration project.

At the autumn event we concentrated on our theme groups, how to maximise their value to members and asking what are the right topics for 2016. We also heard from John Rich of SRA Architects on 'Öppen', another of our IIP demonstration projects, and Glenigan, who presented the latest KPI annual report on industry performance.

Dates for the diary in 2016 are 10 February, 8 June, 12 October.



KPIs and benchmarking

Our Construction Industry Key Performance Indicators continue to be published annually and provide the industry standard for measuring project performance against a range of socio-economic and environmental indicators. We are grateful to CITB and Glenigan for taking on the funding and delivery of this work. The data allows us to track improvement across the sector with a trend series going back over 16 years, unique around the world.



Data Tracking on **UK Project Performance**

Water Sector Benchmarking

In partnership with Salford University and the Water Industry Forum we are working with various water companies to pilot a benchmarking club featuring an online portal to capture data on specific KPIs, collate comparisons and then facilitate discussions to learn from the better performers. The scope includes capital projects, planned maintenance and responsive repairs for both water and sewage work. The benchmarking club is set for significant growth in 2015-16 with a number of new water companies keen to join, and we see this as the foundation for a wider sector performance forum in due course.

Innovation in Practice Demonstration programme

Constructing Excellence's Demonstrations act at a two tier level. In-depth work takes place with a limited number of Innovation in Practice projects backed up by programmes of Demonstration Projects delivered on a regional or themed basis. The Innovation in Practice Demonstration programme, launched in April 2009 as the latest evolution of our demonstration activity, enables us to work in greater depth with individual projects and organisations by engaging academic partners to assist with monitoring and knowledge capture. There are currently two member projects on the programme, as follows:

- Meadow Road BIM pilot project - Worthing Homes
- Öppen IM&T & Medical Records Building RUH – SRA Architects

Influencing Government

We have an excellent relationship with HM Government, including regular meetings with leading officials and representation on a number of committees:

- Cabinet Office
- Infrastructure UK
- Strategic Forum for Construction
- BIS (BIM taskforce)
- BSI (Construction Procurement committee)
- CONIAC / Health & Safety Executive
- Constructing Better Health
- Construction Skills Certification Scheme
- Considerate Constructors Scheme
- Chartered Building Company/Consultancy (CIOB).

Cabinet Office trial projects

We have worked with the Cabinet Office since 2011 to monitor and report on trials of three modern models of procurement designed to deliver 15-20% reduction in capital costs through collaborative approaches:

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

Once a project is accepted onto the programme, we appoint a mentor and an academic, and monitoring follows our well-established process developed over 15 years. Project case studies are published at interim stages of the project and on completion, and our goal is to continue to monitor for project outcomes.

Findings to date indicate that these approaches are delivering 10-20% improvements in value for money. Findings to date include the following:

Two-Stage Open-Book Procurement

Project	Savings	Other Benefits
Cookham Wood Youth Justice Board - Ministry of Justice.	20%	Cost and programme certainty lean programming Innovation through collaboration reduced prospective operating costs
Project Horizon	15%	Improved whole life value improved warranties and quality control employment and skills commitments increased recycling / reduced landfill
Supply Chain Management Group, Hackney / Haringey	14%	Improved end user satisfaction reduced defects reduced waste to landfill, carbon emissions improved employment and skills
Archbishop Beck school, Liverpool	20%	Improved programmer certainty innovations through early engagement of the team improved local employment and skills commitment

Cost-Led Procurement

Project	Savings	Other Benefits
Rye Harbour, Environment Agency	6%	Streamlined up-front procurement processes continuous development of the project team innovation through ECI and collaborative working significant time savings
Upper Mole, Environment Agency	15% targeted savings	Driving innovation through the supply chain intergration and collaborative working benefitting the local labour force and economy
Anchor property Delivery Transformation	9%	Improved services for customers and efficiency supply chain intergration continuous improvement of client skills incl cost, risk & value engineering
North West New-Build Housing (Procure Plus)	20%	6 previously unemployed local residents all achieved NVQ qualifications and then supported into future employment

For more information on the Trial Projects, please visit the Government website at: <https://www.gov.uk/government/publications/government-construction-strategy-trial-projects>

Clients are at the heart of Constructing Excellence

Supporting all public and private sector clients to improve the value for money they get by improving how they engage with the industry and promoting best practice by informed 'intelligent clients'.

Our client theme groups support members to achieve the best possible outcomes from their construction investment, by being clear on what they require from the industry and creating the leadership and environment for industry to perform at its best.

Health & Safety Group

This group attracts clients to develop new ideas and influence the supply side and Government agencies to find sustainable solutions to the challenges facing clients and the industry in this area. Achievements include:

- Guidance to equip clients in implementing CDM 2015
- A Health task group and successful lobbying of Government to bring the same focus to occupational health that safety currently receives
- Performance measurement tools to enable clients to benefit from best practice amongst leading clients.

Defects Task Group

1-5%

of contract costs attributed to defects

Between 1% - 5% of contract costs are attributed to the creation and consequences of defects, both within the construction phase and once the asset is put into operational use. It is too often the norm to expect defects as "that is what you get from the construction industry". This group seeks to equip clients to understand how they are doing, what they can do to improve quality and performance, and then measure the savings.

BIM

As well as the CE BIM theme group, CCG supports the BIM4Clients working group tasked with raising awareness of BIM and exploring its value proposition. We also worked with RIBA on a "BIM for Clients" book to be published in late 2015.

Strategic Forum for Construction

The CCG leads the client input to this pan-industry forum of the industry's representative bodies, and has played an important role in improving its standing in the industry and with government. We see this as particularly important given the government's decision in 2015 to streamline the Construction Leadership Council. We have facilitated a Construction Clients' Forum to come together other client groupings including the Government Construction Board, Local Government Association, and British Property Federation to represent the widest possible spectrum of client views. The CCG is leading a review of the Construction Commitments, first created to support the London 2012 construction programme, to become the Forum's 2025 Commitments.

CCG Board



Clive Johnson
Land Securities
(CCG chair from Oct 2015)



Simon Diggle
Highways England
(CCG deputy chair)

Rob Knight, Igloo Regeneration (CCG chair until September 2015)

Cliff Jones, Department for Health

Steve Elliott, Crossrail

Charles Mills, London Underground

Tim Pritchard, Sandwell Council

Phil Wilbraham, Heathrow Airport Limited

Ben Pritchard, Invennt/G4C

Peter Woolliscroft, Proclivity

Don Ward, Constructing Excellence

Gren Tipper, CCG CEO

Gary O'Brien, CCG Deputy Director

Championing future leadership

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

2015 was another successful year of growth for G4C, particularly through regional groups, and overall participation is up by 30%. In 2016 we will build on the good work already started in the areas that we believe will have the greatest impact on the future of the industry:



Open Data

2015 saw us complete a research project with BRE on open/big data in the built environment. This project aimed to increase data literacy across the industry, support the creation of a construction software developer community, and increase the debate about civic hacking and data transparency across the supply chain. A series of interviews and events can be viewed on our website. We will build on this further with the Open Data Institute and BRE to demonstrate the benefit open data can bring.

Image of the industry

We are all part of an industry that we love. It is down to us to motivate our colleagues to improve the reputation and hence image of construction, harnessing the power of social media and inspiring clients, the public, potential new entrants and everyone that our work may impact upon. We will develop and promote a rich picture of the skills mix we need by 2025.

Social Value in the Built Environment

How do we measure the improvements made to people's lives, to people's health, wellbeing, prospects and general happiness delivered to them by our assets? We will expand on our early work in 2016 to demonstrate the importance of considering the outcomes of what we do and how it improves everyone's return.

For event updates, debate, videos, interviews and to join G4C please visit our website at www.g4c.org.uk which links to our LinkedIn Group, Twitter account and Facebook page.



G4C National Board Members



Julia Lydall
Turner & Townsend
(co-chair)



Antonio Pisanò
Marcel Mauer
(co-chair 2014-15)



Will Waller
Turner & Townsend
(co-chair)



Ben Pritchard
Invennt
(co-chair 2014-15)

Helen Blacker
Waterman Group

Graham Chenoweth
Knauf

Liam Colebrook
Knauf

Benjamin Futerman
Trowers & Hamlins

Victoria Kempthorne
Clarkslegal (Secretariat)

Robin Laphish
HS2

Mayank Mehta
Waterman Group

James Williams
FSI Europe

G4C Regions

Berkshire:
Georgina Wilmott
Georgina.Wilmott@kier.co.uk

East Midlands:
Simon Powell
simon.powell@bedesign.co.uk

Kent:
James Williams
JWilliams@fsi-worldwide.com

North East:
Leanne McAngus
leanne@cene.org.uk

South West:
John Gallagher
john.gallagher@magnoxsites.com

Wales:
Andrew Gibson
andrew.gibson@dtz.com

West Midlands:
Jennifer Dalby
JDalby@trowers.com

Yorkshire:
Caroline Key
Caroline.Key@citb.co.uk





Collaborating internationally

This was launched in 2011. Our aim is for the Constructing Excellence brand to support the international exchange of knowledge, market intelligence and best practice between leading edge organisations of all shapes and sizes.

International Alliance

We have established an alliance of similar organisations who share ideas and seek to collaborate. In 2014-15 we welcomed three new Alliance Members taking the total to nine:



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

We welcome contact from any cross-industry best practice organisation around the world which shares our aims, values and activities. Where no such organisation yet exists, but a clear need and local demand is identified, we can work with local partners to assess the feasibility, and then if appropriate help to establish an organisation reflecting local context, issues and drivers. Qatar is an example of this, scoping is also underway in the UAE.



**CONSTRUCTING
EXCELLENCE**
in Qatar

powered by

bre

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

Massive challenges confront the industry and its clients in Qatar to deliver national infrastructure including for the 2022 World Cup. The work programme will develop 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.



Ian Reeves CBE
Chairman

More information is available at
www.constructingexcellence.qa
Also follow @CEinQatar
on twitter.

Training and qualifications...

We deliver a suite of training courses and qualifications through our Ofqual-approved Awarding Organisation Constructing Excellence in Learning Ltd (CELL). Our portfolio of some 34 qualifications of which 15 are Regulated by Ofqual cover Trade-based Level 2 Award and Certificates 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.

“Why take a qualification at these levels when I already have a degree?”

These smaller qualifications, and the courses that lead to them, allow you to build up a portfolio of evidence showing that you have not just attended a demonstration or course for a day but have been trained and assessed to a defined and recognised skill level.



“Why should I spend money on putting my staff through these qualifications?”

Staff training is always an investment for the future and sadly is always one of the first budget cuts to be made when finance is tight. By having your staff trained in, for example, LEAN processes or Cost Improvement Programmes you are preparing your company to function more efficiently and effectively as business again picks up. As well as these obvious benefits to your business there are also benefits to the staff who will feel valued as you are seen to be investing in their futures as well as that of the company.

“Who delivers the training and assessments?”

CELL has 5 Accredited Training Delivery Centres with whom we work collaboratively to create qualifications and the courses that lead to them. They are as follows:

- **Collaborative Working Academy (CWA)** – collaborative working, supply chain, lean
- **Grovenbridge Academy** – facilities management, healthcare premises and estates
- **Suscon** (part of North Kent College) – sustainable construction
- **SuccessTrain** – people, behaviours, leadership.
- **Safety in Design (SiD)** – occupational standards and training in health and safety for designers.

If you would like more information on what CELL does, please contact us via the CE office or visit the website.



Qualifications

**Regulated by Ofqual, over 50
CE- Approved Training Courses**

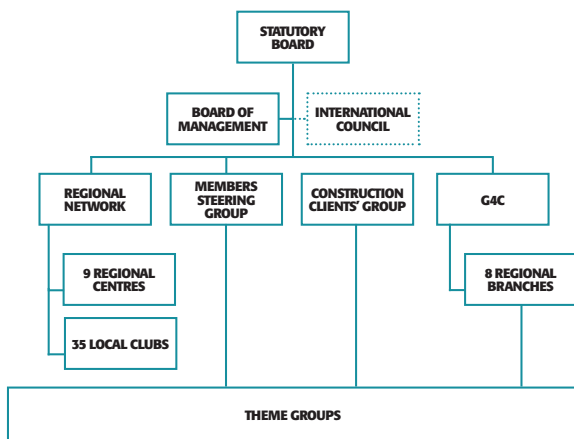
Facts & Figures

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

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.

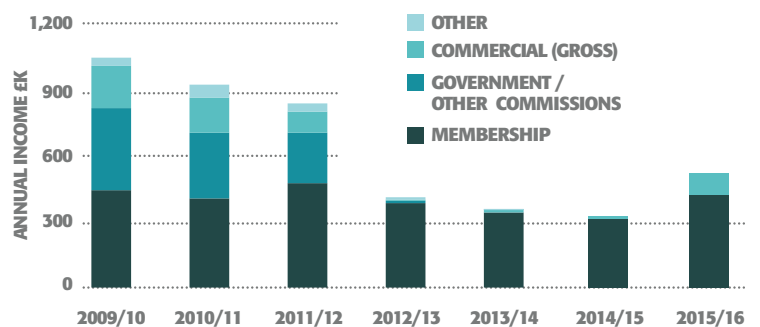
National governance

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



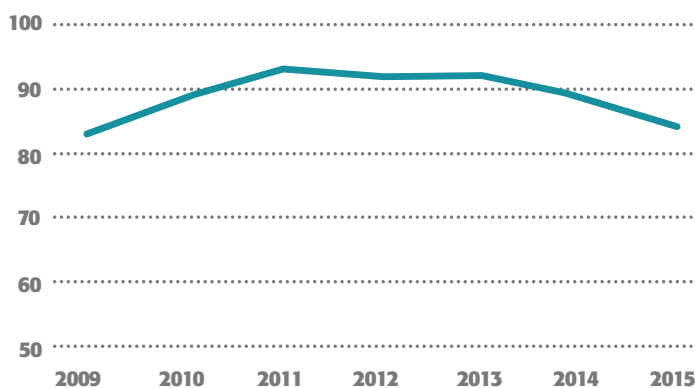
Income

Membership subscriptions accounted for 97% of our funding in 2014-15.



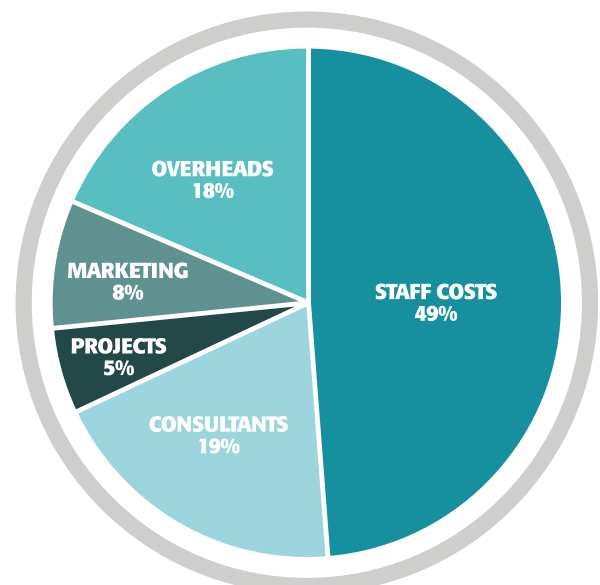
Membership

Corporate membership at a National level grew slightly in 2014-15, we were pleased to welcome 13 new members although unfortunately we lost almost as many. Net membership growth of 10-20% is targeted for 2016.



Where our money goes

As a not-for-profit organisation, any surplus that we make is invested back into research or new products and services. Expenditure in 2014-15 was as follows.



Board of Management

* Denotes Statutory Board Member



Murray Rowden,
Turner & Townsend*
(Chairman –
from Jan 2015)



Milica Kitson OBE,
Constructing Excellence
in Wales *



Antonio Pisano,
Marcel Mauer
(G4C Co-Chair – until end 2015)



Tim Whitehill,
ProjectFive
(Chairman, CE Clubs)



Ian Reeves CBE,
Synaps LLP*
(Chairman – until end 2014)



Rob Knight,
Igloo
(CCG Chair – until Sept 2015)



Ben Pritchard,
Invennt
(G4C Co-Chair – until end 2015)



William Waller,
Turner & Townsend
(G4C Co-Chair – from Jan 2016)



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 &
the South-East)



Don Ward,
Chief Executive*



Ron Edmondson,
Waterloo Air Products –
from July 2015



Julia Lydall,
Turner & Townsend
(G4C Co-Chair – from Jan 2016)



Gren Tipper,
Director CCG



Peter Woolliscroft,
Proclivity*
(Chairman, CELL)



Clive Johnson,
Land Securities
(CCG Deputy Chair)



Brendan Morahan,
Invennt



Adam Turk,
Polypipe

The National Team (as at end October 2015)



Don Ward,
Chief Executive



Deborah Hynes,
Project Manager



Colm Quinn,
Project and Policy Manager



Gren Tipper,
CCG CEO



Gary O'Brien,
CCG Deputy Director



Gillian Wright,
Marketing & Sales

The CE Regional Network

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



Wales

Constructing Excellence in Wales is the only cross-sector, cross-portfolio organisation serving the construction industry in Wales. Our core message is to encourage the entire supply chain to work as a team, procure collaboratively

and consider the long-term impact of construction. Now in our 14th year, we have delivered hundreds of conferences, workshops, seminars and peer review events. We currently have 33 projects in our Exemplar programme representing £500 million of investment across sectors ranging from highways to hospitals, schools and homes. We know that Exemplar projects can double the value of investment, so that for every £1 spent almost £2 is invested in the Welsh economy.

The evidence is contained in our Exemplar programme and showcased each year in our Awards. The projects entered for the 2015 awards are worth over £400 million to Wales, but the value in terms of benefits to communities and the environment go much further. From the shortlisted schemes alone, CEW estimates that almost 800 jobs or placements were created, 30 charities supported, five car parks created, 150 sessions delivered at local schools and colleges and 130 International Baccalaureate qualifications facilitated.

In 2016 we will continue to challenge procurement processes, highlight how low carbon homes can be built cheaply and effectively, and demonstrate that waste management has to be an integral element of planning and site management. As construction in Wales continues to grow and thrive, so our best practice message needs to be louder and more coherent than ever before.



Northern Ireland

We continue to offer a variety of professional development courses to support local industry and meet legislative requirements including New Rules of Measurement 2 (NRM2), NEC3 and BIM. We have also offered

workshops on Business Growth through Digital Marketing and are working closely with the Northern Ireland BIM Hub. We have had over 530 delegates attending our events in the last year, showing that the sector still needs our support as it recovers from the economic downturn and the local political deadlock which has impacted hugely on the NI construction industry.

East of England



The Norfolk Club awards are part of the CE awards programme, and uses local club meetings to encourage and share best practice and promote better submissions. In 2016 we will seek to develop more clubs in the Region using the Norfolk model.

The region has completed its ERDF part-funded work on supply chain productivity with some exciting results identifying the scope for productivity improvement, and a new regional programme of events will disseminate these in 2016.

London and South East



All these programmes will continue into 2016:

10 Awards 'inspiration & implementation' workshops to help businesses increase profitability & performance.

30 apprentices in CoTrain,

our shared apprenticeship scheme to help address skills shortages.

320 businesses helped to understand BIM and develop implementation plans.

8 thriving local CE clubs helping 760 companies network and share best practice around the region.

3 local G4C groups support the development of bright young leaders and help shape our industry's future.

Regional membership including masterclass & boardroom mastermind sessions for 2016



Midlands

Membership of the Built Environment Hub is approaching 200 companies across the East and West Midlands. In 2015 we delivered the West Midlands Celebrating Construction Awards, the inaugural Midlands Construction Summit

and the first East Midlands Celebrating Construction Awards. Six regional forums are in full swing hosting quarterly meetings. We recently appointed Mark Wakeford of Stepnell as Chairman following the sad death of David Bucknall who championed the Hub from its inception in 2013, and our latest initiative is the launch of the Built Environment Magazine.



North East

The North East hosts the largest CE Club, with events throughout the region. Activities include CPD seminars, networking, workshops and social events, many of which have raised thousands of pounds for charities

including the Lighthouse Club. The highlight of the calendar continues to be the Awards which received over 100 entries from projects, organisations and individuals, and almost 600 people attended the Awards ceremony.

Our G4C continues to grow in the region and works with a number of the other regional young professional groups including RTPI Young Planners, RICS matrices, RIBA YPF, CIBSE Young Engineers, CIOB Novus and ICE G&S. New by 2016 will be our regional Construction Clients Group.



North West

The North West has staged a number of excellent events across the region this year. The regional Awards in May, hosted by the University of Salford, The Centre for Construction Innovation and Constructing Excellence was a great

success. Attended by over 400 guests, the night saw 18 Award winners and 4 Highly Commended finalists rewarded for their accomplishments.



South West

Since its relaunch in November 2013, our membership is at around 100 organisations and we embrace eight Clubs, the latest in Somerset launching in November 2015. Six working forums are based around Clients, Procurement,

G4C, BIM, Lean, and Marketing & Communications, and their first output was a guide to Output-led Procurement at our inaugural SW Construction Summit in June 2015. Our Awards are now in their 8th

year and this year's dinner was attended by 350 people. The 'Adopt a School' campaign launched in the region by then government Chef Construction Adviser Peter Hansford features events and activities to bring local schools together with construction-related companies to improve the reputation of our industry.



Yorkshire and Humberside

We continue to refresh and reinvigorate this region, which is run by the Centre for Knowledge Exchange (CKE) at Leeds Beckett University and steered by an industry-led board chaired by Tom

Oulton. Monthly 'excellence' breakfasts are a great success, covering key themes such as BIM, sustainability, equality and diversity, and procurement. Our showpiece event, the regional awards (#ceyhawards), was our most successful to date with a record number of entries and over 350 attending the gala presentation evening at the National Railway Museum in York.

We work closely with other parts of the CE movement, including the Club, G4C Yorkshire, and CCG in the region, and we play host to the national BIM theme group. The forward programme includes events themed around the RIBA plan of works, and half-day conferences and simulcast events through our thinkBIM and Green Vision networks.



Constructing Excellence Clubs

The network of clubs has continued to drive the aims of the movement at regional and local levels. As the industry continues to evolve under economic, environmental and social challenge, and government and clients' ambitions for our sector are ever increasing, so too is the role of the Clubs. With 35 clubs currently active around England, Wales and Northern Ireland, together with the nine regional centres, it is vital the networks stay on message and ensure the achievement of our vision for 2025.

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

Regional Directors

Wales - Milica Kitson OBE

Northern Ireland - Professor George Heaney

East - John Hall

London & South East - Derek Rees

Midlands - Mark Wakeford

North East - Catriona Lingwood

North West - Professor Peter McDermott

South West - Andrew Carpernter

Yorkshire & Humber - Tom Oulton



2015 Award winners

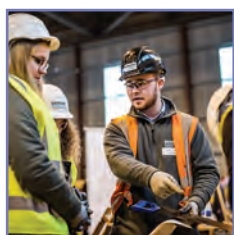
The Ninth Constructing Excellence National Awards 2015

These took place on 23 October at the London Marriott Hotel Grosvenor Square. Since the north east region began their awards eleven years ago, the awards have grown to eight regional events covering Wales and the English regions, following by a national final featuring all the regional winners.

Young Achiever of the Year

Sponsored by SuccessTrain

Winner - Danny Branson (East of England)



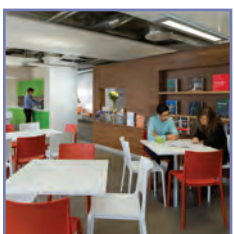
This Year's winner is extremely passionate about the industry, in five years having self-funded a carpentry apprenticeship, won a Regional Carpentry Competition, beat thousands of competitors to finish fifth in the BBC's national search for Talent of the

Year, all while securing a series of promotions to the position of construction manager for his employer. His positive outlook and desire to learn has shown true commitment to delivering quality for customers, driving forward the sustainability agenda and engaging with young people to give them an insight into our industry.

Leadership People and Development

Sponsored by Heathrow Airports Ltd

Winner - Cundall (West Midlands)



The winner of this Award actively support and encourage their staff in progressing professional qualifications, supporting further and higher education, and operating accredited in-house-training schemes with engineering institutions. Their 'We

Believe' partnership helps employees understand, not only their own role, but how they participate within the wider construction industry. With a focus on long-term career planning, they recognise excellence through their annual "Excellence Award". They also reward loyalty through a flexible benefits scheme and Long Service Awards.

Health and Safety

Sponsored by APS

Winner - Cardiff Business School (Wales)



This year's winner has shown a commitment to achieving outstanding levels of health and safety not only among the workforce but also with the general public. The public's safety was addressed through measures such as secure site access arrangements and

the introduction of safe pedestrian routes. An innovative health and safety app was developed and distributed to the supply chain to help manage travel safely, including deliveries to site, and has since been used on other schemes. Their successful health and safety strategy was underpinned by the integrated and collaborative team ethos they established on site.

Heritage Award

Winner - Lincoln Castle Revealed - Lincolnshire County Council, Arrol and Snell, Robert Woodhead Limited, The Morton Partnership, FAS Heritage, Summers Inman, Belvedere and Mouchel (East Midlands)



This project is a highly sustainable, multi-functional building including the first new build development in the area for over 150 years, and the centre is a focal point of Heritage skills and development. The project comprised of installing a complete circuit 'Wall Walk'

experience which, for the first time in recent history, offers visitors panoramic views across the town. This project was to celebrate the Magna Carta's 800th anniversary in 2015 with the focus on their entry of three project phases: the Heritage Skills Centre, the conservation of Lincoln Castle Walls and Lincoln Castle Prison and Subterranean Magna Carta Vault.

Integration and Collaborative Working Award

Sponsored by Waterloo Air Products

Winner - P21+ Repeatable Rooms – ProCure21 Plus Partnership Group, Department of Health, Balfour Beatty, Galliford Try, IHP, Interserve, Kier and Willmott Dixon (South East)



The winning project team work together in a non-competitive partnering ethos to develop evidence-based healthcare designs that improve patient outcomes whilst delivering capital construction cost reductions. The project has facilitated the formation of virtual teams

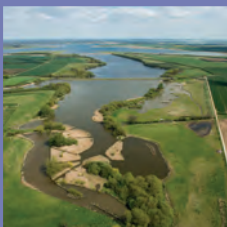
comprising clinicians, patients, academics, and others to develop these facilities. The standard components alone have already saved over £1m, with the potential for £30m per annum savings based on the annual framework spend of £600m. The first P21+ project to use Repeatable Rooms has just completed with savings of up to 9% already verified and savings in excess of 20% predicted.

The Legacy – Sustainability Award

Sponsored by Constructing Excellence Wales

Highly Commended - Gas to Grid - GENeco (South West)

Winner - The Abberton Scheme - Northumbrian Water Group, MWH, EC Harris and Carillion Plc (East of England)



The purpose of this winning project was to create a sustainable legacy, that will have long term benefits for people, businesses and the environment. The extensive scope of works incorporated within the scheme required the inclusion of several technical disciplines

and demanded careful co-ordination and management.

The scheme is an exemplar of sustainable construction and development and also a showcase of what can be achieved when engineers and environmentalists share a common goal; working together to enable man and nature to co-exist in a changing climate.

Innovation

Sponsored by Northumbrian Water Group

Winner - UtterBerry Wireless Sensor Devices – UtterBerry Ltd and Costain Skanska JV Crossrail (South East)



The winner of this Award shows how their product will revolutionize civil engineering instrumentation and monitoring through the introduction of this new technology. This product is used to render the task easier to perform, with better measurement

precision, and yielding dependable results in real time with their zero power electronics, a powerful microprocessor and wireless communications. The project saved millions of pounds using this new product and provided unparalleled monitoring technology, particularly in a sealed environment with no human access. When benchmarked against other technologies the key outcomes included overall project installation time/complexity, impacting overall cost, automation of analysis, and health and safety.

Value

Winner - Huddersfield Royal Infirmary – Interserve, Calderdale and Huddersfield NHS Foundation Trust and AFL Architects (Yorkshire & Humberside)



This project shows how a collaborative relationship between the partners has provided long-term value and significantly improved the condition of the estate and the environment for all involved. 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. The collaborative relationship has achieved many of the goals recognised within the 'Construction 2025' vision and the programme has generated savings in cost (around 20%) and time (34% saving)

BIM Project of the Year

Highly Commended - A1 (M) Leeming to Barton Improvements – Carillion Morgan Sindall Joint Venture, Highways England, Aecom and Grontmij (Yorkshire & Humberside)

Winner - Pride Hospitals – Hopewood Park - Laing O'Rourke, Northumberland Tyne & Wear NHS Foundation Trust, Medical Architecture and Turner & Townsend (North East)



A 'one team' collaborative culture underpinned the BIM response for this project, driven by a need for early client engagement and effective communication with the hospital's stakeholders. The coordinated BIM response allowed for the early

engagement of principal subcontractors, full design synchronisation and clash avoidance and detection. Working with the contractor, the design team provided accurate and coordinated information in BIM to allow building elements to be sent directly for offsite manufacture. Using the Navisworks model also allowed the design team to engage the client and stakeholders in new ways, showing them how the building would appear when constructed.

SME of the Year

Winner - Hodgson Sayers Ltd (North East)



With over 35 years in the industry this organisation has excelled in recent years with a change of management and new headquarters in 2007. This saw a new future direction, planned growth and development strategy for the organisation. As a responsible

employer and proud of the industry in which they work, they are active members of various industry body organisations and also hold accreditations various industry boards. Through their blog, social media and traditional media channels they have contributed to discussions on a wide range of subjects including apprenticeships, recruitment and training, technological developments within the sector and the effects of Health and Safety to name but a few.

Client of the Year

Sponsored by Diligentia

Winner- Stockton Borough Council (North East)



This winning client shows true vision at the in how they operate to develop relationships to deliver benefits for not only main contractors, but also their suppliers. They were named as one of the 12 pilot towns in the 2011 Portas

Review for a wider Town Centre Regeneration Investment Plan. The project has brought huge benefits to the town, and will have a huge impact on local businesses and residents. The procurement method used has also been important in creating a culture of excellence. By empowering the contractor through ECI, benefits are realised throughout the initial stages of the project. Collaboration is placed at the heart of the process to ensure success is delivered whilst developing open and honest working relationships.

Achiever of the Year

Sponsored by Constructing Excellence in the North East

Winner - Louise Brooke-Smith (West Midlands)



The winner drives her organisation and employees forward in what is seen as one of the top ten independent consultancies in the UK. As the first female RICS president, she has been an advocate for diversity across the property sector and led various

initiatives including supporting women spokespeople across the UK. Named as Outstanding Women in Construction in 2015, she has been invited by the UK Government onto many advisory panels such as The Cabinet Office, DCLG and DWP. She has also headed up many international professional internationally

Project of the Year

Commended - Penarth Learning Community –Leadbitter – A Bouygues UK Company, Vale of Glamorgan County Council, HLM Architects, Arup and AECOM (Wales)

Highly Commended - Lincoln Castle Revealed - Lincolnshire County Council, Arrol and Snell, Robert Woodhead Limited, The Morton Partnership, FAS Heritage, Summers Inman, Belvedere and Mouchel (East Midlands)

Winner - Dawlish Emergency Project – Mott MacDonald, Network Rail, Tony Gee & Partners, BAM Nuttall, Amalgamated Construction and Dyer + Butler (South West)



The winning project overcame a series of issues within a very short deadline to complete the project. The work between all parties has shown a clear indication of the Latham Report benefits of collaborative working.

Queries and problems were discussed

in an open and honest forum with a no blame culture. The collaborative nature required buy in from all parties and it was their determination to continue in this manner which drove the project to be completed within the ambitious 9 week deadline. Whilst rebuilding the infrastructure was the common goal, protecting people and communities throughout this endeavour was also a top priority.

Constructing Excellence in the North West

Centre for Construction Innovation
The School of the Built Environment
University of Salford, Salford, M5 4WT

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

Constructing Excellence in London and the South East

South East Centre for the Built Environment
Suite 21, 100 Longwater Avenue, Green Park, Reading,
RG2 6GP

Tel: 0118 920 7200
info@secbe.org.uk
www.secbe.org.uk

Constructing Excellence in the South West

26 Churchward Drive
Frome, Somerset, BA11 2XL

Tel: 07738 373249
info@constructingexcellencesw.org.uk
www.constructingexcellencesw.org.uk

Constructing Excellence in the North East

e-volve Business Centre, Cygnet Way,
Rainton Bridge South Business Park, Houghton-Le-Spring,
Tyne & Wear, DH4 5QY

Tel: 0191 500 7880
enquiries@cene.org.uk
www.cene.org.uk

Constructing Excellence in the East of England

Tel: 07768 607014
john.hall@constructingexcellence-east.org.uk
www.constructingexcellence-east.org.uk

Constructing Excellence in the Midlands

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

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

Constructing Excellence in Yorkshire & Humber

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

Tel: 0113 812 1902
ckeevents@leedsbeckett.ac.uk
http://ckegroup.org/cexcellenceyh/

Constructing Excellence in Wales

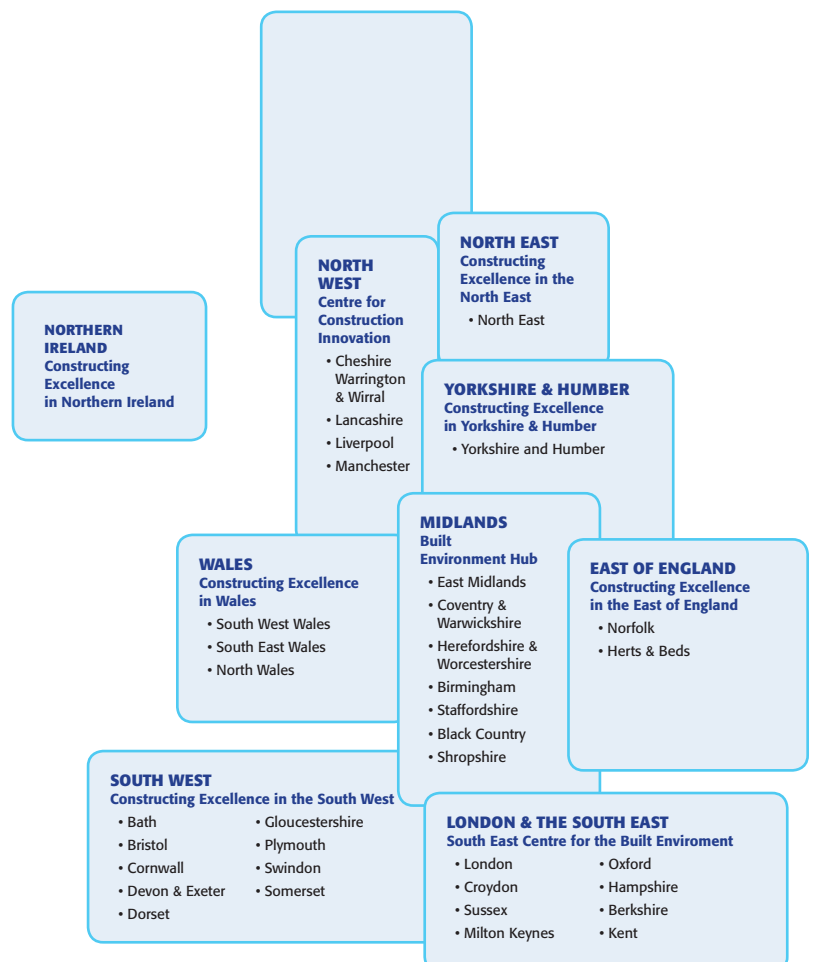
2nd Floor East, Longcross Court, 47 Newport Road,
Cardiff, CF24 0AD

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

Constructing Excellence in Northern Ireland

Room 1K01, University of Ulster, Newtownabbey,
Co Antrim, Northern Ireland, BT37 0QB.

Tel: 028 9036 6215
ceni@ulster.ac.uk
www.ulster.ac.uk/ceni



© **Constructing Excellence** | Published November 2015

Any part of this document may be reproduced provided that the source is acknowledged
| Production: | Photographs, front cover: Dawlish Emergency Project, Winner of Project of
the Year at the Constructing Excellence National Awards 2015;
Photographs inside: All photographs are referenced in their caption.

Constructing Excellence, 2nd Floor, 33 Queen Street, London EC4R 1AP

T: 0845 605 5556

E: helpdesk@constructingexcellence.org.uk

www.constructingexcellence.org.uk



[@constructingexc](https://twitter.com/constructingexc)

Constructing Excellence is committed to reducing its carbon impact