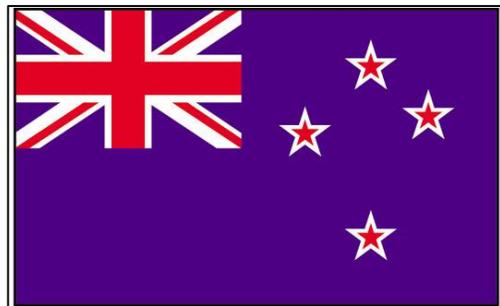


Constructing Excellence in the UK – latest experiences and trends



Don Ward
Chief Executive

www.constructingexcellence.org.uk



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Constructing Excellence

The single organisation driving change
in construction

The platform for industry improvement
to deliver better value
for clients, industry and users
through collaborative working

“Better Together”

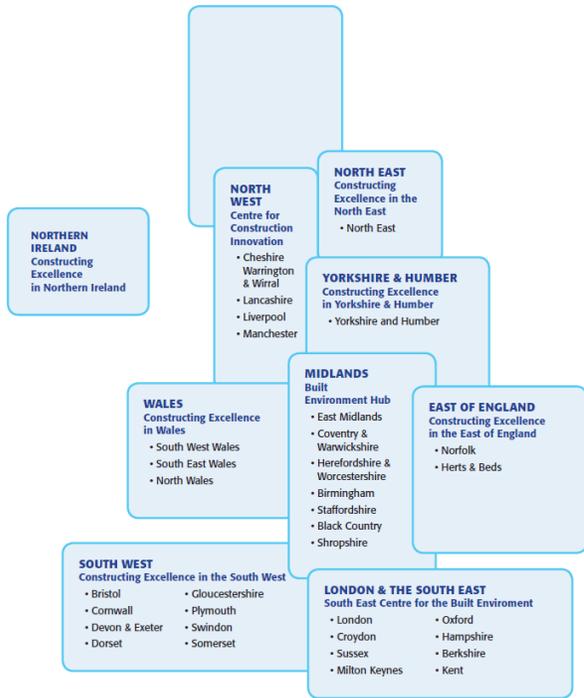


The CE movement

80 national members, 9 regional Centres

35 local best practice Clubs, 670 G4C members,

8 partners in the CE International Alliance



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National corporate membership

The home for intelligent informed clients who are at the heart of CE



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National members

Clients

BAE Systems
BBC
Birmingham City Council
Crossrail
East Riding of Yorks Council
EDF Energy (NNB)
Environment Agency
Heathrow Airport
Highways Agency
Igloo Regeneration
Imperial College
Lambeth Living
London Underground
Magnox
Nationwide Building Society
Northumbrian Water
NuGen
ProCure 21
Quintain
Rochdale Boroughwide

Royal Mail Group
Sandwell MBC
SCAPE
Scottish Water
Westfield Group
Worthing Homes
Yorkshire Water

Contractors

Balfour Beatty
Bowmer & Kirkland
Cara
Dawnus
Higgins
Interserve
ITC Concepts
Keltbray
Kier
Mace
McGee
Morrison Galliford Try
Skanska
Willmott Dixon

Consultants

Advance
Aecom/Davis Langdon
Capita Symonds
CH2M Hill
Coaction Management
CWC
DBD
FaulknerBrowns
Invennt
LCMB
Room4 Consulting
Synaps
Thurlow Associates
Trowers & Hamlin
Turner & Townsend
Waterman
Wragge



**CONSTRUCTING
EXCELLENCE**
International

Manufacturers & Suppliers

4Projects
Astins
Coubari
Graphisoft
Knauf Drywall
Management Process Systems
Polypipe Terrain
Structural Timber Association
Tekla
Waterloo Air Products

Associates

BRE
British Property Federation
Chartered Institute of Building
Glenigan
Institute of Collaborative Working
UK Green Building Council
University of Reading



**Construction
Clients' Group**
CONSTRUCTING EXCELLENCE



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9 members of the CE International Alliance

Other Alliance members



- Australia*
- Denmark
- Hong Kong*
- Netherlands
- Norway
- New Zealand
- Qatar*
- Singapore*
- UK

 CE International Alliance

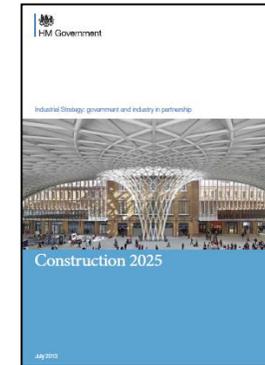
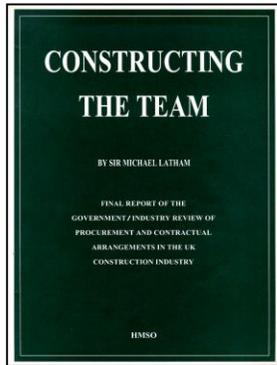
 Project partners

 Other links



UK construction improvement can be charted by a number of key reports

Latham.....Egan.....Olympics....'Crisis'.....'2025'...



1994.....1998.....2006.....2010.....2013...



London 2012 was a great showcase for us

<http://learninglegacy.independent.gov.uk/>



CONSTRUCTING EXCELLENCE International



2012 CONSTRUCTION COMMITMENTS

PROCUREMENT & INTEGRATION

A successful procurement process allows all stakeholders the opportunity to be involved and encourages the best involvement of the supply chain. An integrated project team works together to achieve the best possible value in terms of energy, sustainability, environmental performance and sustainable development.

- Procurement decisions will be based on best value rather than lowest cost, and evaluation criteria will allow opportunities to be identified, where possible, for the construction team to be identified and encouraged to work collaboratively to create value for the client and the wider industry.
- Procurement decisions will be based on best value rather than lowest cost, and evaluation criteria will allow opportunities to be identified, where possible, for the construction team to be identified and encouraged to work collaboratively to create value for the client and the wider industry.

CLIENT LEADERSHIP

Client leadership is vital to the success of any project and enables the construction industry to perform at its best. Identified leadership responsibilities to ensure continuity of leadership for the duration of the project.

- There will be clear statements of best practice, problems and emerging opportunities with all stakeholders involved in the project.
- A clearly expressed and well-communicated vision will be developed by the client before the design stage for all projects and will be shared at the start of all projects.
- The client will develop best practice in design, procurement, innovation, health and safety, and sustainability, and shared on appropriately named and defined websites.
- A clear, well-communicated and flexible procurement policy will be developed by the client, together with clearly expressed and defined objectives.
- The client will work with the project team from the start of the project to identify and manage project risks.
- Projects will be proactively managed before, during and after completion to ensure the best possible outcomes.

DESIGN QUALITY

The design should be creative, imaginative, sustainable and capable of meeting multiple objectives. Quality design and construction will be the best of its kind, and will ensure that the Olympic sites meet the needs of all stakeholders, both functionally and aesthetically, for 2012 and beyond.

- The client will produce a clear brief before design commences.
- Designs will be subject to rigorous quality and safety checks, together with other criteria appropriate to the scale and complexity of the project.
- Best opportunities will be taken to encourage innovation, including off-site solutions, and to ensure operational requirements of the Games and meet the client's and user's needs for 2012 and beyond, to ensure that the value is enhanced by addressing functionality, sustainability and usability, and safety, health and safety throughout. Where appropriate, more than one design solution will be considered.
- Project teams will specify performance criteria to encourage innovation in design, together with sustainability, and design of materials, off-site manufacture and design, including digital printing.
- The design will be based on using 3D modelling, BIM, and other tools to enhance design quality.
- Disused collaborative tools and communication techniques will be reviewed.

HEALTH & SAFETY

Health and safety is integral to the success of any project. Best design and construction to subsequent operations and maintenance.

- All designs will address health and safety issues and all projects will have a safety register.
- 2012 construction projects will expect to be injury and death-free.
- Every project will have a strategy to deal with occupational health and safety before work starts and will be reviewed and updated as required.
- All health and safety risks, including those relating to occupational health, will be assessed, mitigated, where possible, and managed through the project lifecycle.
- Construction sites will be clean, tidy and present good health facilities, including catering, opportunities to the needs of the workforce.
- There will be no construction without causing a nuisance to local communities.

We the undersigned agree to adopt the 2012 Construction Commitments as set out above

Signature of Chairman

John Mann
The Rt Hon John Mann MP

James Morgan
The Rt Hon James Morgan MP

Ka Loring
Karl Loring, Mayor of London

Signature of Chief Executive

David Higgins
David Higgins, Chief Executive ODA

Peter Rogers
Peter Rogers, Chairman 2012 Task Group

Company

Other name

Title

Email

Date

By signing and the signature of the appropriate Chairman and Chief Executive, and with the appropriate seals, the signatories agree to be bound by the terms of the 2012 Construction Commitments. This document is available on the Learning Legacy website.

London 2012 Sustainability Lessons Learned Reference and Resources Guide

UK GREEN BUILDING COUNCIL A GUIDE TO ACHIEVING GOLD STANDARD SUSTAINABILITY FROM THE EXPERTS DELIVERING THE LONDON 2012 CONSTRUCTION PROJECT

TOP FIVE SUSTAINABILITY LESSONS LEARNED

- LEADERSHIP BY CLIENT**
 - Set clear targets in contracts
 - Work with, not for, the client
 - Mark with, not for, the client
 - Share and integrate team achievement
- CULTURE OF TEAMWORK**
 - Build the right team early on
 - Share and integrate team achievement
 - Share and integrate team achievement
- EARLY ENGAGEMENT**
 - Engage early and often
 - Share and integrate team achievement
 - Share and integrate team achievement
- COMMUNICATE PROACTIVELY**
 - Share and integrate team achievement
 - Share and integrate team achievement
 - Share and integrate team achievement
- DON'T BE AFRAID TO INNOVATE**
 - Share and integrate team achievement
 - Share and integrate team achievement
 - Share and integrate team achievement

LEARNING FROM THE LONDON 2012 VENUES

VELODROME

Background design to reduce cost and save embodied energy.

Key Resources

- Executive Summary
- Preparation of the Design
- Full length video (UK-GBC member access only)

Key sustainability lessons learned

- The client has a responsibility to ensure a high level of collaboration between all the teams working on the project, including the contractor.
- There is a need for low carbon material specifications that take both operational and embodied carbon into account. Structural engineering can have a positive impact on this.
- Sustainability outcomes can be achieved through strong leadership and commitment from the team - sustainability doesn't happen on its own, but needs the right knowledge, input and perseverance.

Team from the experts:

- Introduction & welcome Paul King, Chief Executive Officer, UK Green Building Council
- The Strategy Richard Arnold, Project Director, Olympic Delivery Authority
- The Architect Chris Bannister, Partner, HOKUS Architects
- The Engineer Andrew Hill, Director, Expedition
- The Contractor Vincent Birk, Health, Safety, Quality, Environmental Director
- The Delivery Don Espinosa, Director of Sustainability, Usher Tompa Trust



Step to content | Read this page out | [A][N][A] | [A] | [A]

Home About Learning Legacy Browse by theme Books Events Technical overviews

You are in: Learning Legacy

Learning Legacy

Through the Learning Legacy project, London 2012 is sharing the knowledge and the lessons learned from the construction of the Olympic Park and preparing and staging the Games, and helping to raise the bar within construction and event sectors, and act as a showcase for UK plc.

1 2 3 8

About Learning Legacy

Find out more about the lessons learned from the London 2012 construction project

Browse by theme

Read about the 10 themes of the Learning Legacy project and explore the related materials

Videos

Hear from the people who worked on the construction of the Olympic Park and the Athletes' Village.

Lessons learned

This is the first time a construction project in the UK has sought to capture the intellectual capital on this scale.

John Armit, ODA Chairman

'The ODA has provided a model for success that is transferable to other UK construction projects.'

Paul Monetti, Chief Construction Advisor at HM Government



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The Client Commitments

Client leadership

Procurement & integration

Commitment to people

Sustainability

Design quality

Health and safety

The Action Plan

Step 1: Sign up to the Clients' Commitments

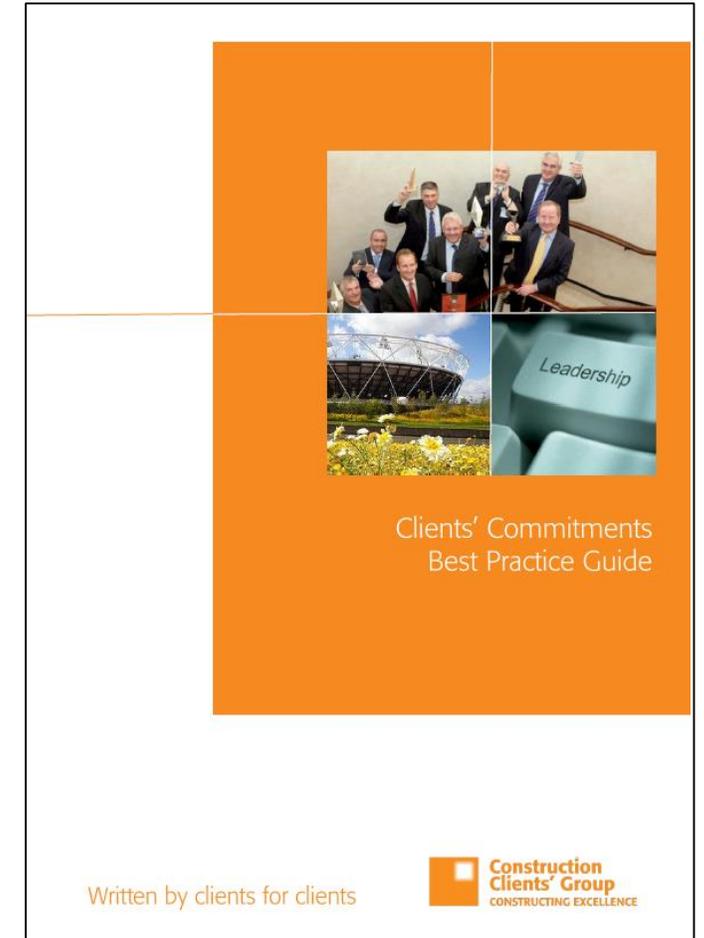
Step 2: Get your Supply Chain partners to sign up to the Construction Commitments

Step 3: Implement principles outlined in the 6 Clients' Commitments Guides on and undertake your project

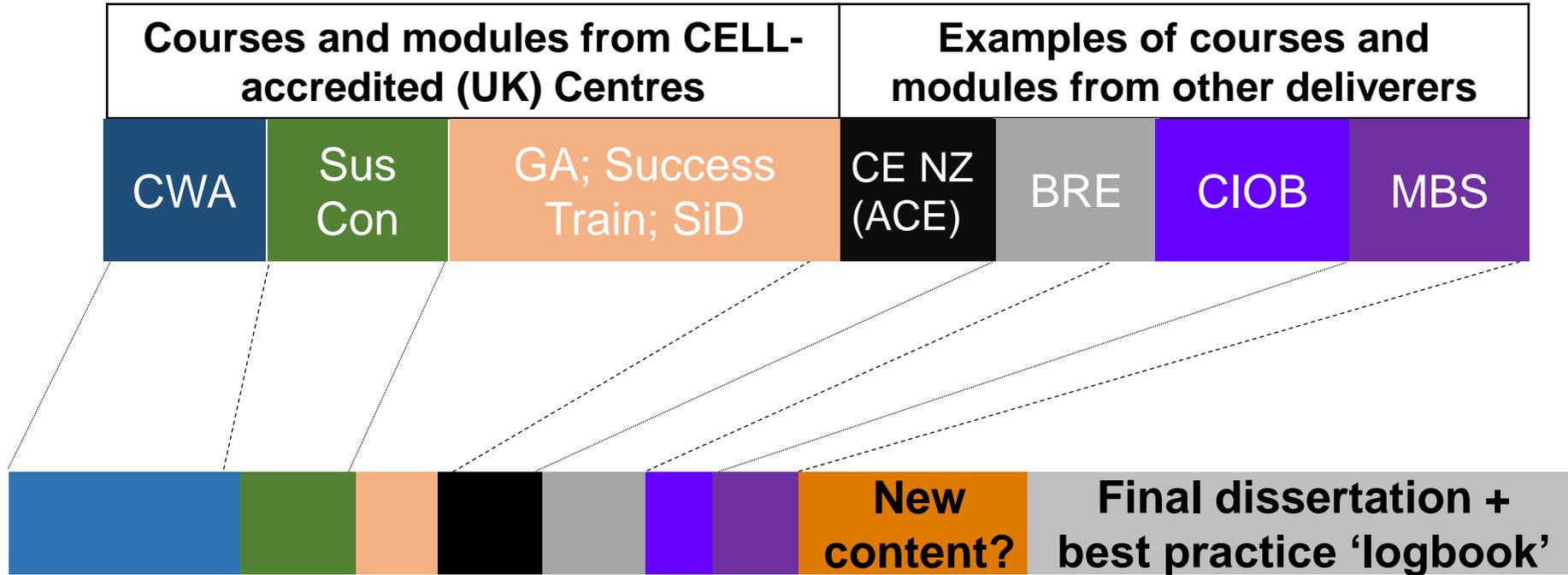
Step 4: Measure performance on your project

Step 5: Check behaviours on your project using the Clients' Commitments Tracker diagnostic

Step 6: Analyse performance and identify/ implement improvement actions



'Mix-and-match' modular qualifications eg "Level 5 Diploma in Client Leadership"



Influencing the mega projects of today to improve the industry of tomorrow - and setting the bar ever higher for the next one



T5
Heathrow



London
2012



Crossrail



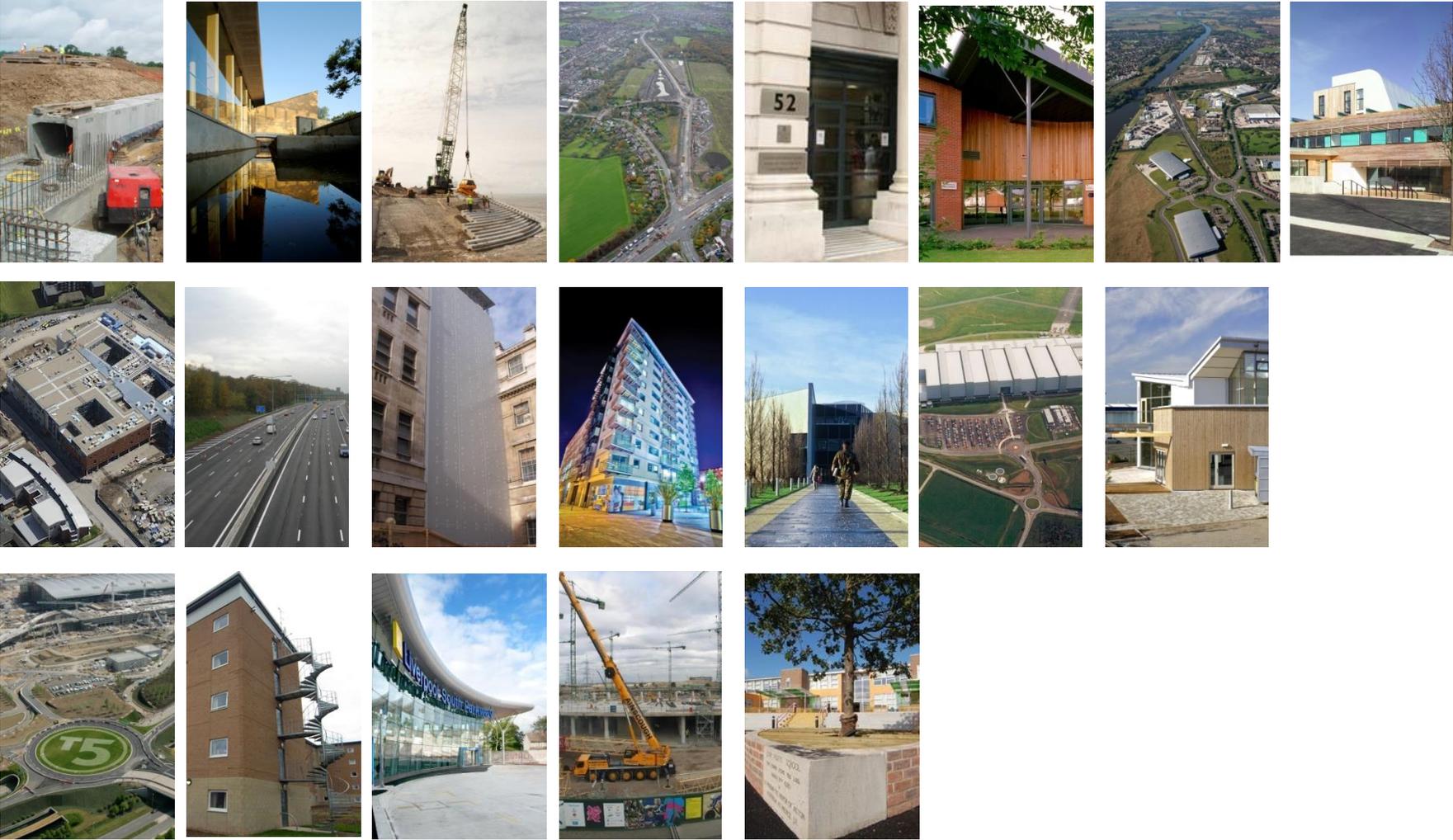
Nuclear
power



HS2



Over 500 Demonstrations Projects covering all sectors, regions and sizes



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“Completed 61 weeks ahead of schedule”



“Saved over £1.4 million on whole life cost forecast “

“Vehicle movements cut dramatically - reducing carbon emissions by 85%”

“Level of recycled elements within the finished product, measured at 89%”

“Project completed £112k under budget”

“No reportable accidents”

“Reduced traffic management by around 6 months leading to huge cost/time savings”

“The project has saved 44% on actual costs compared to the target budget which equates to £500,000”

“The Bypass opened 16 weeks ahead of schedule and within budget”

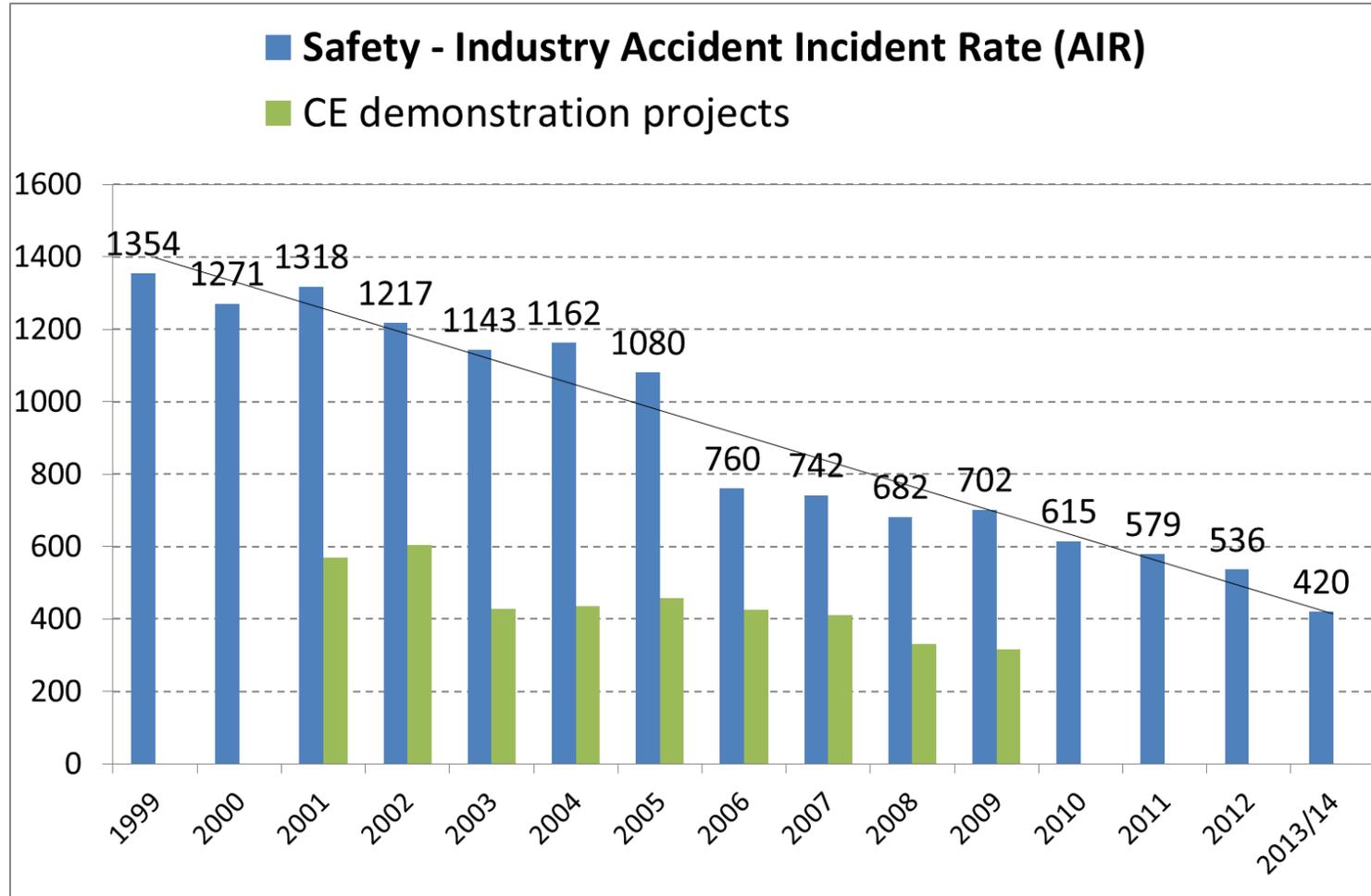
“50k tonnes of waste diverted from landfill”



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“99.6% of demolition waste recycled”

Safety has improved significantly

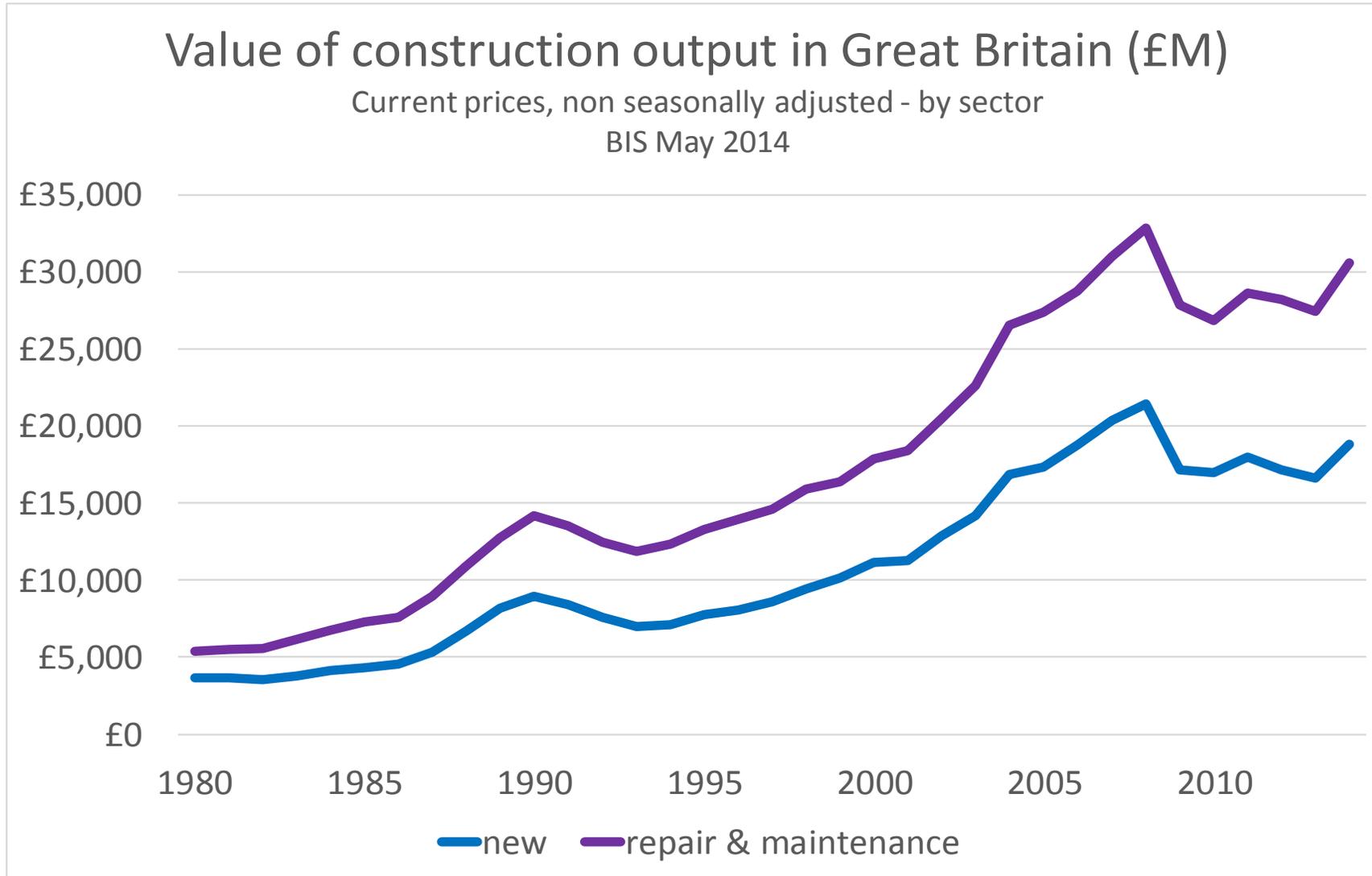


**69% improvement,
c.5% year on year**

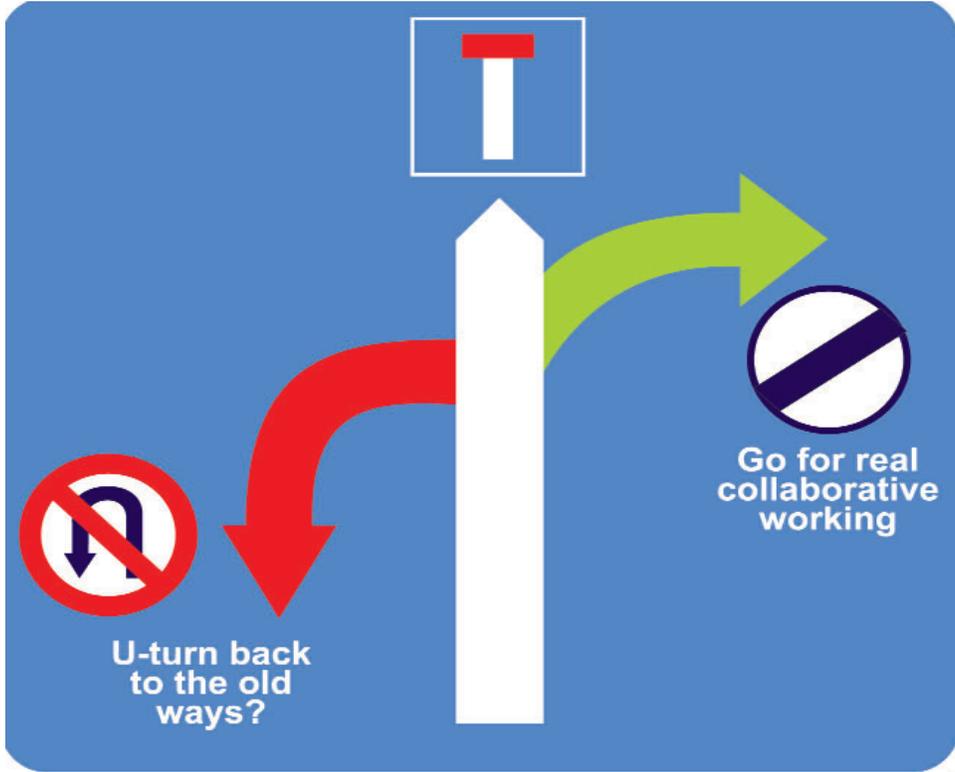
Although only 48% of
employee reportables
are reported (HSE)



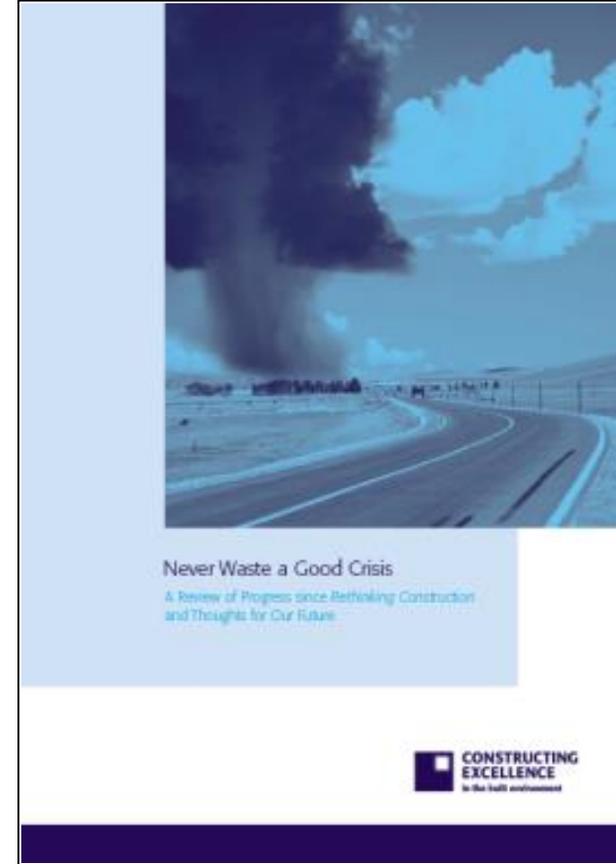
Construction output in Great Britain



'Economic climate change' means companies faced a stark choice



Collaborative Working Champions 'Survival Guide', 2009

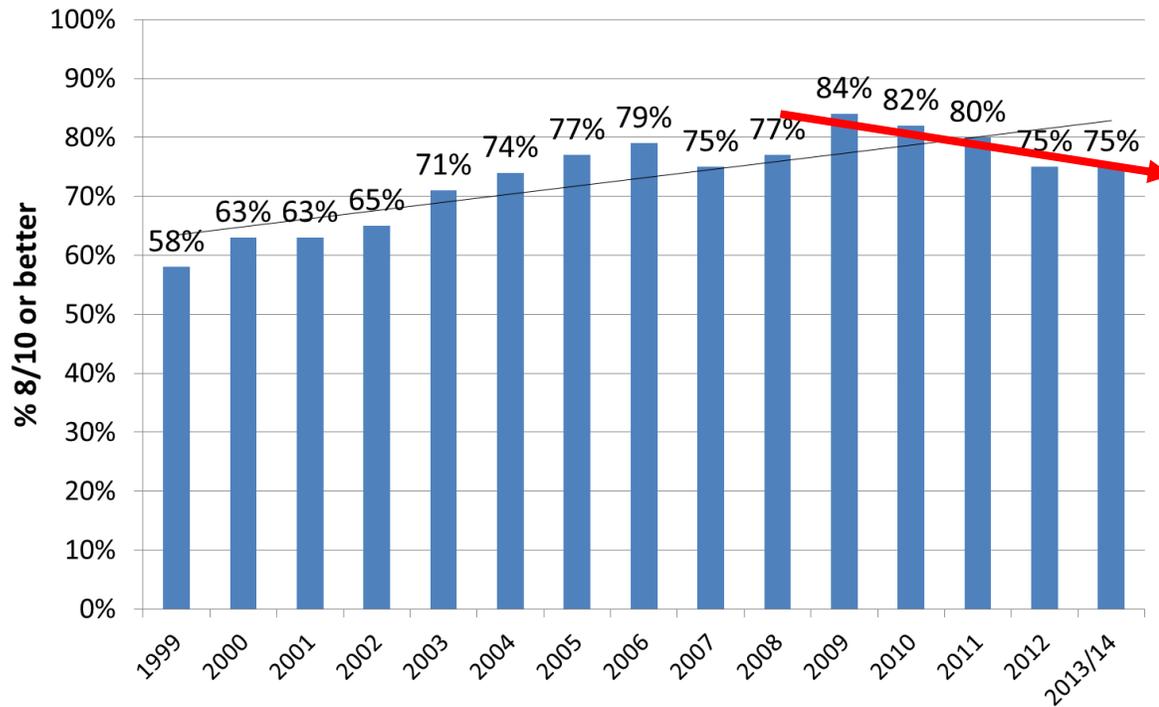


Never waste a good crisis, 2009

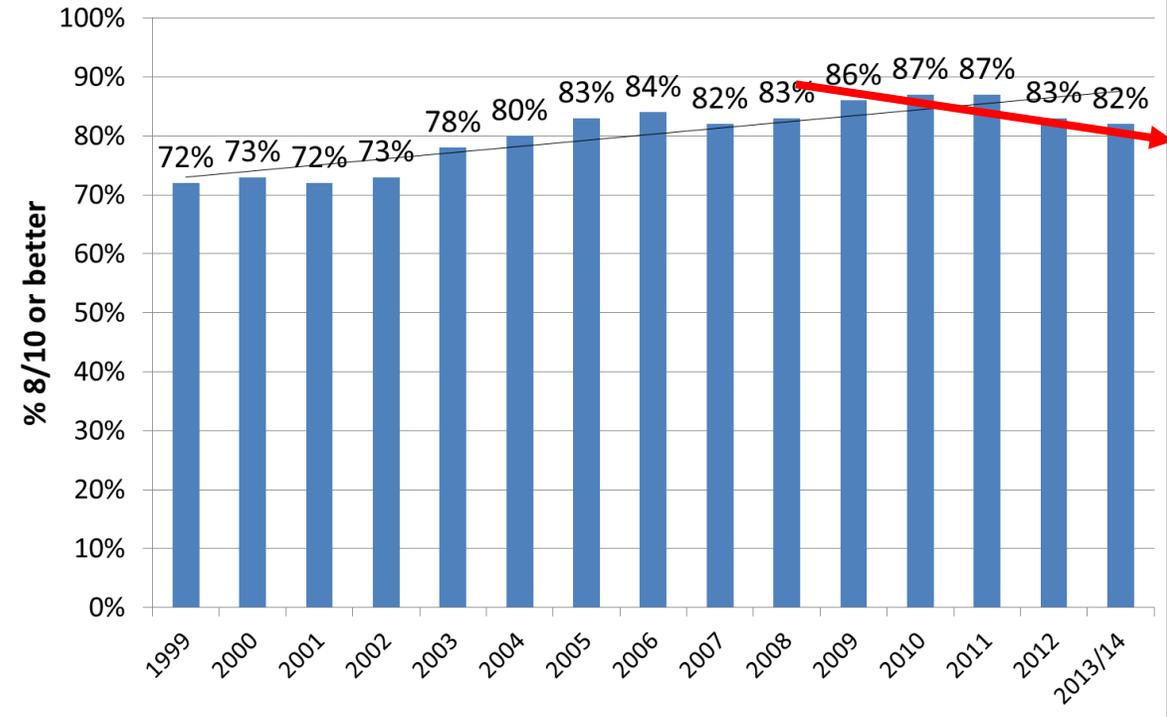


Client satisfaction suffered in the recession

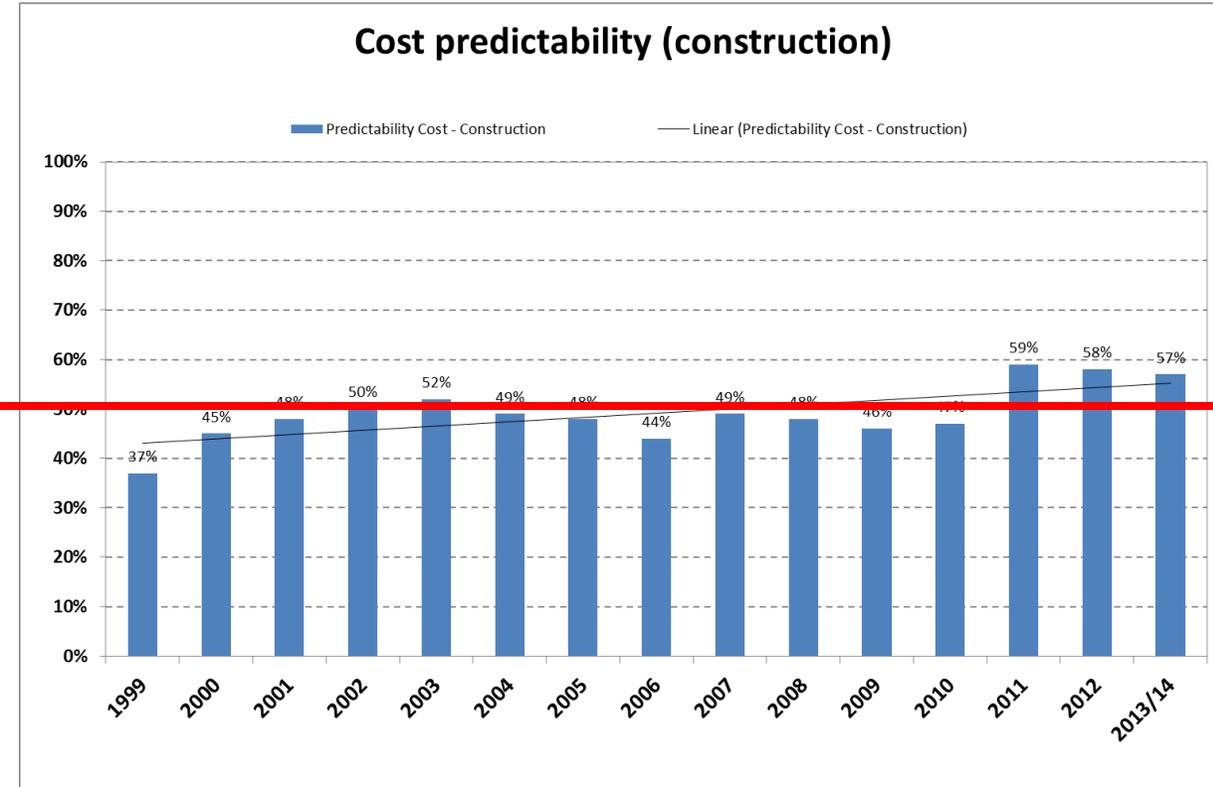
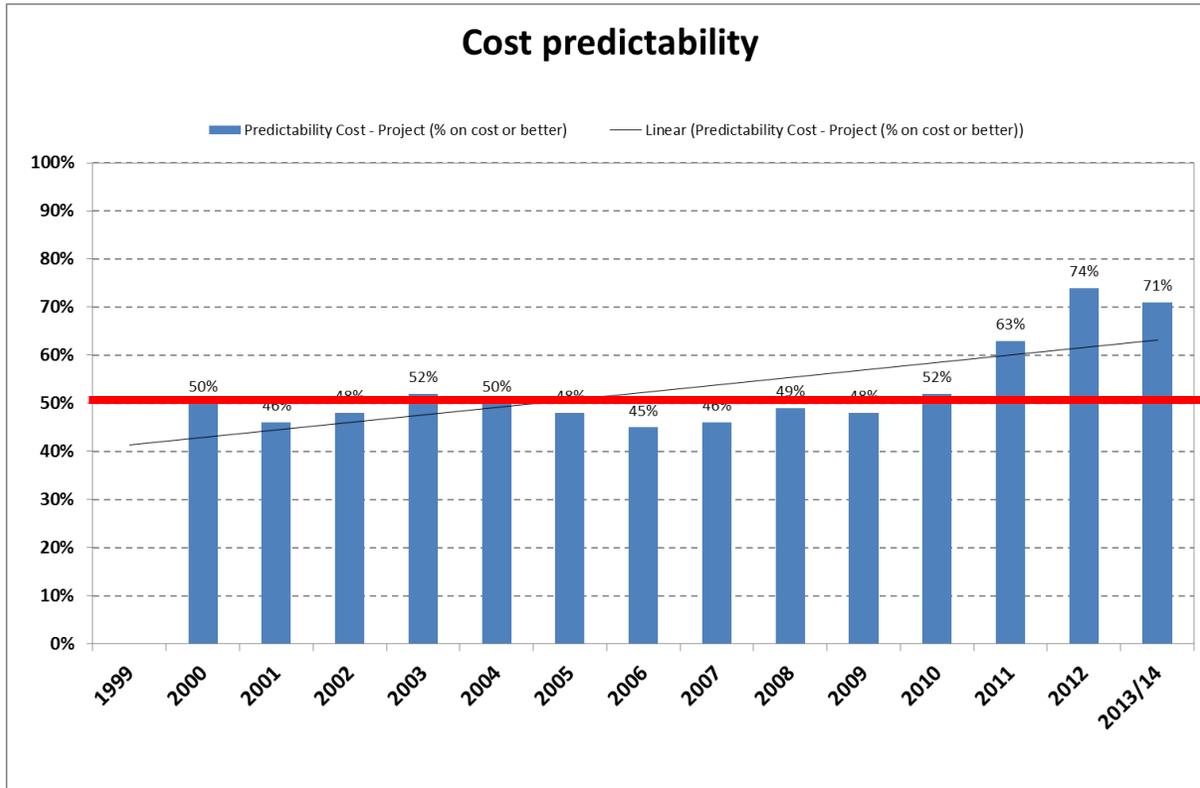
Client Satisfaction - Service



Client Satisfaction - Product

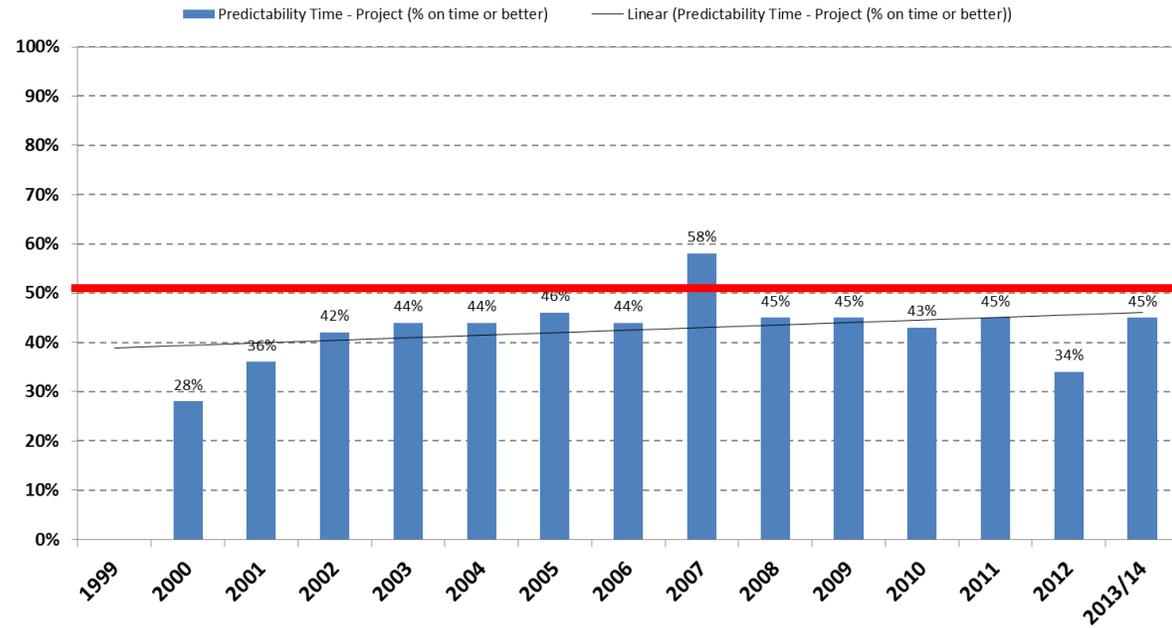


Predictability remains a challenge (cost)

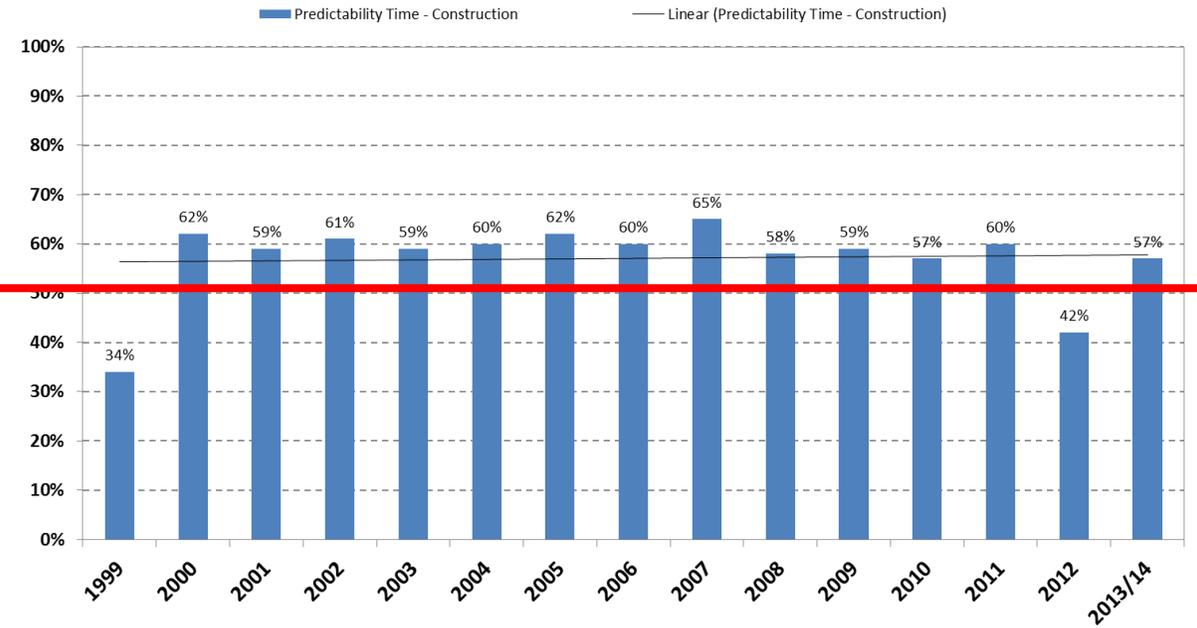


Predictability remains a challenge (time)

Time predictability



Time predictability (construction)

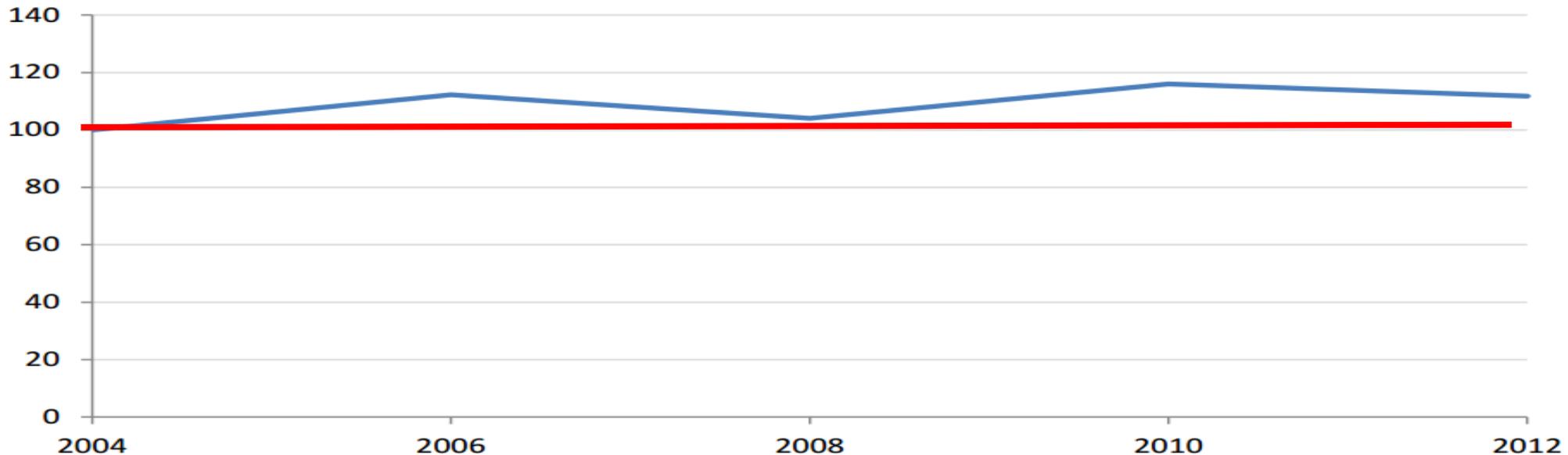


Waste to landfill is not yet reducing

Digest of waste and resource statistics, DEFRA, 2015

Waste from the construction sector in relation to its economic performance.

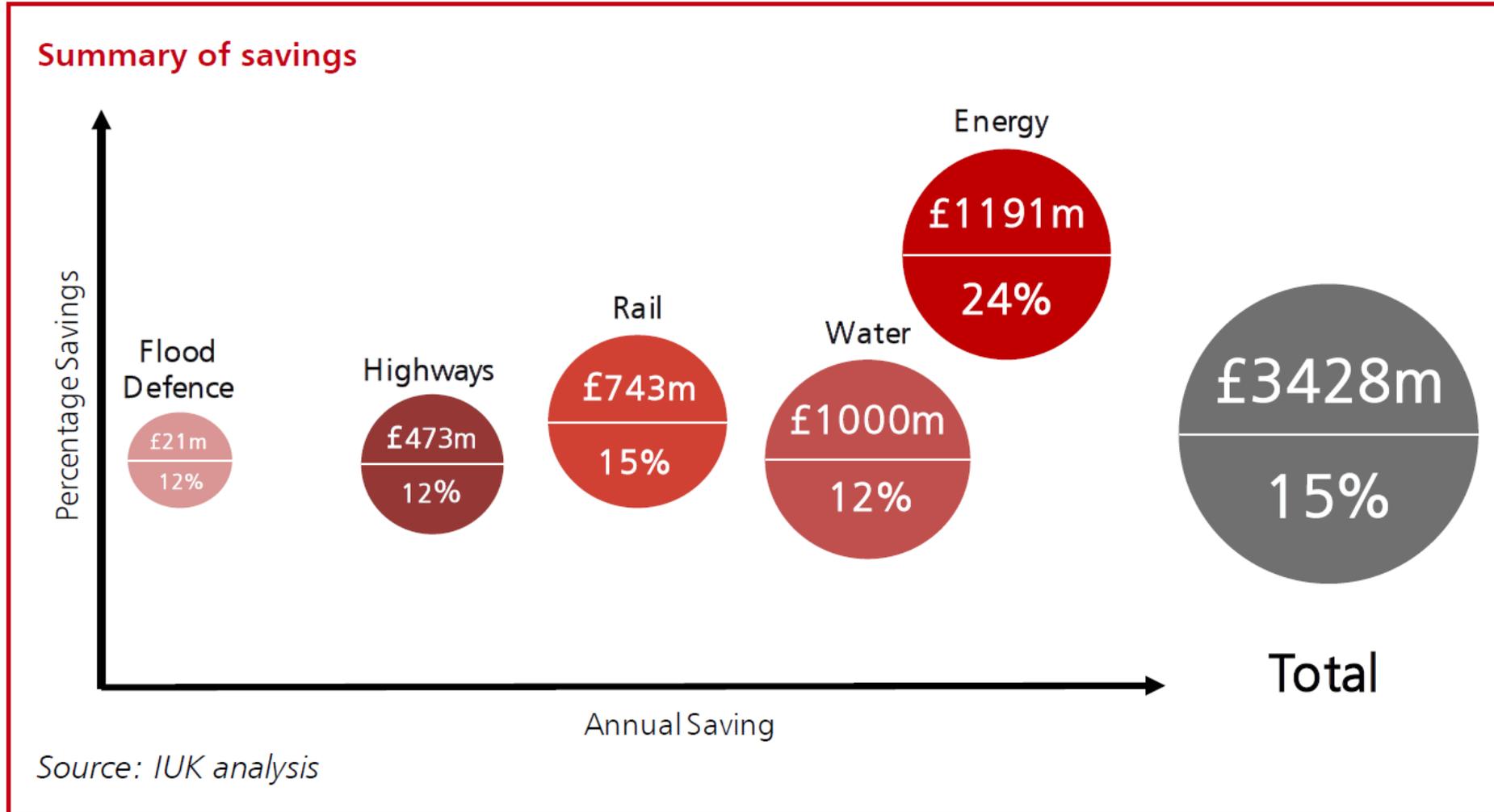
Figure 6.6: Graph showing index of tonnes of waste per £ of GVA for the UK's construction sector¹, 2004 – 2012 (Tonnes of waste per £ of GVA is a Waste Prevention Metric)



¹ Classifications are based on NACE Codes. Construction is defined as NACE Code F (which includes dredging).

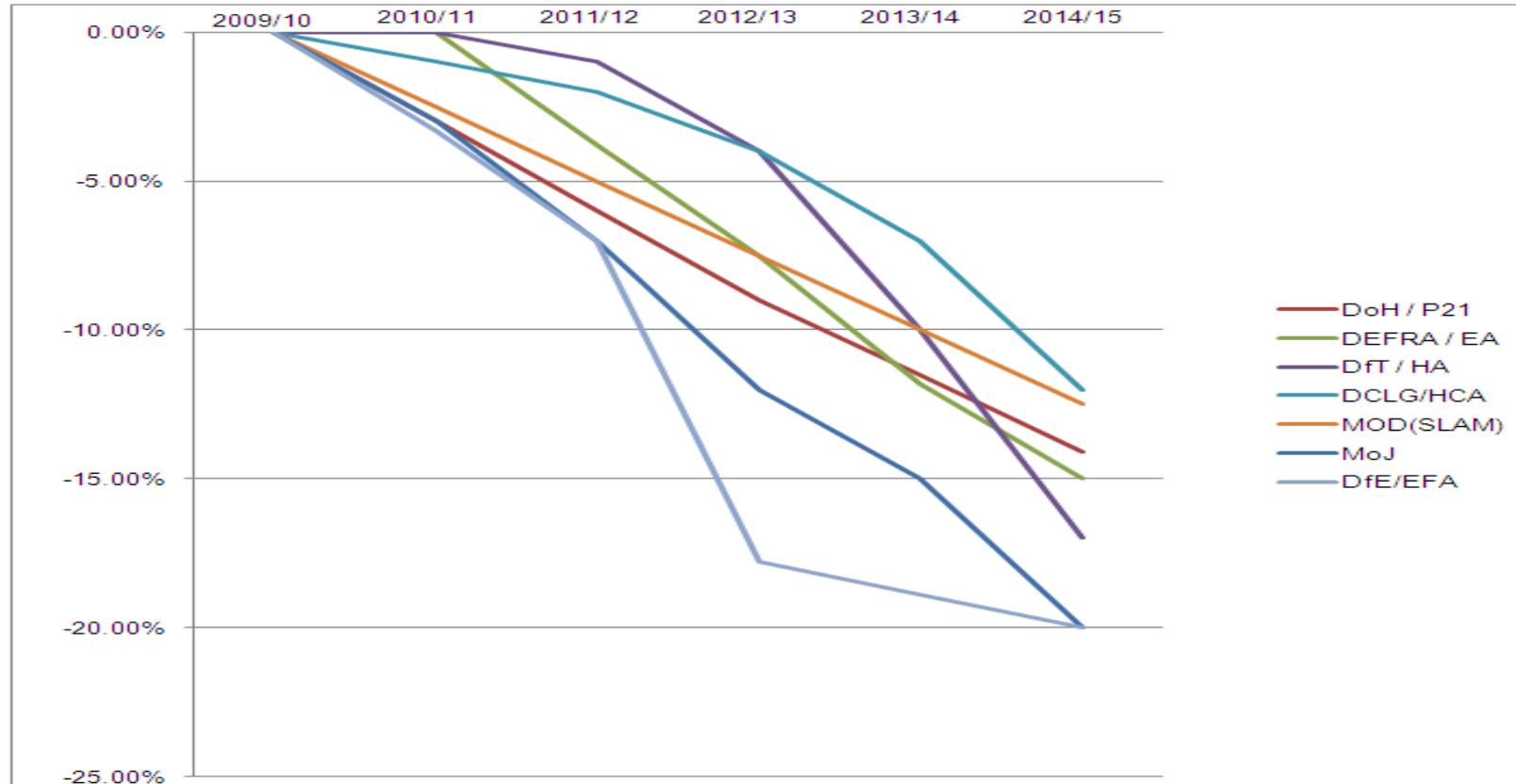


Infrastructure Cost Review savings



Departmental cost reduction trajectories

Chart 2: Department Cost Reduction Trajectories



Source: Cabinet Office



The National Infrastructure Plan Charter

The Charter commitments

The Charter aims to change behaviours and working practice for infrastructure delivery. Government will seek to change behaviour to:

1. provide improved transparency and certainty around the infrastructure forward programme;
2. group projects into more efficient longer-term programmes with clear outcome based objectives;
3. encourage innovation and allow for earlier and integrated supply chain involvement through improved competition and procurement processes;
4. seek the best whole life outcome rather than seeking the lowest cost for a given specification;
5. select supply chain partners on the basis of their ability to deliver innovative solutions set against transparent and affordable cost targets and long-term outcomes;
6. develop appropriate client technical expertise and intelligent commissioning capability and make better use of infrastructure data to support decision making and the setting of cost targets; and
7. create the environment for industry to invest in new technologies and skills improvement to deliver greater outcome-based efficiencies.

Government will look to industry and its leaders to:

1. improve the industry's coordination and communication with Government;
2. be proactive in supporting Government and infrastructure clients to develop and implement new models of procurement and other means to reduce costs and remove wastage;
3. develop long-term strategies to invest in innovation, training and improve safety, productivity and skills; and
4. promote industry collaboration and joint venturing as a means to improving efficiency and growth.



Source: IUK



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Improving procurement timescales

Table A.1: Highways Agency and Environment Agency procurement timescales

Date of contract notice publication	Average working days to complete procurement
2010	216
2011	235
2012	208
2013	125

Source: Cabinet Office



National Infrastructure Plan drivers - roads

Table 1.A: Change in congestion on Road Network in England from 2010

Year	Low Forecast	Central Forecast	High Forecast
2020	6 per cent	15 per cent	26 per cent
2030	22 per cent	41 per cent	67 per cent
2040	33 per cent	62 per cent	109 per cent

Source: Draft National Networks Policy Statement 2013. Percentages have been rounded to nearest whole number

Table 1.B: Change in congestion on Strategic Road Network from 2010⁵

Year	Low Forecast	Central Forecast	High Forecast
2020	2 per cent	19 per cent	42 per cent
2030	32 per cent	71 per cent	137 per cent
2040	52 per cent	120 per cent	256 per cent

Source: Draft National Networks Policy Statement 2013. Percentages have been rounded to nearest whole number



National Infrastructure Pipeline by sector

Dec 2013: 646 projects or programmes, £377 Billion

Sector	Number of projects	Number of programmes	Overall value (£m)
Communications	1	6	14,395
Energy	275	40	218,899
Flood	42	25	3,959
Intellectual Capital	6	2	855
Transport	121	62	121,463
Waste	34	0	2,304
Water	1	31	15,195
Total	480	166	377,072

Source: HM Treasury Major Infrastructure Tracking unit



New procurement models

Integrated Project Insurance (IPI)

Cost Led Procurement (CLP)

Two Stage Open Book (2SOB)

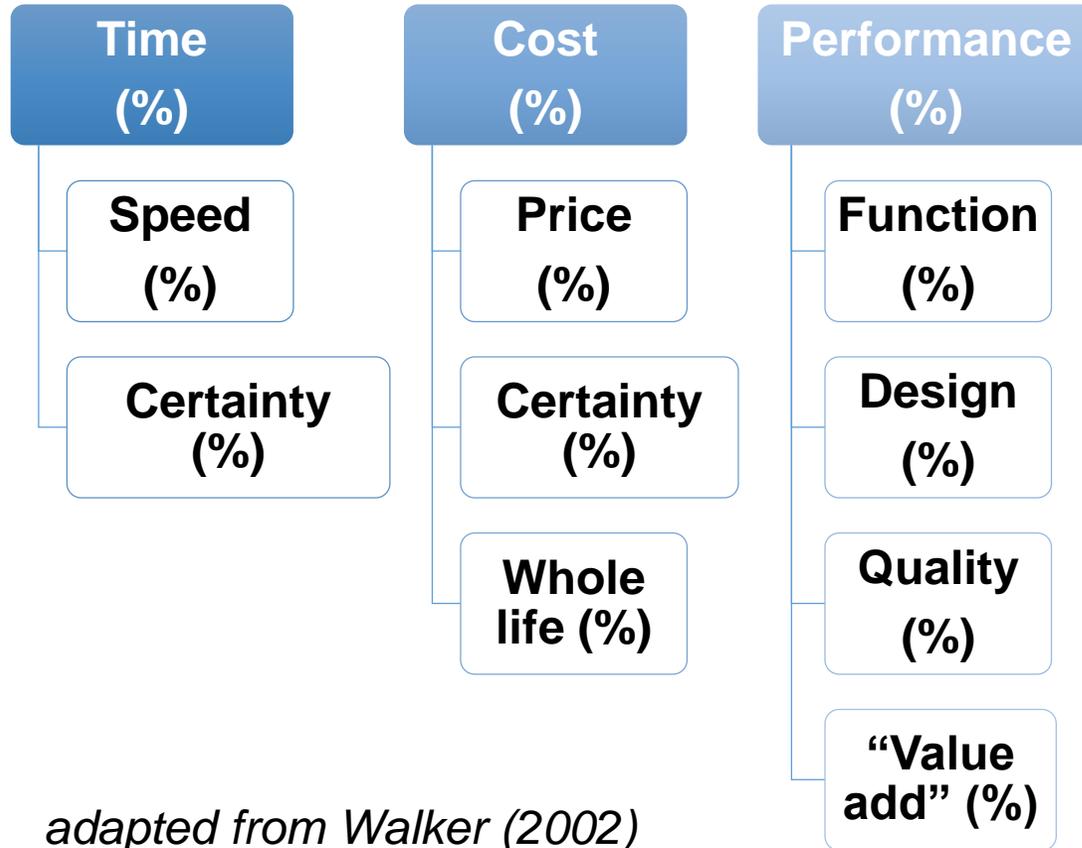
Originally proposed in the Final report to Government by the Procurement/Lean Client Task Group, July 2012



Clients' drivers – procuring for value? Or too many constraints?



Prioritisation of client objectives



adapted from Walker (2002)

Examples of value add may include:

- Social value, eg local employment
- Environmental benefit
- Future revenue from the facility

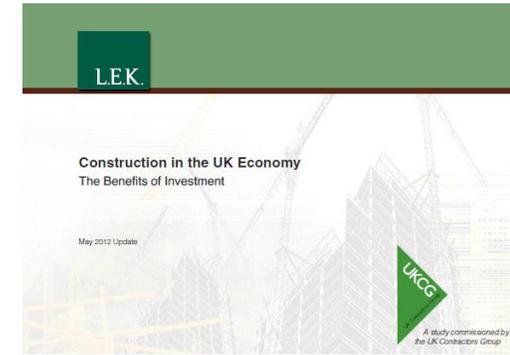


'Social value' in procurement

Construction means local jobs and apprenticeships



The “economic multiplier” (£2.84) has made a compelling argument for investment in construction for growth and employment



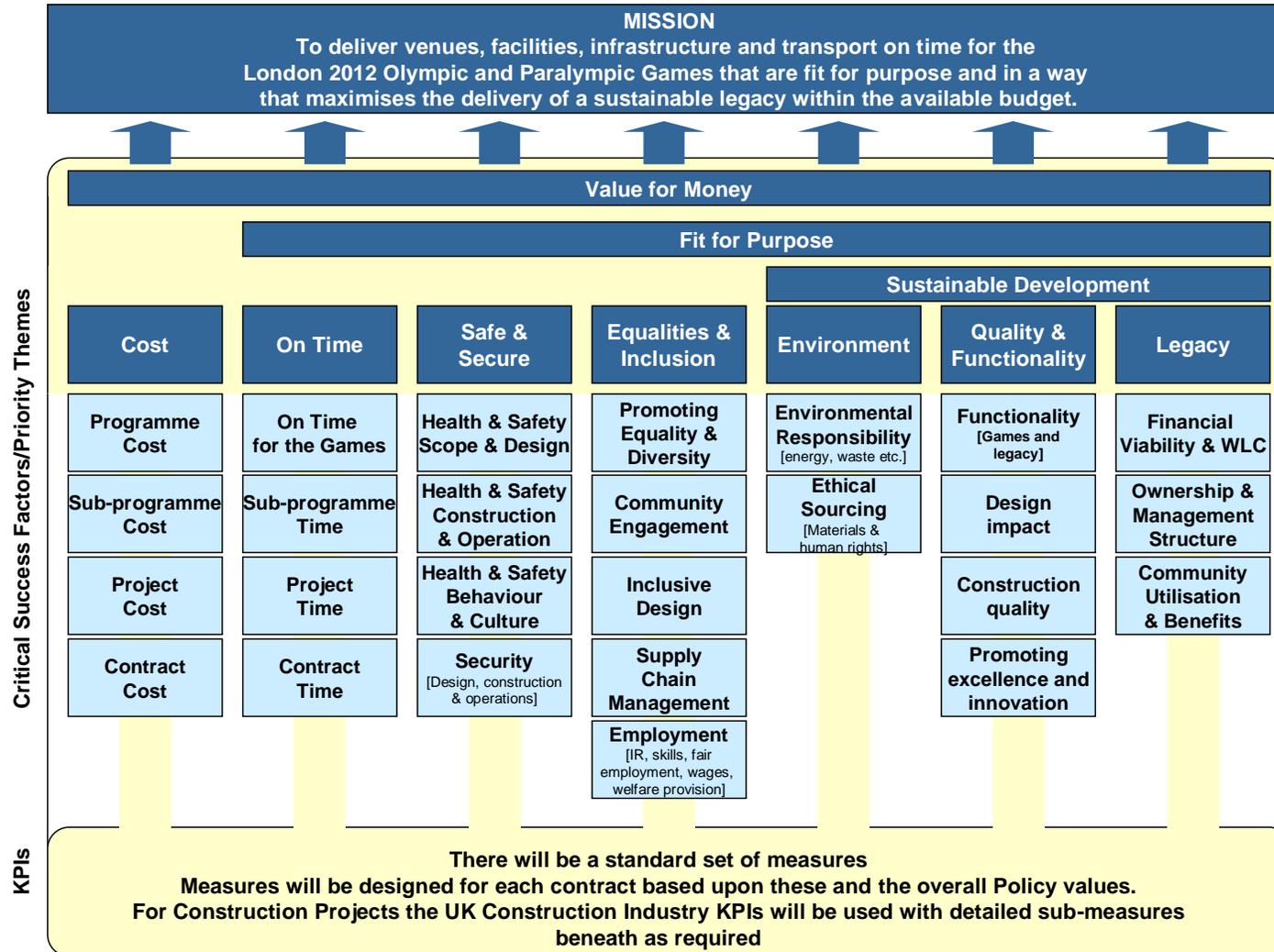
LEK report for UKCG, 2009/2012 *

- £1 investment generates nearly £3 of economic impact
 - Construction is a local industry
- Imports < 8% of total supply
 - Construction is a domestic industry
- Extra £1-£2 end value (eg better education)
- Just about the highest such factor

* *Construction in the UK economy - The benefits of investment*



ODA 'balanced scorecard' for procurement



“New models of construction procurement” July 2014

Early supplier engagement, transparency of cost, integrated team working and collaborative working

Adoption will contribute considerably to the reductions in the cost of construction

Cost certainty, providing better long-term value

What projects should cost, and will cost

Commended by the Government’s Chief Construction Advisor, adopted widely over the coming years



Two-stage open-book procurement

PROJECT	SAVINGS	OTHER BENEFITS
 <p>Cookham Wood Youth Justice Board - Ministry of Justice</p>	<p>20%</p>	<p>Cost and programme certainty; lean programming; Innovation through collaboration; reduced prospective operating costs</p>
 <p>Project Horizon</p>	<p>17% (+16%)</p>	<p>Improved whole life value; improved warranties and quality control; employment and skills commitments; increased recycling/reduced landfill</p>
 <p>Supply Chain Management Group, Hackney/Haringey</p>	<p>14%</p>	<p>Improved end user satisfaction; reduced defects; reduced waste to landfill, carbon emissions; improved employment and skills</p>
 <p>Archbishop Beck school, Liverpool</p>	<p>20%</p>	<p>Improved programme certainty; innovations through early engagement of the team; improved local employment and skills commitment</p>



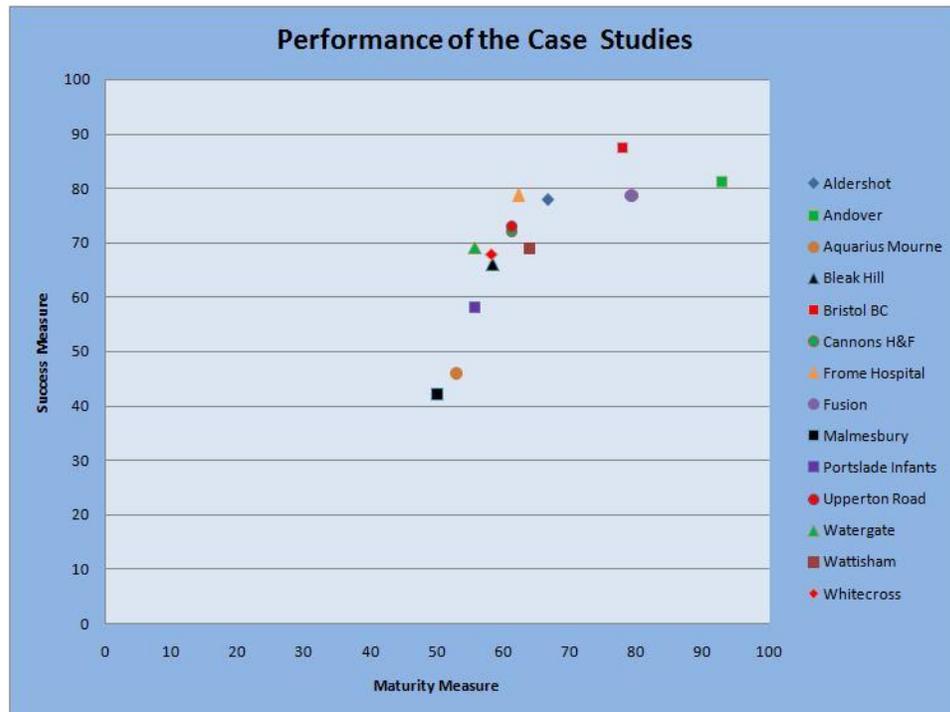
Cost-led procurement

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



Integrated Project Insurance

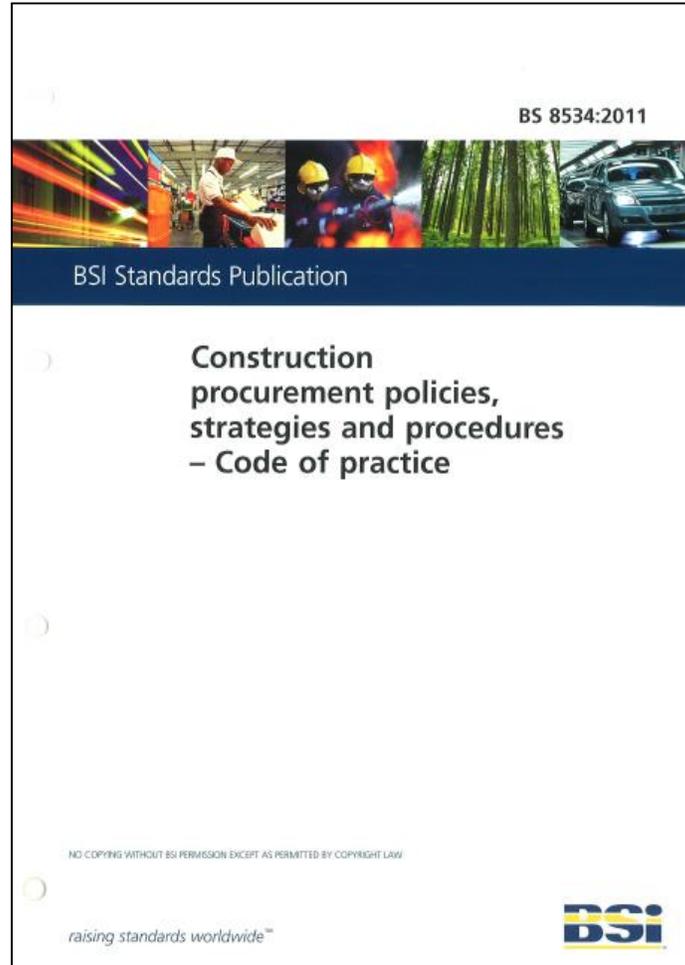
Integrated Project Team (or Alliancing or Integrated Project Delivery) with an insurance and QA 'wrap' to cover financial loss



Dudley College Centre for Advanced Building Technologies and Construction Skills' (CABTech) is the first project to trial this radical new approach



BS 8534:2011: Construction procurement policies, strategies and procedures – code of practice

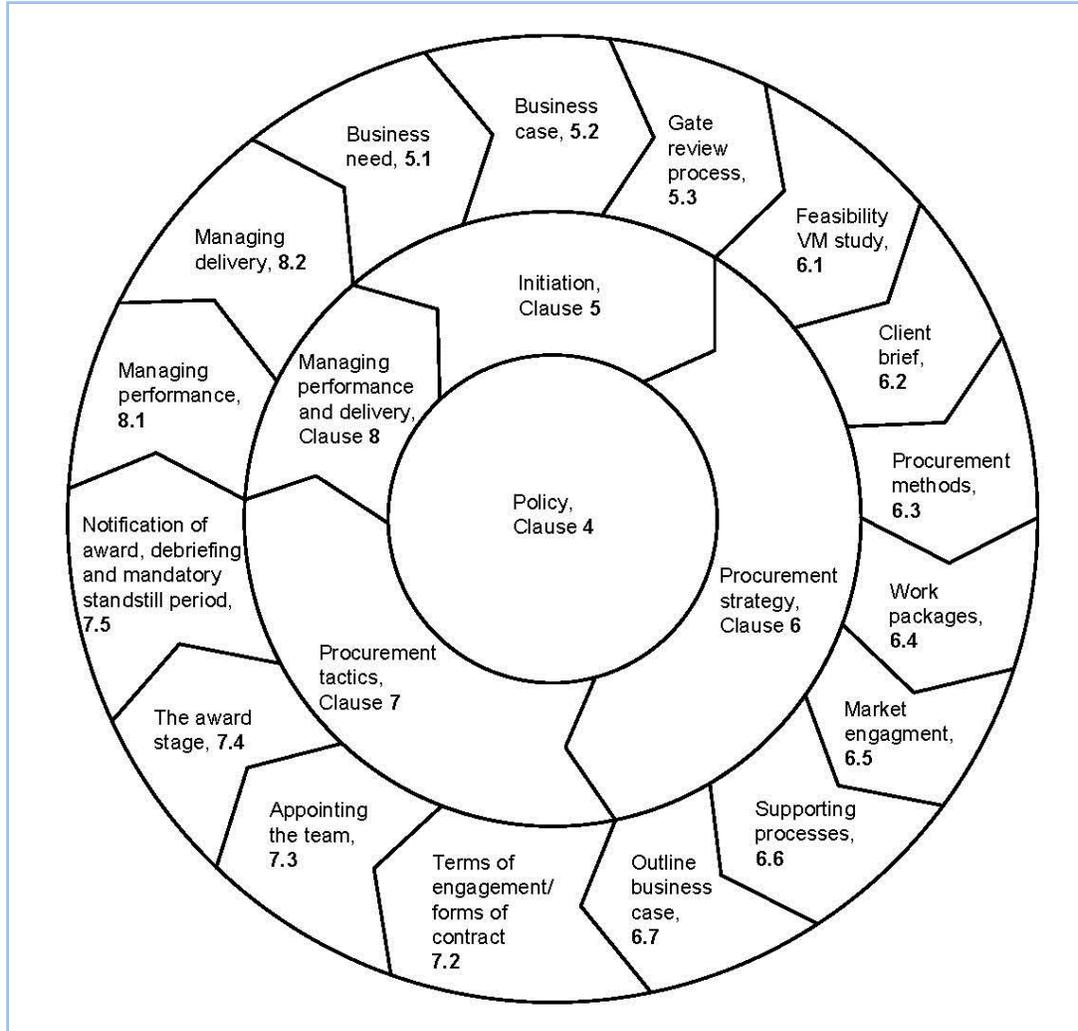


A basis for the new ISO
TC59/SC18 on “Construction
Procurement”



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The procurement cycle



Business need
Business case
Gate review process
Feasibility VM study
Client brief
Procurement methods
Work packages
Market engagement
Supporting processes
Outline business case
Terms of engagement/forms of contract
Appointing the team, incl. prequalification...
The award stage
Notification of award...
Managing performance
Managing delivery



2.3M people work in our industry, the biggest single industry sector from design to manufacturing to installation to maintenance



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Young people's interests include

The planet

IT

Social media

Fairness in society

Fun

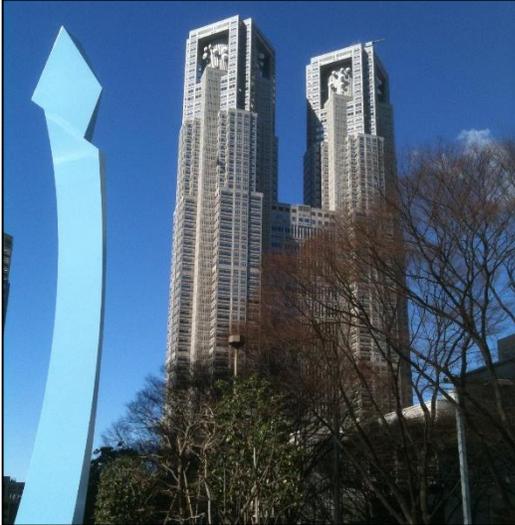
Money

Fulfilment

A “career” with one
company is NOT a priority

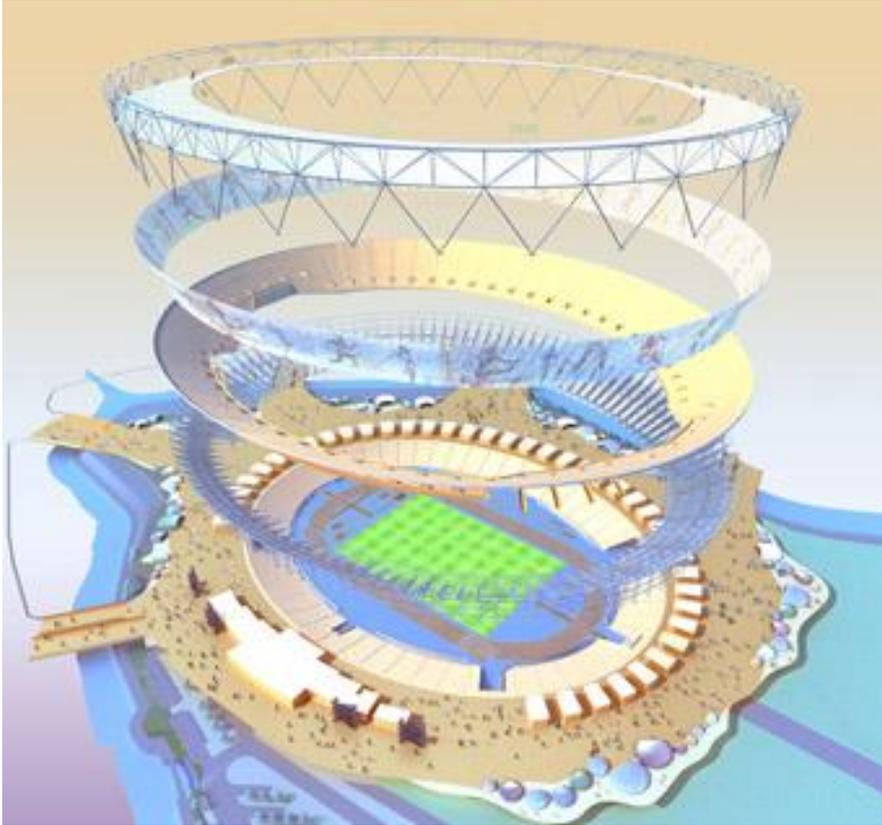


We create amazing products all over the world



@constructingexc @UK_CCG

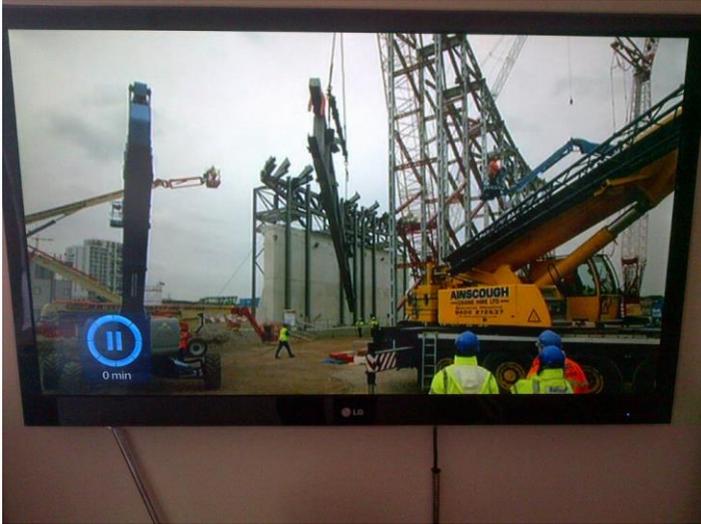
We use amazing technology



@constructingexc

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TV has a (largely positive) appetite

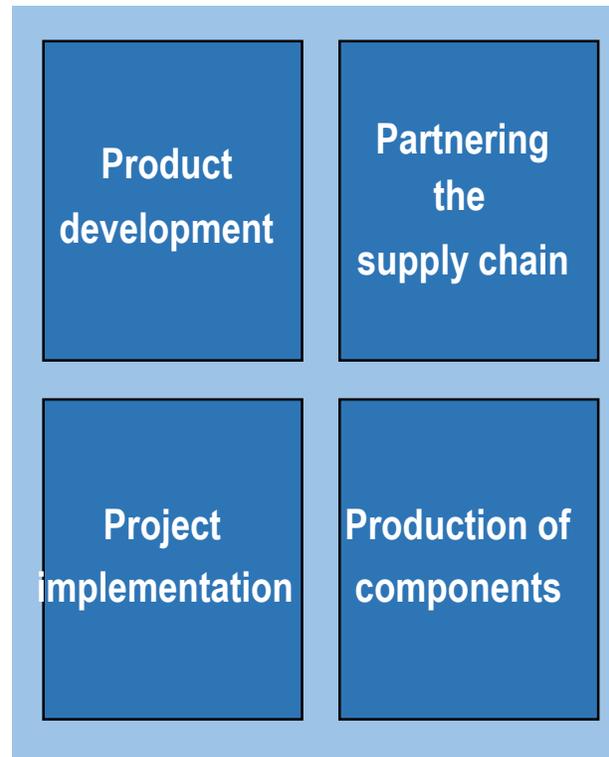


Rethinking Construction, 1998

5 Key drivers for change



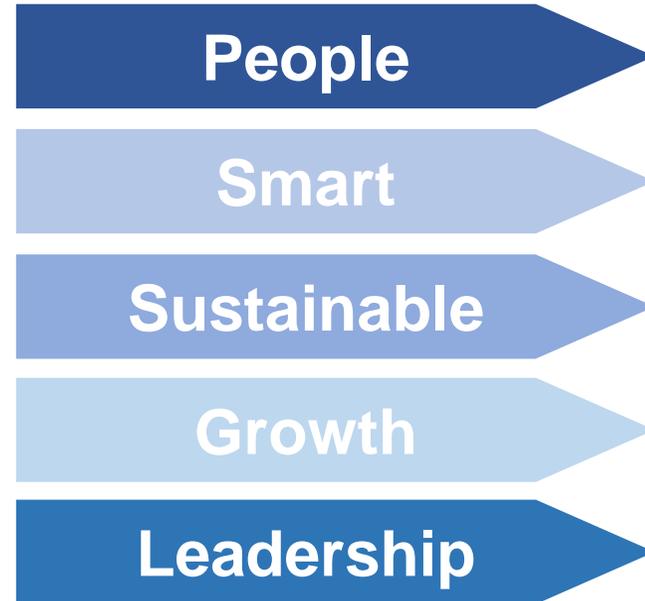
4 Key project processes



7 Targets for improvement



Construction 2025, BIS, 2013



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

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

Less waste

95%

Reduction in waste to landfill

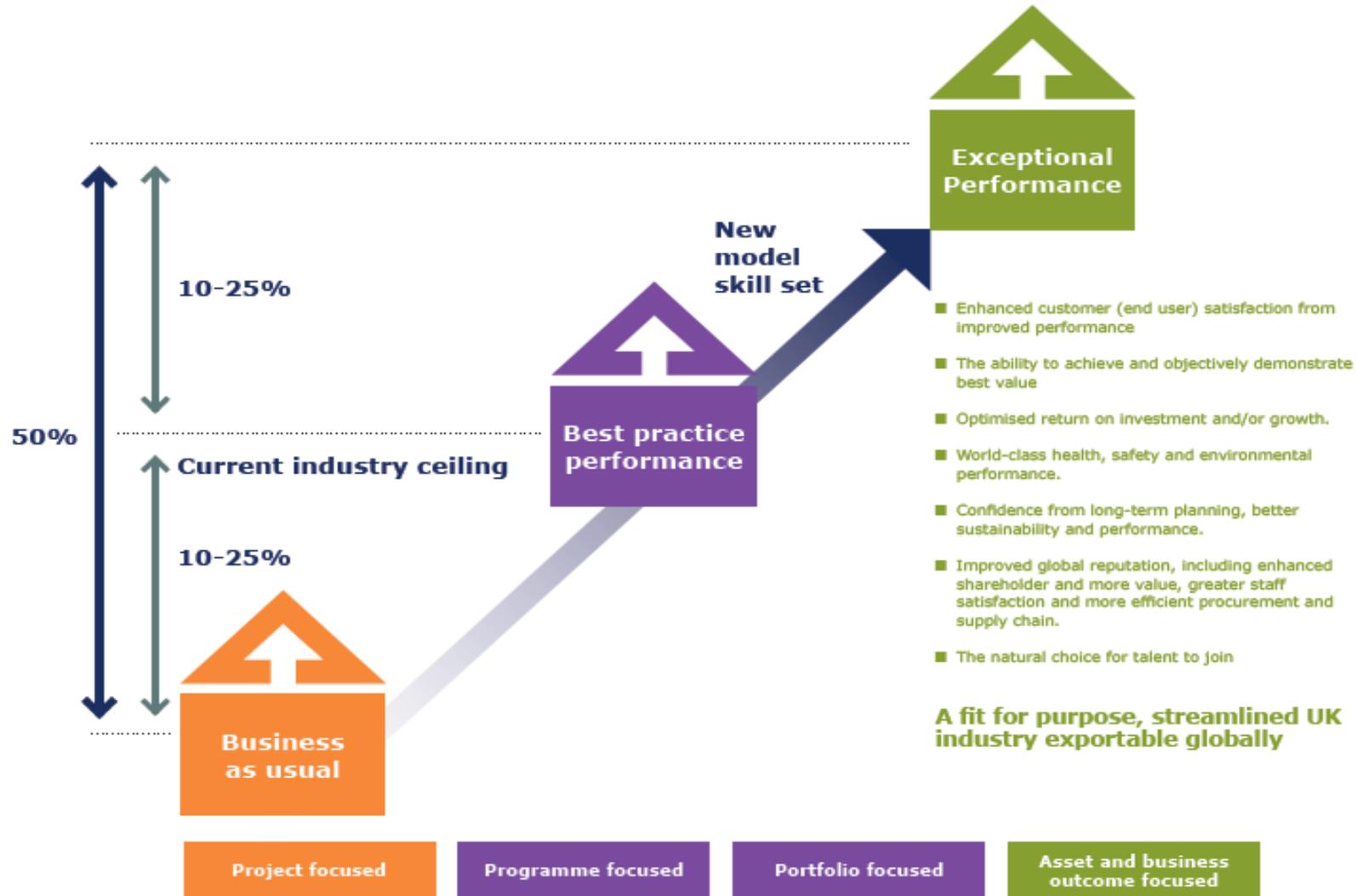
Fatalities

NIL

Zero fatal accidents on construction sites



Exceptional performance will require new models and new skills



Intelligent informed clients...

An intelligent client

- Thinks international, long-term, programmes not projects
- Demands detailed data about assets and performance
- Tests new procurement methods
- Builds alliances and an integrated supply chain
- Incentivises teams to deliver more efficiently, predictably
- Produces outcomes not outputs
- Shares the rewards

The value adder

- Rewarded for the value created
- Collaborative
- Innovative
- Solution focused
- Integrated capability
- Strategic business relationship
- High levels of investment
- Data rich
- Lean

The transactional

- Commoditised service
- Transacted engagement
- Lower margins
- Clearly defined role
- Bought in competition



Intelligent industry

An intelligent client

- Thinks international, long-term, programmes not projects
- Demands detailed data about assets and performance
- Tests new procurement methods
- Builds alliances and an integrated supply chain
- Incentivises teams to deliver more efficiently, predictably
- Produces outcomes not outputs
- Shares the rewards

The value adder

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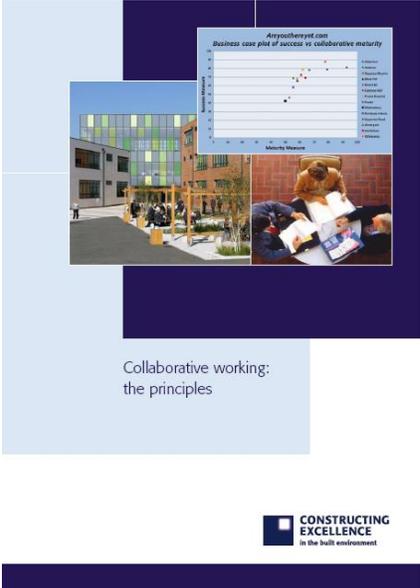
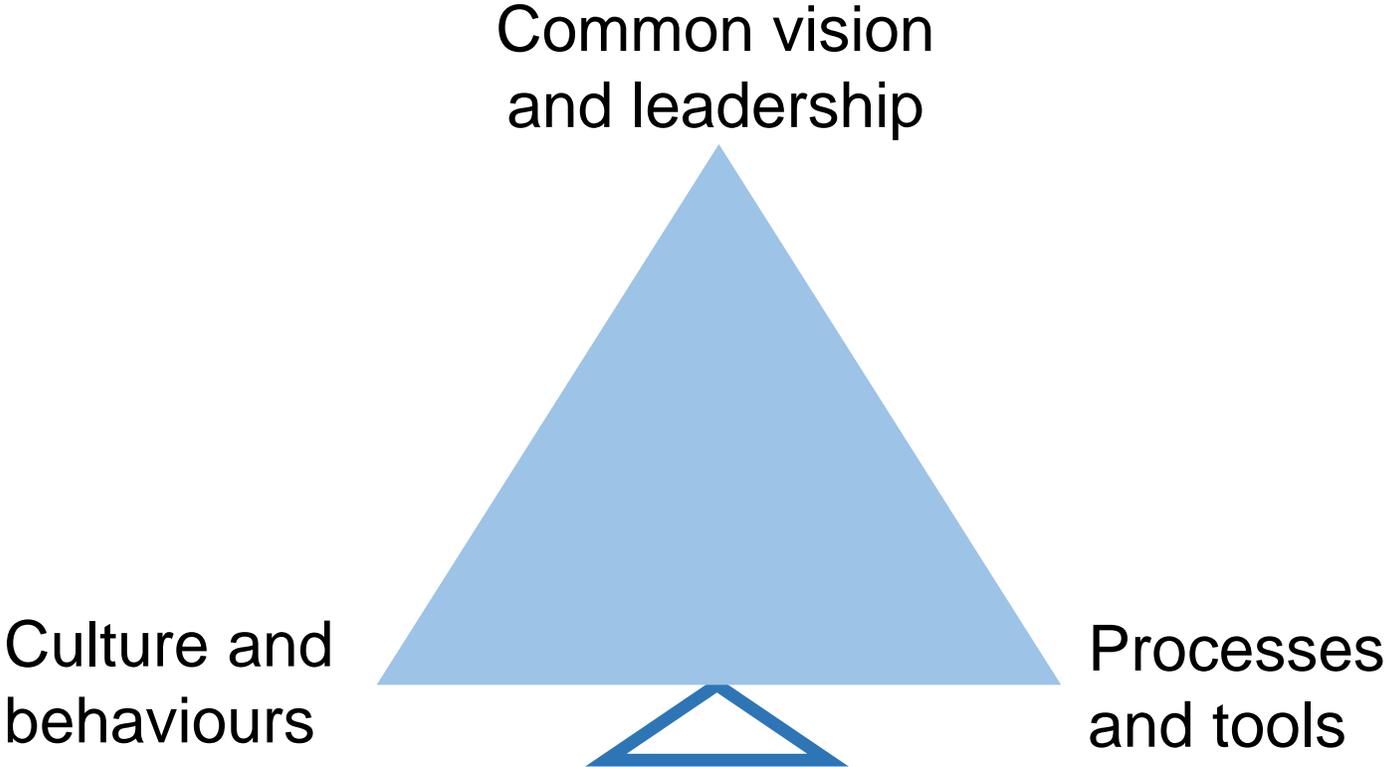


Achieving Vision 2025

- ⇒ **Respect for people**
- ⇒ **Collaborative working**
- ⇒ **BIM**
- ⇒ **Lean, Industrialisation**
- ⇒ **Value in use**
- ⇒ **Sustainability**



Three overriding principles of collaborative working



There are 6 critical success factors for collaborative working

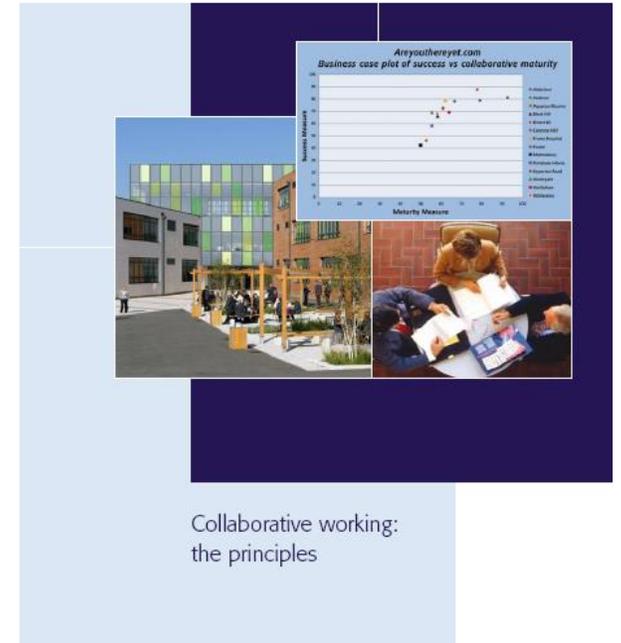
Early involvement

Selection by value

Common processes and tools => **BIM**

Measurement of performance
Long-term relationships } **continuous
improvement**

Aligned commercial arrangements



Proposed UK study tour

Activities

- Client stakeholder meetings
- Site visits – “industrial tourism”
- Workshop/teach-in
- Conference with CE members
 - eg on international markets

Subjects

- Procurement
- BIM
- Collaborative working & Lean

Sectors

- Offices
- Crossrail
- Highways
- Olympic legacy

Stakeholders

- Clients
- Government
- Leading industry players



Peter Hansford, UK
Government Chief
Construction
Advisor



Above all, customers want value and we need to understand how clients and users measure it (£, happy residents, CO2, time, social value etc)



$$\text{Value} = \frac{\text{Benefit}}{\text{Cost}}$$

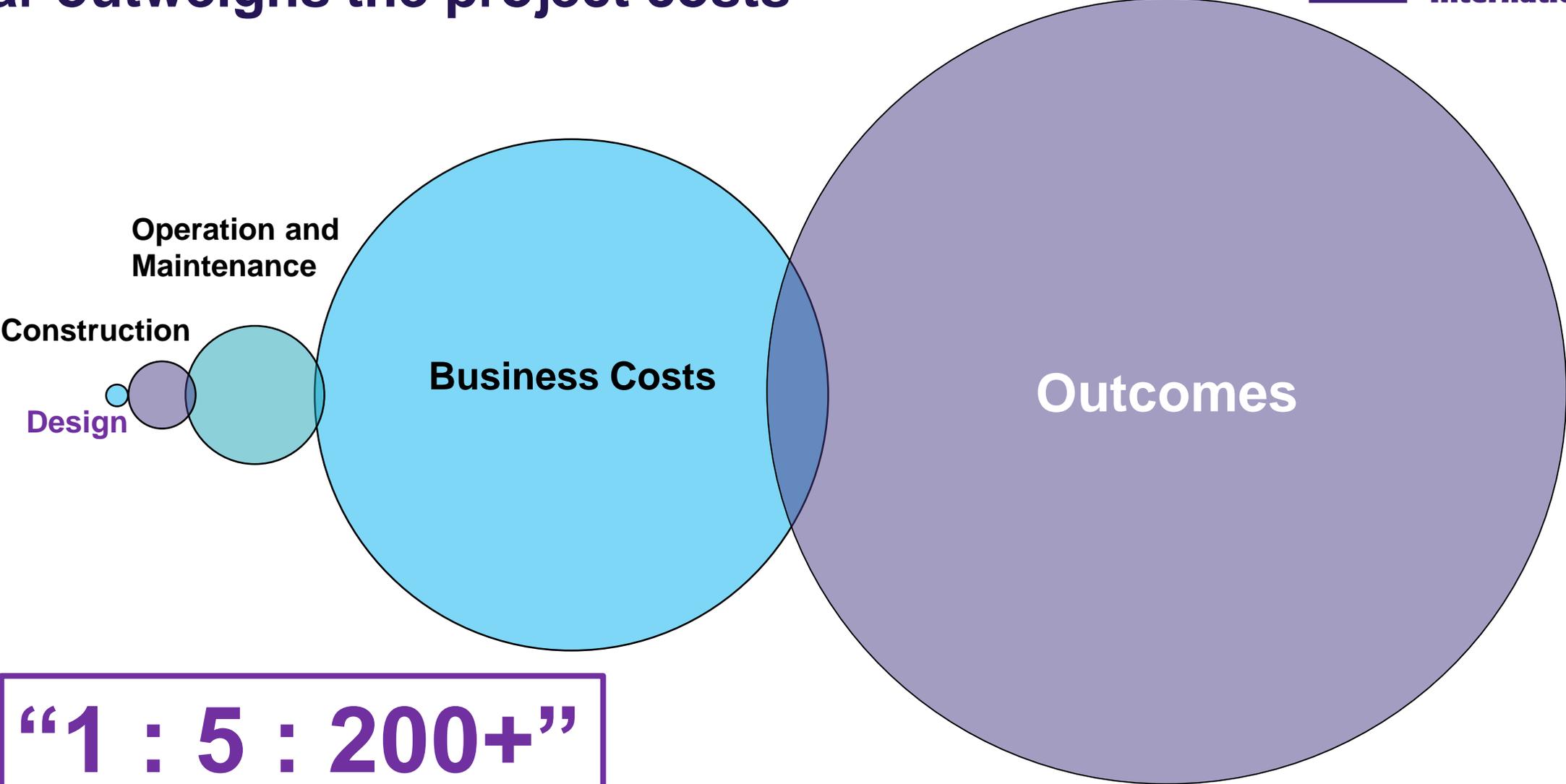
*More
For less*

WHOLE
LIFE



@constructingexc @UK_CCG

The value of client outcomes far outweighs the project costs



“1 : 5 : 200+”

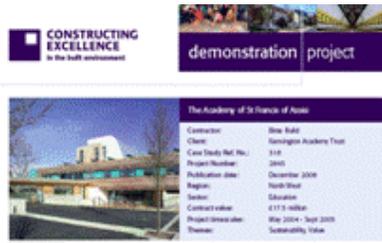


St Francis of Assisi Academy, Liverpool - sustainability delivering value

Green values help academy top new league table

“A school which offers its pupils a green-focused education has won plaudits for having the best teaching standards in the country....”

The Independent, 11 Jan 2007



CONSTRUCTING EXCELLENCE
In the built environment

demonstration project

The Academy of St Francis of Assisi

Client	St Francis
Contractor	St Francis Academy Trust
Case Study Ref. No.	110
Project Number	2006
Publication Date	December 2006
Region	North West
Sector	Education
Contract Value	£17.5 million
Project Completion	May 2006 - Sept 2006
Themes	Sustainability Value

The Academy of St Francis of Assisi is a 900 place Academy for 11-16 year old students in the Kensington area of Liverpool. One of the Government's new Regional Academies, it was co-sponsored by the Roman Catholic Church and Church of England, with the DfES.

The building was designed in a modern building with a specific focus on the environment. The brief required that the building be designed to allow 'carbon' reductions, significant improvement in the achievement of the school children, and demonstrable environmental responsibility. Construction of high levels of environmental performance in the building also uses new technologies to support specific learning outcomes for the children who attend, so the building provides not only a great place to learn, it also demonstrates that the school can be a leading example in its own right in practice. The project was managed to ensure that the school's carbon footprint is as low as possible, which was supported by the fact that the building is a high quality one in design and the building also has a particularly challenging learning environment with well-ventilated, comfortable classrooms. The building also has a green roof, a water saving system, and a very visible heat source on the edge of a historic park with historic housing adjacent. The design solution had to provide an educational environment which reflected the objectives of the academy, while being a form which handles the site responsibly. Further to this the design team incorporated sustainable architecture, and the design team

“The excellent GCSE results and the fact that our students finished top of the national league tables for progress can rightly be attributed to the impact the building had on their studies”



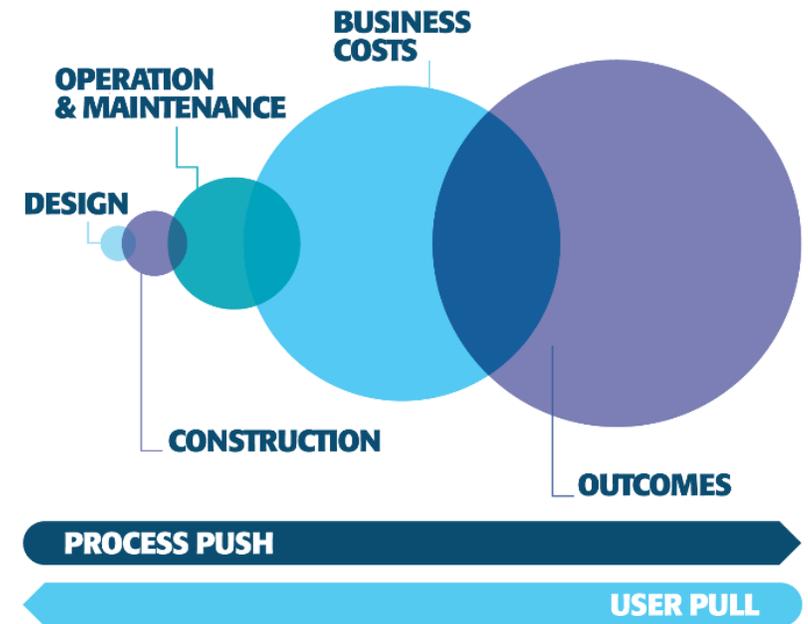
“Constructing Excellence”

Better ideas and inspiration

Better evidence and intelligence

Better conversations and connections

Better influence and leadership



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