



## Constructing Excellence in 2012-13

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# National membership

The following are National Members of Constructing Excellence as of 30 September 2012, we also have over 500 Associate Members of our local Constructing Excellence Clubs (see page 9)

## Clients

BAA  
BAE Systems  
Bath and North East Somerset DC  
BBC  
Birmingham City Council  
East Riding of Yorkshire Council  
EDF Energy  
Environment Agency  
Highways Agency  
Igloo Regeneration  
London Borough of Lambeth  
Magnox  
Manchester City Council  
Marks & Spencer  
Nationwide Building Society  
Northumbrian Water  
ProCure 21  
Rochdale Boroughwide Housing  
Royal Mail Group  
Sandwell MBC  
Scape  
SEGRO  
Westfield Group  
Worthing Homes  
Yorkshire Water Services

## Consultants

3DS  
Arup  
Burgess Salmon  
Buro Happold  
CH2M Hill  
Capita Symonds  
CWC  
Davis Langdon  
DBD  
Ernst & Young

Faulkner Browns  
Invennt  
LCMB  
MDR Associates  
Mott MacDonald  
Pick Everard  
Pinsent Masons  
Rider Levett Bucknall  
Room4 Consulting  
Ryder Architecture  
Scott Brownrigg  
SGH Martineau  
Synaps  
Towers & Hamblins  
Turner & Townsend  
Visionality  
Waterman

## Contractors

AMEC  
Barhale Construction  
Bowmer & Kirkland  
Cara Group  
Dawnus Construction  
Graham Construction  
Higgins Construction  
Interserve Construction  
ISG  
ITC Concepts  
Kier Group  
Lend Lease  
Mace  
Mansell  
McGee Group  
Morrison Construction  
Pectel (Keltbray)  
Sandwood Construction  
Shepherd  
Skanska Integrated Projects

Stepnell  
Thomas Vale Construction  
Wates Construction  
Willmott Dixon

## Specialists, Manufacturers and Suppliers

4Projects  
Astins  
Coubari  
Causeway Technologies  
EBM-PAPST UK LTD  
Graphisoft UK  
Knauf Drywall  
Management Process Systems  
Oakwood Engineering  
Polypipe Terrain  
Pw2.0.com  
Tekla  
UK Timber Frame Association  
Waterloo Air Products

## Associates

British Property Federation  
Chartered Institute of Building  
Constructing Excellence NZ  
Mineral Products Association  
SBEnc Australia  
UK Green Building Council  
University of Reading

# Introduction

Constructing Excellence is unique. Our movement is drawn from all parts of the sector and we are committed to an industry-wide approach to improvement through collaborative working. We are the strongest, independent voice for improvement, best practice, and delivering change.

Market conditions remain very difficult for most in the industry, and any recovery in 2013 is likely to be very slow. These tough times have had their impact on us too, and as well as our regional centres having to contract and consolidate, the national organisation had a difficult year. We managed to maintain our core membership at 95% of the previous year, but unexpected shortfalls in income from two public sector commissions meant that we had to call on members and other strategic partners for an additional contribution. We are hugely gratified by the response to this, and reinvigorated in our determination not to 'waste a good crisis', in the words of our own 2009 report, by rethinking how we operate and deliver value.

On the bright side, the government's recognition of the value of construction, infrastructure, funding & finance and BIM strategies are all well founded on our work. Amongst others we are working closely with the Cabinet Office, Infrastructure UK, BIS, Crossrail and the nuclear and highways sectors, who all want us to support their programmes. Our forward vision for Constructing Excellence is as the 'Collaborative Platform' for all parts of the industry to come together to drive improvement. Value is created for all when we focus on collaboration and excellence, and we are walking the talk when it comes to supporting and working with others.

We would like to thank all those who participate in our work, including the members of the board of management, the G4C board, regional centres, local Club committees and the members steering group for providing corporate oversight for the organisation to ensure that we deliver value for all our stakeholders. We also record our continuing gratitude to the small national team including those at BRE who work incredibly hard with our members' interests at heart.



Ian Reeves CBE  
Chairman



Don Ward  
Chief Executive

## Board of management

Ian Reeves CBE, McGee Group  
(Chairman)\*

Peter Woolliscroft, Proclivity\*

Matt Armitage, Kier (G4C Chairman)

Roy Casey, SuccessTrain  
(chair, National Clubs Steering Group)

Simon Diggle, Highways Agency  
(CCG Chairman)

Milica Kitson, Constructing Excellence in  
Wales (chair CE Regional Network)

Brendan Morahan, Invennt

Derek Rees, SECBE  
(CE in London and the South-East)

Adam Turk, Polypipe

Anna Scothern, BRE

Roy Stewart, CCI, Salford University  
(CE in the North-West)

Stephen Underwood, Kier

Don Ward, Chief Executive\*

*\*denotes Statutory Board director*

## The national team

Don Ward, Chief Executive

Jon de Souza, Director  
(until August 2012)

Gren Tipper, Director (from July 2012)

Deborah Hynes, Project Officer

Jenny Parker, Membership and Marketing  
Officer (until Nov 2012)

Natalie Parker, PA

Colm Quinn, Project Officer  
(from April 2012)

Anna Scothern, Director (BRE)

Paul Austin, Finance Officer (BRE)

# Leadership and influence

We are a not-for-profit organisation providing a unique bridge between industry, clients, government and the research community. Our mission is "constructing excellence", improving industry performance through collaborative working. Our vision is of a high-quality built environment delivered by an excellent customer-focused industry.

We are custodians of the change agenda in the UK construction sector which began with the Latham and Egan reports and continued with the Wolstenholme "Never Waste a Good Crisis" Report in 2009. The foundation of this agenda is collaborative working and integration. Other important values for us are independence and objectivity, the pursuit of excellence through continuous learning and improvement, and inclusivity – we are pan-sector, pan-supply chain, whole life cycle, cross-discipline, and whole industry.

## Government representation

Constructing Excellence is represented on a number of government committees. Wherever possible this is through our members representing us. Representation includes:

- Cabinet Office - Trial projects delivery group, Trial projects support group , Data & benchmarking task group, Government Construction Strategy Steering committee (joint with Infrastructure UK),
- BIS - BIM task group and subgroups,
- Strategic Forum for Construction,
- BSI (CB/500 committee on construction procurement),
- DECC/BIS sector advisory group for nuclear.

Other bodies on which our Construction Clients' Group is represented include Constructing Better Health (CBH), Construction Skills Certification Scheme (CSCS) and the Considerate Constructors Scheme.

## Industry performance report 2012

2012 was the fourteenth year of publication of the Construction Industry KPIs. These indicators are based on data from thousands of projects completed over the last year and are collated by Glenigan from a number of surveys. The KPIs enable individual firms to benchmark their performance against other firms. They also enable us to measure improvement across the industry through the annual Industry Performance Report, which contains trend data for economic performance, people performance and environmental performance by different sectors and supply chain positions.



The 2012 data reveals the impact on the industry of the harsh market conditions endured over the last four years, with average profitability falling to 2.7% in marked contrast to the 9.9% seen in 2009. Client satisfaction and the delivery of projects to time and to budget have fallen back, but environmental performance is still improving significantly.

*"The KPIs provide clients and supply side firms alike with the basis for measuring performance across a wide range of quality and cost indicators, and help identify improvements that will enable firms to safeguard their competitive position."*

*Don Ward, October 2012*

# Membership benefits

We aim to make a difference by adding value for our members and other stakeholders. The first test is what members can achieve together that they cannot do on their own, or better or more efficiently by other collective entities. The other test is that it needs to fit within our definition of improving collaborative working, for which we use the following framework.

We add value by :

- Collating the evidence of successful innovation,
- Providing guidance, training and other learning services, and
- Influencing all stakeholders including government.

Core activities for members include research, KPIs and benchmarking, demonstrations, task groups and guidance, forums and workshops.

Some highlights of this activity from 2011-12 are as follows:



## Task groups:

### Asset management



Stryker Head Office

Chaired by John O'Brien of LCMB, this task group is helping construction clients and supply-side partners understand how to best identify and articulate what clients need their buildings to do for their business, to ensure clients get the building they asked for at handover, and ensure the building continues to function post occupation as intended from a value, cost, energy and carbon perspective. It will build on previous work by Constructing Excellence reviewing post-project and post-occupancy evaluation policies and practices of some public authorities across Europe which identified some excellent exemplars – but also some structural disconnects between those that procure, operate and use an asset.

The group will connect leading thinkers within Constructing Excellence and its priority is to produce best practice guidance for the sector, building on the post occupancy optimisation work of the Treasury's FM unit.

### Building Information Modelling (BIM)

This task group, chaired by John Lorimer of Manchester City Council, helped influence the development of the Government strategy on BIM. Our members came together to share experiences in implementing BIM and have continued to contribute significantly to the Government strategy during its roll out, working with the Government's regional BIM Hubs in most regions. The task group continues to be well supported and includes some of the top BIM practitioners in the country, who are focused on moving to 'Level 3' BIM rather than being content with the Government's target of Level 2.



## Members Steering Group

This is open to any member, participants in 2012 were:

- Ian Reeves, McGee, Chairman
- Matt Armitage, Kier (G4C chair)
- Mark Beirne, Cara Group
- Edwin Bergbaum, Waterman
- David Ferroussat, BAA
- Richard Haryott, Arup
- Neil Jarrett, CWC
- John Lorimer, Manchester City Council
- Andrew Kane, FaulknerBrowns
- Brendan Morahan, Invennt
- Murray Rowden, Turner & Townsend
- Anna Scothern, BRE
- Geoff Smith, Ernst & Young
- David Stanley, Wates
- Rod Stewart, Wates
- Mick Tetley, Morrison Galliford Try
- Adam Turk, Polypipe
- Dominic Tutt, Astins
- Stephen Underwood, Kier
- Paul Wilkinson, pwcom 2.0

## Member task groups 2012-13

- Asset Management
- BIM
- Collaborative Working Champions
- Funding and Finance
- Nuclear
- Social Media
- Sustainability
- Client Benchmarking
- Client Health and Safety

## Collaborative Working Champions

This community of practice meets quarterly under the coaching of Kevin Thomas of Visionality to share experiences and to mentor those looking for support. About 20 individuals from member companies participate, and others are welcome to join following an induction. Priority topics in 2012-13 have included education, earliest engagement, leadership, and proof, and the group has taken the lead in developing proposals for a Constructing Excellence conference with universities in 2013. An online forum at [www.cwchamps.ning.com](http://www.cwchamps.ning.com) is open to anyone interested in the topic.

## Funding & Finance

This task group chaired by Madoc Batcup of Synaps was set up in 2011 to review funding and finance in the infrastructure sector, including how we enhance the ability to pay for a better built environment. Its first task was to respond to the Government's call for evidence for its review of PFI.

The key messages included:

- Construction and finance need to understand each other's drivers and constraints better, they should come together earlier and their commercial drivers need to be aligned for success.
- Risk must be owned by the party best able to understand and manage it, or shared to incentivise collaboration. The risk profile of construction matches the appetite of banks, long-term operational risk matches the appetite of institutional investors. Project finance needs to access the public sector AAA covenants for lowest borrowing rates.
- Whole life costs and value must be properly considered and budgeted for during the design process, to optimise value-for-money over the appropriate lifetime of the project.
- An intelligent 'thin' client function is required.

Our submission was the catalyst for discussions with the National Association of Pension Funds and Scottish Futures Trust amongst others, as

well as a dinner for city financiers hosted by Oriel Securities. These discussions continue, and we await Government's announcements on future public/private finance policies by the end of 2012.

## Nuclear

This task group formed in 2009 and is now chaired by Adrian Worker of CH2M Hill. It focuses on the nuclear construction sector, encompassing newbuild, operation and decommissioning, and engages clients, constructors, suppliers and professional services. In 2011-12 the group held quarterly



meetings on the learning themes of collaborative working, delivering productivity, and ensuring project delivery. It engaged with the major nuclear client organisations EDF, Horizon, Centrica,

Magnox, Sellafield, MOD and the Nuclear Decommissioning Authority, and had guest contributions from the Young Generation Network, BRE, HSE, BSRIA, colleges and universities, and other government departments and industry representative bodies including the Nuclear Industry Association.

Themes for 2013 include transforming and skilling a workforce to work collaboratively, developing a knowledge-led sector, and programme and project delivery processes.

## Sustainability

Paul Toyne of WSP has lead this group with support from BRE. Most notably the group produced a short guide to help members engage with local SMEs regarding sustainable building codes, as there is currently a lack of understanding within this area. The output is an information guide which will help clients and contractors deliver sustainable buildings.

## Member forums

Typically 40-50 members attend these high-quality working sessions.

The March 2012 forum was a joint event with the Construction Products Association on BIM, seeking to understand the barriers and opportunities further down the supply chain.

The June 2012 forum focused on infrastructure and highlighted the work with Manchester Business School's Centre for Infrastructure Development in particular.

The members' forum in November 2012 provided a full update on BIM including from government, industry and the members' task group.

## Innovation in Practice programme

This programme launched in April 2009 as the latest evolution of our demonstration activity. It 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:

**RELISH** - Sustainable retrofit of existing stock. **Worthing Homes**

**New Co-operative Head Office Manchester** – Sustainability. **BAM Construct (UK)**

The programme is also working with Cabinet Office and IUK to provide monitoring and support to their trialling of the three new procurement models proposed in the 2011 Government Construction Strategy:

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

Constructing Excellence will provide objective independent monitoring of the trials, working with academic partners to capture data, benefits, costs and lessons learned to measure their success against key evaluation criteria.

# Construction Clients' Group

CCG continues to grow in both size and influence, participation has grown to 40 clients spread across public and private sectors. Clients are at the heart of Constructing Excellence, and we help clients get better value from their construction procurement. CCG is the only client representative body that works across all sectors of the industry and with both regular, informed clients and the less experienced that do not have consistent build programmes or in-house teams.

## Highlights of the last year

The Construction Client Commitments have been refreshed to encourage clients to maintain the values and behaviours developed during the boom years which improved construction outcomes for clients. It is vital that clients ensure stability through the recession and that investment is made in these long-term commitments, for example focusing on health and safety, training, fair payment, collaborative working, understanding what things cost, and financial sustainability for the whole supply chain.



Construction Client Commitments

Work has continued in the field of asset management, particularly post occupancy analysis where the construction outcome is reviewed and compared with the performance sought at the design/commissioning stage and including the involvement of the supply chain in that endeavour (see page 4).

## The year ahead

CCG plans to offer support to clients that are unfamiliar with engaging with the construction industry to ensure they are clear in what they are commissioning and get good value for money. The aim is to widen our reach across client sectors to encourage the cross-fertilisation of best practice and improve business outcomes for clients when engaging with the industry. This includes broadening our reach regionally to gain better involvement across the UK.

The Health and Safety Task Group will produce additional guidance notes on Occupational Health, CDM regulations for clients, and the HSE's initiative to recover costs incurred whilst pursuing non-compliance with statutory requirements in the form of the Fee for Intervention (FFI). Seminars will be promoted to engage the wider client base during the year.

Quality benchmarking remains the corner stone of our ability to measure and influence improvement and will therefore become the focus for a Client Bench Marking Group for 2013. CCG regional conferences are planned in order to help clients understand the latest strategic thinking and to grow membership of the CCG.

The CCG will continue to represent clients on a number of other organisations including the board of the Strategic Forum for Construction, Construction Skills Certification Scheme, Constructing Better Health, CIOB's Chartered Building Companies and Consultancies (CBC) Board, and the HSE's CONIAC committee and specialist sub-groups.

## CCG Board



Simon Diggle,  
CCG Chairman

Simon Diggle, Highways Agency (chair)  
Gren Tipper, CCG  
John Betty, Bath and North East Somerset Council  
Peter Wooliscroft  
Robert Knight, Igloo  
Tony Mulcahy, Department for Business, Innovation and Skills  
Cliff Jones, Department of Health  
Stephen Livingstone, BAA  
Rob Pearce, Marks and Spencer  
Ben Pritchard, Magnox

# Generation for Change

G4C is a multi-disciplinary, cross-sector group which harnesses the talent of young professionals to shape the future of construction whilst enabling them to realise their own potential and boost that of the industry. The vision is to:

*'be the driving force for change for young people in the construction industry'.*

There are three themes which G4C feels are important to their members and also the industry:

- People – Attracting, effectively developing, connecting and retaining the necessary people required to drive change.
- Sustainability – Equipping members with the right skills to drive the industry and wider society towards a sustainable future.
- Asset outcomes – Supporting the industry's transformation from process driven to asset driven solutions, aligned client and wider society needs.

To support these themes the G4C board has been working on five main work-streams:

1. Regionalisation – It is imperative that G4C reaches every corner of the UK. G4C has expanded nationally in the last year and now has four regional branches established, see right for details.
2. Intelligent Client – As young construction professionals we recognise the importance of clients and the role they play in shaping construction projects. Here we aim to shed light on what we believe the intelligent client should be and how this goal can be achieved.
3. Sustainability – Through our access to some of the industry's leading organisations G4C is able to influence debates and showcase great events on topical subjects which are informative and thought provoking.
4. Industry Change – G4C has the opportunity to contribute to driving the change agenda forward through contribution to reports and thought pieces. We input to a number of Constructing Excellence task groups as well as holding our own events.
5. Leaders 4 the Future - L4TF seeks to promote the provision of undergraduate opportunities within the UK construction industry. Our programme complements an existing initiative entitled 'The Pledge' which focuses on the provision of internship opportunities at graduate level.

For more information please visit the G4C website :  
[www.constructingexcellence.org.uk/sectorforums/g4c](http://www.constructingexcellence.org.uk/sectorforums/g4c).

To join G4C please contact Colm Quinn on  
[colm.quinn@constructingexcellence.org.uk](mailto:colm.quinn@constructingexcellence.org.uk).

## G4C national board members



Matt Armitage,  
Kier (Chairman)

Matt Armitage, Kier (Chairman)

David Beare, Mott MacDonald

Antonio Pisanó, Marcel Mauer

Ben Pritchard, Magnox

Beulah Keane, Marks & Spencer

Chi Smith, Charles Russell LLP

Chris Morgan, BAA

Danielle Grimes, MACE

Ed Blake, Turner & Townsend

Helen Blacker, Watermans

Jack Brayshaw, BRE

James Mellish, Deloitte

Nathan Jarman, Turner & Townsend

Rhianna Wilsher, Trowers & Hamlin

Victoria Price, Mott MacDonald

## G4C regions

To get involved with any of the G4C regions, please contact the following:

Yorkshire : Mike Raven,  
[michael.raven@eastriding.gov.uk](mailto:michael.raven@eastriding.gov.uk)

North West : Steven Williamson,  
[steven.williamson@manchester.gov.uk](mailto:steven.williamson@manchester.gov.uk)

Wales : Emma Thomas,  
[emma.thomas@cewales.org.uk](mailto:emma.thomas@cewales.org.uk)

North East : Andrew Milnes,  
[andrew.milnes@morgansindall.com](mailto:andrew.milnes@morgansindall.com)

# Regional network

The Regional Network of independent centres around the UK is a vital part of the Constructing Excellence movement. Some centres are governed by higher education institutions, others operate in their own right. Working locally, working together and sharing expertise is an immensely powerful aspect of the Network.



Milica Kitson,  
Chief Executive,  
CEW

## Wales

Over the past year CEW has influenced change in procurement policy for construction by working with Value Wales to develop a Strategy for the procurement of construction in the public sector in Wales, delivered the Construction Waste Minimisation Programme for the Welsh Government, delivered the Wales Low/Zero Carbon Hub, assisted the Welsh Government with the consultation on the Welsh Building Regulations, set up a BIM Industry Task Group to assist Welsh Government with an implementation plan for BIM in Wales, and delivered over a hundred successful events across Wales as well as the annual Awards which attracted 400 guests.



Professor George  
Heaney, CENI

## Northern Ireland

CENI is associated with Ulster University. We have continued to disseminate and promote best practice from the demonstration programme, delivered NEC3 and JCT contract training, and supported three Housing Association Procurement Groups to implement the Achieving Excellence Initiative. Other activities included a Successful Tendering Programme for SMEs in partnership with CITB Construction Skills NI & FMB, BIM seminars, Project & Programme Performance Evaluation Training for NI Government Construction Clients, a WRAPNI funded Rethink Waste programme.

Priorities for the next year include a CPD programme for all sectors of industry, and engagement with Asset Skills NI to influence development programmes for professionals in facilities management.



John Hall, Director,  
CE in the East of  
England

## East of England

This was the first year of awards in this region which were successfully integrated with local Club awards. Major regional activity has been a part-ERDF grant-funded programme working with main contractors and framework supply chains. The programme aligns the supply chain, creating opportunity and providing knowledge to routinely innovate. So far we have three frameworks involved, including two leading national main contractors and a number of regional main contractors.



Derek Rees, Chief  
Executive, SECBE

## London and South East

This region continues to provide active support to companies and supply chains across London and the South East. Some services are provided with financial support from Europe to help over 250 SMEs understand current issues including BIM, Green Deal and low carbon technologies. We have helped SMEs better understand and access business opportunities through primes servicing the public sector, or to local authorities directly, and helped companies successfully bid for R&D funding. We have provided outstandingly successful tender interview training to some major contractors and smaller companies alike and can now provide coaching and business support on a range of issues.

The London and South East CE awards saw a doubling of the number of companies entering and attending the gala dinner. The active involvement of the region's CE Clubs combined with offering submissions coaching and 16 major construction clients and companies on the judging panel were key factors.



David Bucknall  
Chairman, MCCE

## Midlands

2012 has been a year of change and transition. WMCCE has moved from a publically to privately funded model. WMCCE is now hosted by Midlands Centre for Constructing Excellence (MCCE), a not for dividend company that is Limited by Guarantee, and has been supported by the industry and Coventry University, and a relaunched advisory board.

The year has seen a number of significant activities undertaken including ERDF funded Business Assists which are free at point of delivery for the SMEs in the West Midlands. Subjects have included Work Winning, Lean, IPR and a 2 day module on BIM. The centre has also run two very successful conferences on BIM and collaborated with the CIC initiative to establish Regional BIM Hubs.

In July we again hosted, in collaboration with Birmingham City Council and CIOB the region's premier industry awards dinner, with over 650 people attending the Celebrating Construction 2012 Awards.



Catriona Longwood,  
Chief Executive,  
CENE

## North East

The North East continues to run the most successful Awards event across the Regional Network with over 450 delegates attending each year. Performance measurement and benchmarking has a high priority in the region as has supporting the continuous and sustainable development of SMEs through various programmes. There have been a number of BIM events run by the Centre in recent months, all of which were sell outs.



Roy Stewart, CCI

## North West

The highlight of the year for the Centre for Construction Innovation (CCI) of Salford University was the successful completion of our 3 year ERDF project, the NW Construction Knowledge Hub. The project was aimed at SMEs in the North West and helped them improve their resource efficiency and carbon emissions. We worked with over 200 SMEs to support the tag line "less carbon, less waste, more jobs".



Andrew Jarvis  
Chairman and  
Regional Director,  
CESW

Once again the North West Construction Awards went off with a bang – over 400 people enjoyed themselves at the Roaring 20s themed evening in Manchester.

CCI continue to support the Constructing Excellence BIM Task Group and are delivering BIM CPD courses with the University of Salford.

## South West



Karl Redmond,  
Director, CSN

Constructing Excellence in the South West has been in a period of review during 2012. It successfully completed its project work funded by the South West Regional Development Agency and once again organised with the CIOB the South West Region Built Environment Awards

A review is currently in progress to refocus the future work of CESW to meet current needs of our regional industry and the restructuring will be completed early in 2013.

## Yorkshire and Humberside

The Construction Sector Network (CSN) is associated with Leeds Metropolitan University. We are involved in two Government task groups: SMEs, and Client Guide. Our ThinkBIM program continues to grow with over 600 SMEs benefitting from the seminars and conferences. The CSN are also engaged in BIM for off-site, NHS BIM projects and developing the client business case and the cultural as well as technical aspects of implementing BIM.

CSN has developed a 'meet the buyer' offering which is free to the supply chain and has proven very popular. Other projects include commercial retrofit, housebuilding, off-site and construction, financial guidance, Future Cities, procurement, process improvement for all, but especially the supply chain, and FM.

## Constructing Excellence Clubs

The local Clubs are the other important part of the integrated movement of Constructing Excellence which reaches out particularly for the benefit of SMEs. There are forty registered across the UK, continuing to provide opportunities for local SMEs, supply chains and construction communities to work together on sharing knowledge, innovation and best practice. Most thrive on a strong membership and following of regular guests that benefit not only from the knowledge shared but also from the strength of the networking, and many strong lasting relationships stem from the Club activities. They provide an important local opportunity for anyone to take part in the movement, which provides links between Club members, a majority of whom are SMEs, regional centres and the national office in order to influence industry improvement.

This year has again seen the emergence of some new committees and revival of Clubs that had perhaps slowed down. Clubs go through an evolutionary and cyclical process often affected by committee members moving onto new roles and the pressures of work generally. It is always pleasing to learn that new people have stepped up and breathed some fresh invigoration into a Club with a long and successful history. Many of the Clubs are now in their second decade, having been established in the late 1990s/early 2000s and new Clubs have emerged to swell the numbers.

There is no prescriptive format for a Club and its activities and they create a diverse and rich culture of local construction communities working together to stage terrifically valuable events, community projects, educational engagement and collaborative networking between supply chain, clients and funders. Many Clubs collaborate with other local organisations to stage joint events and support each other's reach, examples include the Civil Engineering Contractors Association, ConstructionSkills and the Chartered Institute of Building. The Clubs also have close links with public sector clients such as local authorities and with educational establishments such as colleges and universities.

To learn more about joining and being active in a local Club please contact Roy Casey, chair of the National Clubs Steering Group, on [roy@successtrain.co.uk](mailto:roy@successtrain.co.uk) or Colm Quinn at [colm.quinn@constructingexcellence.org.uk](mailto:colm.quinn@constructingexcellence.org.uk)



Roy Casey

# Government funded projects

We work with a number of Government departments and other agencies, several have been referred to earlier (see page 2), our main commissions in 2011/12 were as follows:

## Construction Industry KPIs

This year saw the conclusion of the BIS-funded contract to collect industry-wide data on industry performance for the KPIs.

We were supported in this work by two key partners:

- Glenigan, the industry forecasting organisation, who carried out the industry surveys and collated the data; and the
- Centre for Construction Innovation of Salford University (see page 9), who publish the data via the web and deliver our benchmarking services using this tool.

Centre for Construction Innovation

KPIzone

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Key Performance Indicator (KPI) Groups

Choose the KPI Group by clicking on the relevant sector picture. This will take you to the KPI records for that group.

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KPIzone home page: [www.kpizone.com](http://www.kpizone.com)

## Institute for Sustainability



BIM workshop with Sir Robert McAlpine

The FLASH programme was set up in 2011 by the Institute for Sustainability with part funding from the European Regional Development Fund (ERDF) to support SMEs in London to ensure that there is a skills base for the growing retrofit market. This was extended in 2012 to include Business Information Modelling (BIM). The programme was free to London SMEs and aimed to ensure that businesses are able to access practical experience and advice, academic knowledge and groundbreaking research findings, to develop their businesses and collaborate with others facing similar challenges. It was designed to help businesses working in construction and other built environment industries, technologies and professions to seize the commercial opportunities presented by the demand for sustainable development and retrofit, and BIM, and to prepare them to bid for future tendering opportunities. The sessions on BIM were especially critical for those SMEs relying on public sector work who will be required to use BIM on Government projects in coming years. They have also provided an opportunity for the industry to pass some of their concerns about the transition to BIM back to Government.

# Constructing Excellence International

We launched our international programme at the Palace of Westminster in December 2011 to capitalize on the fact that we have always attracted visiting delegations from around the world who wish to understand our work on best practice in the UK. In turn, the UK needs to continue to learn from global best practice, and we have benefitted from learning in Scandinavia, Japan, Australasia and the USA amongst others.

## Objectives

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. We have a twin approach:

1. To create a global brand through an international alliance of like-minded organisations;
2. To set up or support new activities or local partners in regions where market conditions are right and there is an appetite for industry improvement.

### The founding Alliance Members are:

- Constructing Excellence (UK)
- Constructing Excellence in New Zealand
- Vernieuwing Bouw (Netherlands)
- Sustainable Built Environment National Research Centre, SBENRC (Australia)

## International Alliance

We have established an international alliance for construction improvement, known as "Constructing Excellence International", with the strapline of "an international movement to deliver world-class performance".



members of the CE International Alliance  
 formal relationship (past or present)  
 informal contacts

The Alliance is open to any industry improvement or best practice organisation around the world which shares our aims, values and activities. The purpose is to share information and ideas and to facilitate cross-border collaboration to improve the delivery of built environment around the world. Members of the Alliance agree to assist each other where practical for mutual benefit.

The Alliance is governed by a Global Board under the chairmanship of Lance Taylor, Global CEO of international property and project consultants Rider Levett Bucknall. Other members of the UK Advisory Council are senior executives from international and global businesses with a passion for innovation and excellence.

## New international activity

Where there is no existing industry best practice activity, we work with local partners to review the potential need and opportunity, assess the feasibility, and then, if appropriate, establish an organisation reflecting local context, issues and drivers.

## Target markets

We are responsive to interest in any part of the world, our initial priorities in 2013 are as follows:

- China and Hong Kong
- Middle East
- Indonesia
- India

## Action plans

Each country's circumstances are unique and require flexibility to respond to local market pull. An approach proposed is to find local partners with whom to commission a market review including assessment of current trends, client drivers and industry best practices. A process of consensus building is then required to develop an action plan which can be funded in the region.

## Partners and supporters

In the UK we have the support of UKTI and the Commonwealth Business Council as well as British Expertise, the RIBA (Royal Institution of British Architects) and ACE (Association for Consultancy and Engineering). Where appropriate we can draw on a number of partners who have successfully worked with us in the UK, including BRE, CIOB, Manchester Business School, CWA, as well as our regional centres.

# Delivery partners



CELL Awards is an Ofqual approved Awarding Organisation with the ability to create and certify qualifications in any sector. To date, this has been centred on the construction industry, but can be extended to any field in which they can demonstrate relevant expertise.

The first training provider to be accredited by CELL was the Collaborative Working Academy (CWA), of which Constructing Excellence owns 30%. This features the delivery of CELL-accredited Awards which can be aggregated to a Diploma or Certificate. The Academy's first Diploma in Collaboration and Integration in Construction was awarded in April 2011 with two cohorts of 10-15 people having undertaken 13 1-day modules over 9 months to achieve the Level 5 qualification which also entitles Associate status of the CIOB.

Suscon is our other accredited training provider, affiliated to North West Kent College, which was established to provide quality training in the area of sustainable construction and environmental issues. This experience has allowed CELL to develop a service for the variety of bodies, organisations and companies running courses or internal training that is not externally accredited to improve its value and credibility. Additionally CELL can create entirely new courses for those trades and skills that lack qualifications. For more details about centres and the range of courses offered, please go to [www.cellawards.org](http://www.cellawards.org).



## Centre for Infrastructure Development

CID is our collaboration with Manchester Business School. It was launched in 2011 to be the world's leading business school-based centre for infrastructure research, application, and policy. It addresses sectors such as water and waste, transport, energy, and communications. These all face issues of project analysis, planning, construction timing and management, logistics, procurement, financing (including private-public partnerships), and regulation. In addition, infrastructure is key to quality of life, sustainability, and economic growth and development. CID adds value for our members and the wider sector by undertaking management research, executive education, and policy influencing activities. Programmes studied include London 2012, Crossrail, and BAA Heathrow. Further information is available from <http://go.mbs.ac.uk/cid>.



MBS' proposed new development



BRE produces the new knowledge and expertise required to underpin solutions to the perennial challenges and opportunities facing the built environment. This has enabled consistent and widespread change to occur in support of Government policy delivery and in practice by construction professionals and the wider sector. BRE is part of the BRE Group of companies owned by the BRE Trust, a registered charity. Our strategic alliance with BRE provides an opportunity to pool knowledge and resources to provide enhanced value-adding services to our members and other customers. BRE has contributed particular expertise in support of our members task group on sustainability and our international programme particularly in China where BRE has established an Innovation Park in Beijing.



BRE Victorian Terrace

# Award winners

The fifth Constructing Excellence Awards culminated on 25 November 2011 with the national 'final' at the Brewery in London. Since the north-east region began their awards six years ago the Awards have grown to eight regional events covering Wales and the English regions, collectively attended by around 3000 people.

This year, twelve winners were recognised across a range of categories reflecting the Constructing Excellence core agenda:

## Young Achiever (G4C award) sponsored by Kier

### Winner

Catherine Fay

### Shortlisted

- Blake Jones
- Natacha Redon
- Wayne Larkin

## Innovation sponsored by Trowers and Hamlin

### Winner

Gentoo & Devereux Architects:  
Retrofit for the Future

### Shortlisted

- Atkins: Electric Vehicle Charging Points
- Balfour Beatty Major Civil Engineering: Blackfriars Station & Bridge Project
- Birse Civils: A42 Junction 11 to M1 Technology Upgrade
- East Riding of Yorkshire: Hedon Inmans Primary School
- Recipro (formerly BuilderScrap)
- Speller Metcalfe with Gloucestershire County Council: Heart of the Forest Community School
- United Welsh Housing Association: The UK's First Zero - Carbon Passivhaus

## Leadership & People Development sponsored by BAA

### Winner

City and County of Swansea:  
Corporate Building and Property  
Services

### Shortlisted

- CDM2007.org: On-line training from the London
- Borough of Bromley
- LABC: LABC Training
- Lend Lease: Birmingham Schools
- Manchester City Council: Manchester People into Construction
- Waters Living Space: Opportunity for All
- Waters Living Space: Yorkshire and Humber
- West Northamptonshire Development Corporation: Construction Futures

## Integration & Collaborative Working sponsored by Cara Group

### Winner

Cheshire East Council, Birse Civils  
and Atkins: A34 Alderley Edge  
and Nether Alderley Bypass

### Shortlisted

- Carmarthenshire County Council: Contracting Framework
- Construction Yorkshire: Leeds Arena
- Gloucestershire County Council: Gloucestershire County Council Framework
- Morgan Sindall: Billingham Forum
- Morgan Sindall: Worcester University City Campus Grade II listed refurbishment
- Worthing Homes: RelishTM (Residents 4 Low Impact Sustainable Homes)

## Health & Safety sponsored by the Association for Project Safety

### Winner

Olympic Delivery Authority:  
London 2012 Construction  
Programme

### Shortlisted

- Henry Boot Construction
- Laing O'Rourke
- Waters Living Spaces

## Value sponsored by Thomas Vale

### Winner

Inspiredspaces (STaG)

## Highly Commended Birse Civils: Humber Package

### Shortlisted

- Clean Footprint
- Environment Agency: Deptford Creek Frontages Flood Risk Management Project
- Willmott Dixon Construction: Providing Value

## The Legacy – Sustainability sponsored by Rider Levitt Bucknall

### Winner

Worthing Homes: RelishTM  
(Residents 4 Low Impact  
Sustainable Homes)

### Highly Commended

Costain: Church Village Bypass

### Shortlisted

- Associated Architects: Zero Carbon House
- Caerphilly City Council: Greenhill Primary School
- Clugston Construction, Teesdale Community Resources and Browne Smith Baker: The Hub, Barnard Castle
- CosyHome Company (UK) Ltd
- Environment Agency: Cobbins Brook Flood Alleviation Scheme
- Lovell Partnerships: Pavillion Gardens, Bradford
- Southdale Limited: Pilling Avenue, Heyhouses Estate, Lytham St Annes
- Waters Living Space: Waters Target Zero
- West Northamptonshire Development Corporation: iCon Innovation Centre

## Achiever sponsored by ITC Concepts

### Winner

Rob Wolfe

### Shortlisted

- Andrew Carpenter
- Ian Flower
- Keith Jones
- Richard Jordan
- Steve Massey

## SME sponsored by Success Train

### Winner

Jackson Jackson & Sons Limited

## Highly Commended P Plunkett Tiling Contractors

### Shortlisted

- AM Scaffolding Services
- GML Construction
- Holbrook Timber Frame
- New World Joinery
- Schooling Building Contractor
- Waste Plan Solutions

## Heritage Project of the Year sponsored by Room 4 Consulting

### Winner

CS Williams: Tyntesfield House  
Conservation Project

### Highly Commended

Robert Woodhead:  
Pleasley Colliery Regeneration

### Shortlisted

- Beard: The Queen's College Kitchen and Servery
- Maysand: Chester City Walls
- Team Force Restoration and English Heritage: Lindisfarne Priory

## Client of the Year sponsored by McGee Group

### Winner

Environment Agency South East

## Highly Commended Manchester City Council

### Shortlisted

- Airbus Operations
- Birmingham City Council
- Bristol City Council
- Fabrick Housing Group
- Scape

## Project of the Year sponsored by Achilles

### Winner

Olympic Delivery Authority:  
London 2012 Construction  
Programme

### Shortlisted

- Balfour Beatty: Queen Elizabeth Hospital, Birmingham
- Birse Civils: Humber Package
- Clugston Construction, Teesdale Community Resources and Browne Smith Baker: The Hub, Barnard Castle
- Costain: A40 Trunk Road Penblewin to Slebech Park Scheme
- Henry W Pollard & Sons Ltd: Bridgwater YMCA Multi- Use Centre
- Lend Lease: MediaCityUK
- Mace: Royal Shakespeare Theatre Transformation
- Morgan Sindall: Percy Gee Building, University of Leicester Students Union

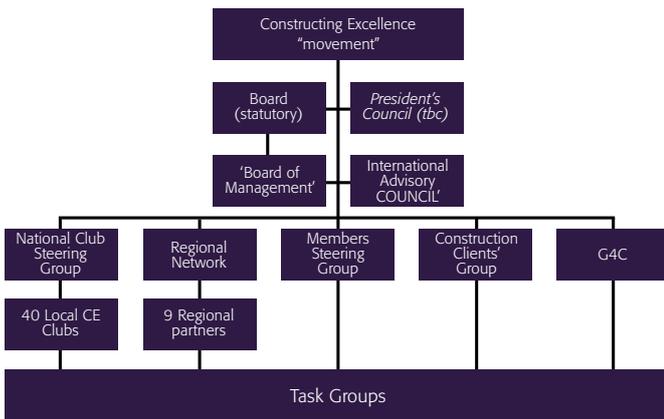
# Facts and figures

Constructing Excellence was established in 2003 with the merger of the government-funded Construction Best Practice Programme and Rethinking Construction, which were both formed in 1998 linked to Sir John Egan's government task force report Rethinking Construction. In 2006, the membership-funded Be organisation, which was a merger of the Reading Construction Forum and the Design Build Foundation which both dated back to the mid-1990s, became part of Constructing Excellence to create a single organisation to drive improvement.

Ian Reeves CBE is the fourth Chairman of Constructing Excellence, following Peter Rogers CBE of Stanhope, Bob White of Mace, and Vaughan Burnand of Shepherd Construction. Don Ward is the third chief executive, following Denis Lenard and Bob White.

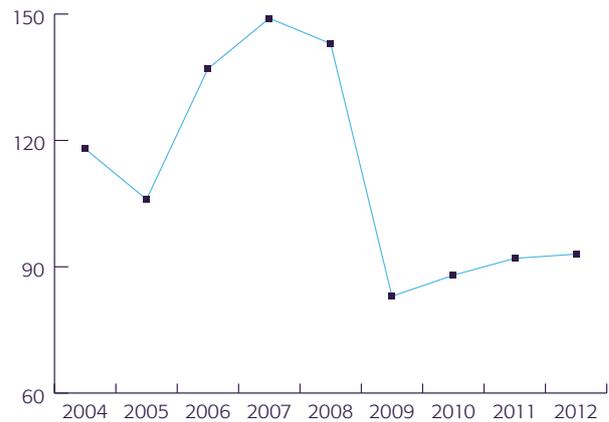
## National governance

The governance structure of Constructing Excellence is as follows.



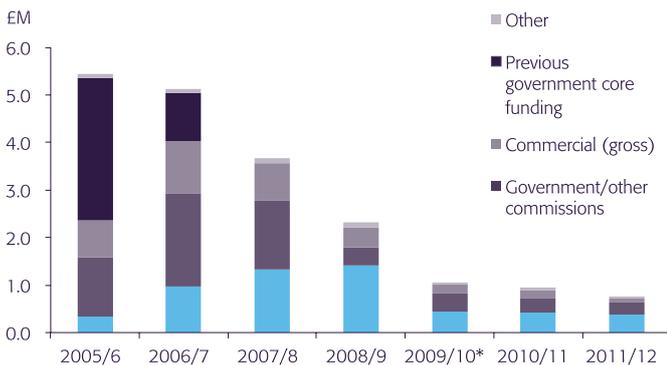
## Membership

Corporate membership at a National level remained stable in 2011-12, we were pleased to welcome seven new members to replace the eight organisations who resigned. Membership growth is a priority in 2012-13.



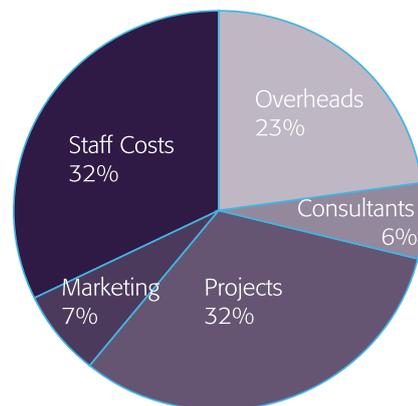
## Income

Membership subscriptions accounted for 51% of our funding in 2011/12, with government commissions (predominantly the KPIs contract, see page 10) contributing 32%. This latter figure is likely to drop in 2013, as will associated expenditure, with the end of the KPIs contract, although discussions are on-going about new commissions with other government departments.



## Where the money goes

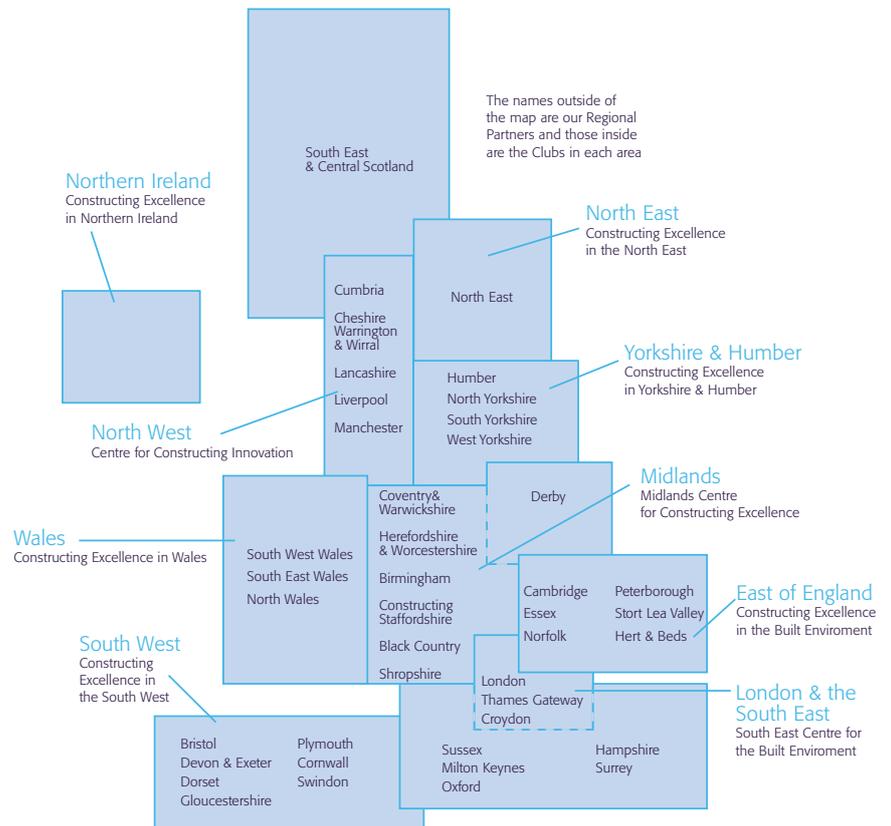
As a not-for-profit organisation, any surplus that we make would be invested back into research or new products and services.





# CONSTRUCTING EXCELLENCE

in the built environment



## Constructing Excellence in the North West

Centre for Construction Innovation North West  
CUBE, 113-115 Portland Street, Manchester, M1 6DW  
Tel: 0161 295 5076  
enquiries@ccinw.com  
[www.ccinw.com](http://www.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](http://www.secbe.org.uk)

## Constructing Excellence in the South West

Faculty of Environment and Technology,  
Rm 3Q6, University of the West of England,  
Frenchay Campus, Coldharbour Lane, Bristol, BS16 1QY  
Tel: 07730 556930  
imajarvis@tiscali.co.uk  
[www.buildsw.org.uk](http://www.buildsw.org.uk)

## Constructing Excellence in the North East

Allergate House, Belmont Business Park,  
Belmont, Durham, DH1 1TW  
Tel: 0191 374 0233  
enquiries@cene.org.uk  
[www.cene.org.uk](http://www.cene.org.uk)

## Constructing Excellence in the East of England

07768 607014  
john.hall@constructingexcellence-east.org.uk  
[www.constructingexcellence-east.org.uk](http://www.constructingexcellence-east.org.uk)

## Midlands' Centre for Constructing Excellence

Coventry Technology Park, Puma Way, Coventry, CV1 2TT  
Tel: 0121 250 5700  
enquiries@wmcce.org  
[www.wmcce.org.uk](http://www.wmcce.org.uk)

## Constructing Excellence in Yorkshire & Humber

Construction Sector Network  
Old Broadcasting House, Woodhouse Lane, Leeds, LS2 9EN  
Tel: 0113 812 9036  
k.redmond@leedsmet.ac.uk  
[www.constructionsectornetwork.org](http://www.constructionsectornetwork.org)

## Constructing Excellence in Wales

2nd Floor East, Longcross Court, 47 Newport Road,  
Cardiff, CF24 0AD  
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info@cewales.org.uk  
[www.cewales.org.uk](http://www.cewales.org.uk)

## Constructing Excellence in Northern Ireland

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