

# Annual Review 2019



**CONSTRUCTING  
EXCELLENCE**  
South West



**Sharing Networking Influencing**



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Rook Lane Chapel  
Bath Street, Frome  
Somerset BA11 1DN  
Tel: 01373 468039  
info@cesw.org.uk  
www.cesw.org.uk



@cesouthwest



Constructing Excellence South West

The Primrose Park development sits on a former school site, brought forward by Plymouth City Council for development under their Plan for Homes initiative. The 72 homes built by Mi-space UK Ltd, part of Midas Group, for Plymouth Community Homes and certified to Passivhaus Standards accelerates housing delivery and provides much needed homes where an outstanding quality of life is enjoyed by everyone.

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# Chairman's Report

When I was approached to consider putting myself forward as Chairman of CESW, I did quite literally 'run a mile,' I thought I had out-run Andrew Carpenter but I was mistaken as Andrew played the long-game and patiently waited for me to relent and give in.

My hesitation in accepting was not because I did not believe in CESW or benefitted from being part of the organisation but rather, could I ever keep up with Andrew and be able to match his energy and enthusiasm?

As my term as Chairman reaches its end, it has been a busy and productive two and half years but one that concludes with me feeling energised with what has been achieved and what is in the pipeline for CESW.

Constructing Excellence is a platform from which to stimulate, debate and drive much needed change in the construction sector. While the construction industry still has some way to go to change, the last two and half years has witnessed at least two calamitous events that have acted as a catalyst for change in the industry, namely, Grenfell Tower and the collapse of Carillion.

These events alone highlighted the opportune time for the sector to step-up and initiate change, to be innovative and to work together more collaboratively. CESW members share a common vision for change through innovation and collaboration and with our new vision established when I became Chairman to 'create an industry of opportunity', my time has been spent seeking ways to positively disrupt the industry.

In order for CESW to be best placed to be part of the transformation in the construction sector, one of the first tasks undertaken was to structure the CESW organisation so it was 'fit for purpose' and provide governance and support to our wonderful CEO, Andrew Carpenter. With a new Board, refreshed Forums and Groups and the supporting legal framework, CESW established itself as a robust leader for promoting and supporting the change needed to make construction an 'opportunity for all'.

Our new structure and way of working has resulted in improved and increased outcomes for our Members, offering better value for money and ever-increasing audiences and contributions to our events and work. It has become a blue-print for other regional Constructing Excellence Groups and this has enabled increased collaborative working and joint activities. I am sure this work will continue to grow in future years.

I adopted leadership as my focus for my term of office as Chairman and this theme was embedded within many of our events over the last two years including our Construction Summit and Leadership Dinners and most recently, the formation of the Leadership and Learning Partnership between CESW and LeadersMeets.

The last two years have been busy but hugely enjoyable. I have had the privilege of an outstanding Board of Non-executive Directors to work alongside, a wonderful Team of Members and Staff who have created minor miracles to get events off the ground and a great CEO, Andrew, of course who has kept the 'show on the road'. I am grateful to you all for your continued support and inspirational dedication to CESW.

It has been an honour to serve CESW and help the organisation on its way, its success is down largely to the support of you, our Members and I want to thank you for that, and the encouragement and assistance many of you have afforded me personally during this time.

Wishing you all the very best  
**Emma Osmundsen**



# CEO's Report



Wow! It's been another spectacularly successful year within Constructing Excellence South West as we reach our sixth anniversary having been launched in this current guise in November 2013. With Emma Osmundsen ending her two-and-a-half-year reign as chair I must first pay tribute to her leadership qualities in helping to take CESW to still further heights. Through her insight, drive and determination we have added a structure and governance around CESW in line with the growth in membership and activity we have witnessed. This means that our incoming chair, Andrew Goodenough, takes over an incredibly influential group that can go on to achieve still more change within the South West construction sector as we seek to positively disrupt mindsets. Talking of disrupting mindsets, I can think of nothing more relevant than the presentation given by Peter Scott of Extinction Rebellion at our Housing Summit in Exeter in October 2019. Never in my 42 years within the sector have I seen an audience of 100+ construction industry professionals, from across the supply chain, stand to applaud a speaker. He had obviously captured the hearts and minds of the CESW audience when it comes to the climate crisis and our drive to zero carbon and his agenda will now be weaved into the work of our Innovation and Sustainability Thought Leadership Forum under a new chair in Philippa Garnett of Buro Happold. I'm sure would be pleased to hear from you if you wish to participate in our future programme of events and activities. She may be contacted at [Philippa.Garnett@BuroHappold.com](mailto:Philippa.Garnett@BuroHappold.com)

When thanking Emma, I must of course also thank the rest of the board who meet regularly to discuss our direction of travel and agree priorities for change going forward. It is gratifying to know that the other fourteen members of the board are equally committed to our aims and objectives and collectively provide a strong voice of change across the South West. We have lost as board members David Sutton with him moving to the Middle East, Abi Scott through work commitments and Kevin Hibbs following his retirement. We wish each of them good luck with their new life outside CESW although we do sincerely hope they will keep in touch. In their place we welcome Alan Rigby of EDF Energy and Kevin Harris of Bamboo Technologies with a new chair for G4C in the pipeline and to be announced soon. We also lost Bob Taylor as our Leadership Council chair following his move outside the South West and we welcome Kevin Harris also into this role. The early signs are that he is going to have a very positive impact. Our thanks go to the entire Leadership Council who provide tremendous support for the board and act as a wonderful two-way communication vehicle with the rest of the sector.

The knowledge we need to influence change comes from our hard-working Thought Leadership Forums each of which is playing their part in disrupting thinking and thereby influencing change. At the front of the queue is our Procurement & Productivity Group co-chaired by Martyn Jones and Steve Clark. They now have a membership of 60+ and have been working on several initiatives due for release in 2020. Our Digital & Offsite Group has had a change of chair in that Mary Bon has stood down due to a career change and Mary Bennell of SWPA has taken over. We thank Mary Bon for her efforts and look forward to an exciting way forward under Mary Bennell's leadership.

We have also seen a change of chair within our Innovation & Sustainability Group inasmuch as joint chairs, David Greensmith and John Savage have both had changes of career and felt unable to continue in their role. We are delighted that Philippa Garnett of Buro Happold will be taking over the role of chair in December 2019 during very exciting times for the group. Not only do we have the XR agenda to consider but also, we have a possible link with a physical Innovation/Sustainability Centre at EDF, Bridgwater to consider. Under the leadership of Andrew Goodenough our Construction Clients Group continues to be the place where clients from across the South West come together to discuss issues of the day and learn & share knowledge. With Andrew standing down to take over as chair of CESW we have another chair lined up to take over in December 2019 in readiness for the launch of the Client KPIs in 2020. G4C and Marcoms are being absorbed into the main CESW programme and we thank Abi Scott and Melissa Barber for their time as chair of those two groups respectively. With those groups going as Thought Leadership Forums that leaves us with room for two more. Based on their success in the Midlands in 2019 we are introducing a Quality & Compliance and Health & Wellbeing Thought Leadership Forums in 2020. If anybody is interested in taking part, please contact Caroline Cash at [caroline.cash@cesw.org](mailto:caroline.cash@cesw.org). We are also looking for two new chairs, who have a knowledge and passion in those areas, to become chair of each.

If the Thought Leadership Forums create the knowledge the dissemination is very much down to our nine Best Practice Clubs. These are the "local clubs for local people" in the words of The League of Gentlemen! The work of these clubs cannot be underestimated as they are the true heart of the industry change agenda. Our thanks go to Birgit Höntzsch (Cornwall), Peter Everitt (Plymouth), Mike Borkowski (Devon & Exeter), Rod Burton (Somerset), Robin Thorpe (Dorset), Carol Heneghan (Swindon & Wiltshire), Kevin Harris (Gloucestershire), Jamie Siggers (Bristol), Julia Davenport-Cooper (Bath) and their teams for the hours and hours they spend on CE business and the positive effect they have on the South West construction sector. With the board, Leadership Council, Thought Leadership Forums and Best Practice Clubs we have well over 1000 members across the South West all driving the collaborative working agenda.

During the past twelve months members of the CESW board have been working with CE Wales and CE Midlands to explore ways of making the 'back of house' administrative activities more efficient thereby offering more value for money to our members. That work is nearing completion and early in the New Year a revised support team will be announced. This will NOT change the way CESW is governed but is intended to allow us to do more with your membership fees. I would like to thank our current team of Caroline Cash (administration), Emma Hannam (Communications), Lynn Broughton (Finance), Philip Jansseune (Design), Andrew Brown (Newsletters) and of course Martyn Jones as my deputy. Where would CESW be without Martyn?

I'm disappointed to report that we have had to shelve our Adopt a School campaign across the South West due to us losing our financial backing. However, I'm delighted to say that certain clubs, notably Plymouth, have picked up the mantle and next financial year we are concentrating on acquiring new members that will allow us to pay for the scheme within our own annual budget. If you have a passion for encouraging young people into the construction sector, please encourage those 'new' organisations to join CESW as their additional income will allow us to resurrect this incredibly powerful programme.

For anybody interested in digitalisation within the housing sector we have once again been asked to act as secretariat for the national BIM4Housing Forum. Housing is well behind the curve when it comes to the use of BIM and with the Hackitt Review mentioning BIM4Housing throughout chapter eight of her report, calling it The Golden Thread of Information, the group is inundated with new members especially from within the affordable housing providers all seeking to understand the benefits of BIM in asset management.

During my time as CEO of CESW I have concentrated on 'deliverables' and I'm delighted that the latest to be unveiled was the 'Guide to appointing an Architect' launched in June at our Construction Summit in June 2019. Our thanks go to Stephen Homer of Ashfords LLP for driving this document and to all the contributors for making it such a useful addition to our growing list 'How to' guides. In addition, this year we have introduced Advice Notes to our portfolio. Our company secretary, Alan Tate of Michelmores, has been responsible for the first two on Tax Credits and VAT reverse charging. More are in the pipeline for 2020. If you would like to consider providing a 'How to' guide, Advice Note or Case Study please contact Caroline Cash at [caroline.cash@cesw.org](mailto:caroline.cash@cesw.org) and the board will be pleased to consider your application.

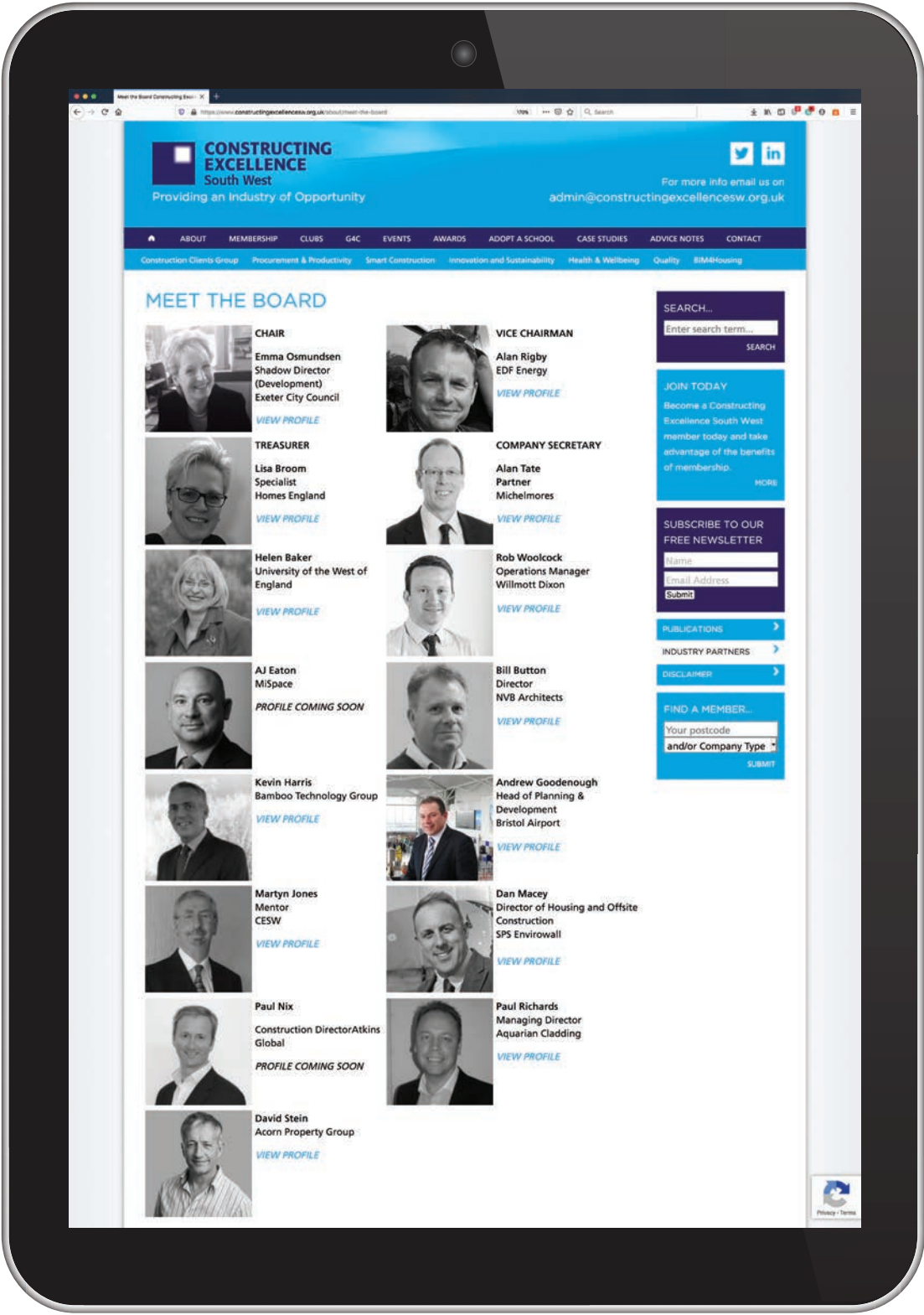
Finally, I would like to congratulate all the winners from our 2019 G4C and Built Environment Awards. The quality of the applications continues to rise, and we hope next year, when we take over the day-to-day running of our awards, this continues to be the case. As part of our drive to provide more efficiency we are working with CE Wales, who have arranged their own awards for several years, to provide and even better Awards Dinner in 2020 when once again we will return to our original home of the Marriott City Centre Hotel in Bristol at the request of many members. The judging process will be more involved next year with short listed nominees being called in to meet the judges and answer questions on their entry. We hope this increased interrogation of the entries will further strengthen the awards and help us win more national awards when the South West winners go on to represent us in the national CE finals.

The need for a successful Constructing Excellence in the South West continues to grow with so many huge agenda items to cover and the industry's inability to change increasingly evident. To those of you reading this report and already involved I say, 'thank you' and to those of you not yet involved I say, 'please join'. In the words of a previous member of CESW, Ian Callaghan when he was with Somerfield, **we want to work with people who want to change the world!**



# CESW Board

- Emma Osmundsen**  
Chair
- Alan Rigby**  
Vice Chair
- Lisa Broom**  
Treasurer
- Alan Tate**  
Company Secretary
- Helen Baker**
- Rob Woolcock**
- AJ Eaton**
- Bill Button**
- Kevin Harris**
- Andrew Goodenough**
- Martyn Jones**
- Dan Macey**
- Paul Nix**
- Paul Richards**
- David Stein**



# CESW Leadership Council



**Kevin Harris**  
Chair

The CESW leadership Council has met twice this year under the chairmanship of Kevin Harris of Bamboo Technology Group.

The role of the Leadership Council is set out below:

- 1**  
We are the movement to deliver the culture change necessary to provide an industry of opportunity
- 2**  
We identify the detail required to deliver the CESW Board's vision and offer support in determining that vision
- 3**  
We provide the regional hub for CE National Members, CESW clubs, CESW forums, Industry Bodies and Stakeholders, Universities and Colleges and the entire supply chain
- 4**  
We act as a two-way communication channel throughout the South West construction sector to ensure a united message with no duplication of resource and effort
- 5**  
We act as the South West's regional arm of Constructing Excellence and report through CERP (Constructing Excellence Regional Partnership)
- 6**  
We live by the principles of Constructing Excellence



**LeadersMeets**

**Howard Betts**

[howardbetts@execdevelop.com](mailto:howardbetts@execdevelop.com)

## An overview of the Leadership and Learning Partnership with CESW

We live in a fast changing world that is far more uncertain, complex, volatile, and ambiguous than previously experienced.

The Construction Sector is not immune; for there are both rising external and internal forces for change that embrace environmental, technological, and systemic challenges and issues as well as others.

Change is about learning with other sectors, organisations, and individuals that embrace learning changing faster and importantly creating for themselves greater opportunities as well as competitive advantage.

In September 2019 CESW entered into a Leadership and Learning Partnership with Leadersmeets to fully support CESW in meeting its aim of providing *'a platform to stimulate, debate, and drive for industry wide improvement'*.

Both experience and research over the last half century tells us that adults learn best when it is relevant to what they do; they are involved; and they have the opportunity to question and discuss issues with others – diversity and difference are a crucial factor.

Our mission is to meet these requirements through promoting, encouraging, and facilitating *'conversations that matter'*® where adults can learn through the sharing of their thoughts, ideas, and experiences through short, pertinent, and focused discussions, interviews, and interactive webinars of forty minutes duration twice a month via our online subscription website – [www.leadersmeets.com](http://www.leadersmeets.com)

This dynamic approach maximises the opportunity that technology offers meaning that members will not need to take time away from the workplace to learn being able to access each of the 'conversations that matter'® from their place of work or anyplace via their smart phone, tablet, or laptop. Significantly, neither time nor cost is involved in travel so reducing CO2 emissions whilst increasing time that can be more effectively spent.

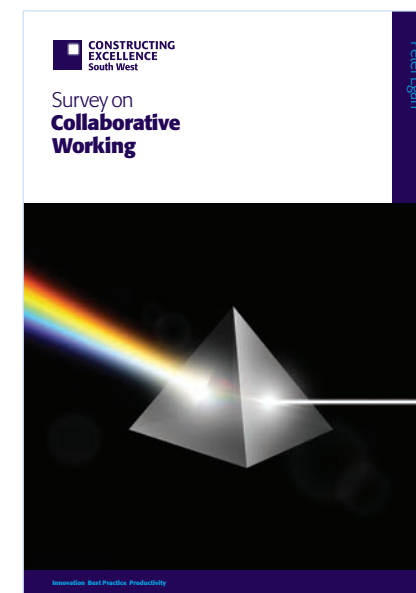
Members who miss or are unable to make a conversation, or wish to hear it again, will be able to do so as each one will be recorded and available to download as a podcast so they can be listened to in the car, as part of a commute, in the gym, or during a run. For those members that prefer to read, a transcript will also be available.

Additionally, our online site will build up relevant learning materials and links to other resources; provide e-learning offerings; and offer invaluable discounts on other learning offerings such as workshops and development events.

Following discussions with some Groups and Clubs, we will be hosting meetings and events that will encourage and allow greater participation. We hope to increase the number of meetings and events we host and are open to all member suggestions.

At £10 per month excluding VAT or £100 excluding VAT for twelve months, we believe this offers **highly pertinent learning** with a **high return on investment**. To encourage membership all those signing up can experience one month free before their subscription starts.

# CESW Survey on Collaborative Working



**Peter Egan**

Egan Consulting Limited  
September 2019

**Egan Consulting**  
Coaching, Consulting & Research

## Executive Summary Background & Approach Findings

- 1 How Do You Define Collaboration in the Construction Sector?
- 2 What is Your Role in Collaboration?
- 3 What are The Key Drivers of Collaboration?
- 4 How would you describe the level of understanding of Collaboration in the South West region?
- 5 Who Should Be the Driver of Collaboration and Who Should Champion It?
- 6 Projects in the South West that have benefitted from Collaboration in terms of out-turn quality cost and delivery
- 7 Are You Developing Any Collaborative Tools?
- 8 What is the importance of soft skills (culture & values)? vs. hard skills (technical skills of construction project management)?
- 9 What Role do You Believe CESW Should Fulfil Over The Next Three To Five Years?
- 10 To What Extent Should The Professional Bodies, Academia And The Industry Itself Collaborate And Share Knowledge And Information?
- 11 Is There A Need For A Client Based Guide To Collaboration, What Should It Contain And Who Should Produce It?
- 12 Any Further Comments on Collaboration?

## Executive Summary

The following summarises the key comments made in response to the survey questionnaire circulated to twenty-one individuals, from which ten (a 47.6% response rate) have contributed at the time of writing.

Across the responses there is a strong sense that lowest cost contracting is a barrier to collaboration. It is something that has to be 'costed into a project'. Most responses however confirm that collaborative working is all about working together across the construction sector to deliver better, faster, cheaper. It identifies the need for early engagement across the project team, leadership to deliver and a lot of communication.

Clearly, there is a lot of good work being carried out, but it is difficult to avoid the sense that there are a lot of players and this leads to fragmentation. It may be concluded that this could be a fertile space for CESW to occupy, in acting to promote working more closely across the whole construction sector and its supply-chain i.e. a demonstration of 'walking the talk'.

When responding to the question 'what are the key drivers of collaboration?' it seems that the essential nature of the structure of construction projects is in question. Respondents feel that this is something that has to be costed in or it won't happen otherwise. It challenges the notion that collaborative working and partnering is a mindset driven by the culture of the participants, resulting in a management style that encourages, supports and promotes team-based problem solving i.e. 'it's just the way we manage projects around here'.



CESW may wish to explore the issues impacting on these responses to identify how it might act as a catalyst to address them. Of critical importance must be the need to challenge the notion that good project leadership that drives collaboration and team-work is in itself a more costly way to deliver a successful project. This notion clearly missed the point by a country mile and eloquently demonstrates the need for the work that CESW undertakes in promoting the change / leadership agenda.

The level of understanding of collaboration appears to be something of a mixed bag, ranging from the larger players being more aware and therefore more likely to participate actively in delivering projects collaboratively, whilst most of the rest recognise the ‘WHAT’ but not the ‘HOW’ to engage / do it. Some see it as an on-cost to project delivery, therefore believing it is a subject that is not widely discussed nor acted upon.

When it comes to who should drive collaboration there is more common ground in respondents identifying largely a top down approach, i.e. government / clients / major contractors / professional bodies etc. The fragmentation within the industry is seen as an issue here, with so many participants, many citing the increasingly risk averse nature of the industry, where ‘consultants and professional advisors’ predominate as a means of handing-off risk, resulting in very many more interested parties needing to be included in managing and delivering a project.

CESW featured strongly here, as did other industry bodies including professional and academic institutions, government groups etc. This is clearly a space where CESW can command a strong presence.

Award winning projects including:

**Gloucester Transport Hub**

**UK Hydrographic Office HQ in Taunton**

**Bromley Heath Viaduct Refurbishment & Enhancement Works**

**Hinckley Point Earthworks**

**Woolold Bridge Reconstruction**

**Starcross & Cockwood Defence Tidal Scheme**

etc. were referenced as examples of either award winning or great examples of collaboration.

There is relatively little work being carried out into the development of collaborative tools and techniques. Most responses cited this as an area that is industry lead i.e. the construction companies themselves act to deliver a collaborative approach. However, there were a couple of notable exceptions, namely Project 13, developed by Ice and about to be launched (1st October) Project 13 is an industry-led initiative to improve the way high-performing infrastructure is delivered and managed. It begins an industry-wide change programme which will deliver better outcomes for the public and customers of infrastructure, a more highly skilled, innovative workforce and lead to a more sustainable, productive construction industry. It is sponsored by the Infrastructure Client Group, a joint group of industry figures, academics and infrastructure owners with 19 members from 16 different client organisations representing public, private and regulated infrastructure sectors.

Similarly increased investment in modelling software and design for manufacture and assembly (DFMA) tools were cited. The Build Plymouth website also signposts to training and development opportunities in the area.

As referred to earlier there is a question in terms of the balance of soft vs hard skills.

Whilst it is clearly acknowledged that both are not just necessary, but critical to the delivery of a successful project, it is implied that soft skills / collaboration is an added cost to a projects delivery. CESW can have a very significant impact here.

The above point leads neatly into the role that CESW might fulfil over the next three to five years. It is clearly seen as a thought leader/influencer. It is seen as the key in promoting / championing the changes necessary to further embrace change / collaborative working.

Engaging with other bodies but in the training and development space CITB in particular may be a key partner in developing the SME sector within the construction sector in the South West.

In addition, CESW will be well received as a catalyst around which other like-minded industry bodies / federations / academia might gather to develop / streamline / promote the wider use of the best practice agenda including collaboration, partnering and supply-chain integration.

The responses clearly recognise and accept the need for greater co-operation between organisations and it is seen as a ‘no brainer’ as an area in which key industry representatives should promote closer collaboration and working together.

The issue of a client guide to collaborative working raised the question of exactly what they will require of such a guide. It seems that the whole issue of culture and values underpinning the management processes that deliver excellence are still little understood. CESW could make a very significant impact be championing and promoting the notion that it’s the culture of the project team and the partners in it that drives collaboration and excellence in the out-turn of construction projects in terms of quality cost and delivery.

**Background & Approach**

Constructing Excellence South West is in the process of determining the role it takes in relation to Collaboration within the industry. It has been committed to collaboration since its formation in 2003 and now wishes to further the Collaboration agenda.

To this end and as it relates to collaboration, CESW wishes to engage with others in the region to determine how best to achieve this.

CESW wants to make sure that its efforts are targeted in areas where they will make the most impact. This survey, circulated to a small number of key contributors in the region, has been designed to better understand how CESW might position its service in the South West.

Twenty-one individuals have been included in the circulation of the questionnaire, with seven responses (33.3% response rate) having been received at the time of writing this draft report. Some of those who were invited to contribute have been on holiday and will be followed up over the rest of September for their contributions.

Our approach to this brief has been to focus upon how collaboration is understood and what individuals and companies are doing with regard to its uptake and application. It has not looked at how effective collaborative working has been in practice or to comment on the experiences of those who have participated in collaborative working etc.

**Findings**

The following is a summary of the responses gained to each of the 12 questions asked of participants in the survey.

**How would you define Collaboration in the Construction sector?**

Responses received flagged a number of perspectives on collaboration including:

- Working with other parties in a proactive manner.
- Understanding the needs of others so that they can work effectively.
- Working openly and inviting others to input into your area of design, likewise contributing positively to roles provided by others
- Collaboration in construction is no different to any other activity. It requires a readiness to participate and listen to the ideas of others, at the most appropriate point in the asset cycle, be that part of procurement or operations
- It being a means of identifying and removing points of friction for the mutual benefit of stakeholders and the sector as a whole.
- A ‘collaboration between owners, investors, integrators, advisors, suppliers, sectors, across political and geographic boundaries to encourage a more diverse future profession.
- Working together with all related parties on agreed timescales and deliverables in a common environment. This could be a construction project or a piece of research /innovation work
- Partnerships working across all tiers and sectors to achieve the desired outcomes for all parties and therefore for the good of the industry /economy
- Translating the concepts of Collaboration to make it meaningful for SMEs
- Being open and communicating well what our profession (architects) do; and being open and listening to what other professions and sectors offer in terms of better ways of doing things.

- If all sectors are always talking and listening, good ideas should flourish.
- The essence of collaboration is in early engagement, by all parties where solutions evolve through close partnership and collaboration
- The best things always happen when everybody talks to each other.
- Lacking. It is an undervalued and underpaid sector which has had to stop collaboration as fees tumbled.
- Lowest cost is seen as the lowest option thus making it a huge barrier to collaboration. Up to 605 to 70% of projects are wrongly priced. This is not a backdrop that is conducive to collaborative working
- Cost pressures don’t allow for, say 1% cost being added to prelims to build in the additional team cost of collaboration
- The fragmentation that has developed in the sector results in too many vested interests making collaboration very difficult
- Collaboration across the supply chain to deliver the procurement pipeline being offered
- It’s still relatively limited in my opinion, largely due to the commercial sensitivity of builders when they are trialling new systems and products. Also, collaboration is limited between RSLs and Housebuilders despite a reliance on each other at different times. Anything that breaks down these barriers is productive such as work by the Housing Forum, but it has limited engagement from house builders unfortunately.

## 2

### What is your role in Collaboration?

- The Institution of Structural Engineers promotes best practice amongst its membership. There are regular articles in the monthly journal which showcase projects endorsing collaborative principles. Many events are organised to enable members to come together and generate a spirit of unity.
- Perhaps more could be done to directly explain benefits of working collaboratively with other disciplines, but there are many instances where the benefits of digital collaboration are demonstrated.
- When appointed as Design Team Leader/Lead Consultant the duty falls to us to identify the necessary contributors and advocate their inclusion at the most effective point in procurement. The challenge is always to demonstrate the potential for savings in time & cost to reduce re-working of solutions
- As CITB moves more towards a more strategic role, the collaborative approach becomes even more crucial.
- We have always worked closely with government, industry bodies through policy and the levy order and all decision making is filtered through employers and employer associations.
- At a local level, we have the Partnerships Team which enable networks to take place which will benefit industry.
- We promote collaboration through funding and grant, industry priorities at a national and local level
- CIC bring all construction professionals together to foster an understanding of how we all differ and can work more effectively together
- Architects have a key connector role in the construction industry, from creating the initial idea and concept (design, placemaking, visualising the clients brief) and effectively communicating that across the various professions who can then turn that into a reality.
- RIBA has a key role in ensuring architects are equipped with the skills to communicate effectively across design & construction teams.
- RIBA also has a key role to share knowledge across professions, partners, clients, the public. Constructing Excellence is a key organization for this role.
- ICE supporting the development of Project 13 (national) (Launching 1st October 2019)
- Setting up South West Infrastructure Panel
- Joint initiatives with other Professional Institutions
- Network of ICE City Clubs
- Strong sector representation in the region with 40 people on the South West ICE committee – bring the sector together through a more holistic approach with senior representatives from different sectors
- Professional bodies need to ‘walk the walk’
- Geography is a big challenge in the South west as it’s such a big area in comparison to London, for example. Getting together always takes a special effort
- We are involved in the design aspect of collaboration on projects where we act as Civil & Structural Engineer. We

have expanded our offer in this area by developing our skills for achieving digital collaboration and sharing of data and are BIM Level 2 Kitemarked by BSI. We are looking at developing an offer in the market of Information Manager which may involve leading on collaboration on projects through the managing of data on behalf of the client.

- We actively market our ability to collaborate both internally and externally through our kitemark and awards on this topic. We work heavily in the DFMA sector and are therefore designing information collaboratively with the supply chain and reducing data exchanges in the process.
- We have invested in Autodesk’s 360 Docs online package to explore how we can collaborate virtually both internally and externally.
- Identifying points of friction that can be reduced for the mutual benefit of stakeholders and the sector as a whole
- As a LA
- NHBC works hard to try and bring various industry bodies, testing & verification bodies together for common good. We also try to share valuable information through things like Building for Tomorrow events etc.

## 3

### What are the key drivers of Collaboration?

- Cost, Efficiency, Technology, Establishing new ways of doing things which set companies apart from their competitors
- The definition of a successful project outcome: ergo, better managed Time, Personnel and Financial resources
- Our scope order, that we are moving towards a more strategic role – the doings will be carried out through our partners and stakeholders
- Time is needed to make it more effective.
- The need for collaboration is down to the inherent complexity of construction
- Communication, transparency, mutual respect, being open to constructive criticism and challenge. Not being afraid to say ‘that won’t work’
- Greater understanding of cost drivers and risk
- Reward and profit based on value not time spent
- Greater diversity in the profession
- Greater impact and shared resources
- Developing solutions in-line with the whole of the team so all are aware of the progression and solutions. This helps achieve sign off and reduces later coordination issues in an open inclusive forum.
- The Federation of Master Builders (FMB) is the largest trade association in the UK construction industry, representing thousands of firms in England, Scotland, Wales and Northern Ireland. Established in 1941 to protect the interests of small and medium-sized (SME) construction firms, the FMB is an independent, non-profit organisation, lobbying for members’ interests at both the national and local level.
- Master Builders can access a range of business support services to help grow, improve and protect their businesses.
- FMB members are professionally vetted and independently inspected on joining and can offer a warranty on all their work. To find a Master Builder the FMB offers a free ‘Find a Builder’ service.
- My role is to represent the FMB in the South of the UK on three main levels – Governance, Membership Support and an Ambassadorial role, working at regional level with external bodies such as Local Authorities, Schools and Colleges, CITB, HSE and other construction orientated organisations such as CESW.
- Trust, knowing what partners can offer, skill sets and technical competence, understanding what the big picture is (where is True North)
- They should be to share information to help facilitate better efficiencies in my view but this doesn’t always happen due to the commercial sensitivity mentioned above. Also to help develop best practice, develop skills which is a particular issue for the industry going forwards.

## 4

### How would you describe the level of understanding of Collaboration in the South West region?

- The larger companies are generally working in a collaborative manner. However the idea of smaller practices investing in expensive technology so that they can work of the same platform as the other professionals and a jobbing contractor is unlikely to catch on just yet.
- It depends on the size of project, where smaller ones presenting higher risks at the planning stage tend to have little collaboration in an attempt to mitigate the higher risk of cancellation. This results in incomplete design and the need to re-work the scheme.
- Good. There are some solid links across industry education and economic and political partners. Some areas are stronger than others – for a variety of reasons. Construction is not often seen as a priority for some LEP areas therefore our networks and projects are weaker across those locales
- The LEP have got better but it’s a patchy picture – the focus for the LEPs seems to be on ‘housing and infrastructure messages
- It is not really a subject of discussion, which is self-fulfilling. The less time people have to address issues, the bigger the impact of the issues
- We don’t see it as strong in the South West
- Different experiences from different architectural practices. Large practices with major clients & professional partners tend to have strong relationships.
- Majority would understand its benefit but not necessarily know how to achieve it – knowing the ‘What’ but not the ‘How’



5

- Mixed – some organisations are working in a collaborative environment where exchanges are encouraged. Others work in a silo mentality which slows down the process but mainly driven by Architects not willing to update technology or working practices
- Cost reduction, raising of standards, facilitation of sector growth, economic and environmental sustainability
- In some aspects it is very high; you have Building Plymouth, and the new offshoots of this with Building G Exe, and Building Cornwall and as a wider body CESW. There are clear statements about addressing skills, procurement and capacity to deliver with this across all three, for example.
- I think the biggest issue faced is that there are so many different bodies with this sector that they tend to overlap and key messages and collaboration get diluted.
- Therefore, in other aspects it is low. Bluntly, what are we collaborating about? There are key issues in relation to sector deals, Brexit, improved productivity and either the messages are not coming down about this and it is happening, or nothing is happening.
- You only have to look at CESW and the different types of organisations/ memberships etc.
- This is a set in a sector which is vast anyway and overlaps.
- Limited, partly due to the geography so I think there is scope for more online HUBs, Forums etc

**Who should be the driver of greater collaboration and who should champion it?**

- Clients are the ultimate beneficiaries
- Employers. Project Leads/Lead Consultants
- Tier 1 contractors across their supply chains, clients, LEPs, representative industry bodies
- There needs to be a contractor lead model
- Clients advised by government or groups like CIC and CE. Clients do not understand the impacts of less collaboration, it is a ticking time bomb. Need to align to the national approach
- Leaders of industry e.g. chief executives, senior directors of major players, 'lead by example'
- Pan sector organisations e.g. Constructing Excellence
- Professional institutes
- With cost being a primary focus since the banking crisis, 'leading by example' has not always been easy to do. Where lowest cost is the primary focus, then the benefits of collaborative working, partnering and an integrated supply-chain are difficult to realise. Thereby creating the gap between lowest cost and delivered value to the client
- Owners, investors, integrators, advisers and suppliers driven by the work of Project 13
- Professional and Academic Institutions - Academia is way behind
- Policy makers
- All staff within companies
- Government on Public Sector Projects
- Project Managers on Private Sector Projects

- Government both at national and local policy level, implementation through Local Authorities.
- Championed by representative groups such as CESW, FMB, HBF, CBI, Chambers of Commerce
- There is a role for an overarching body here in the South West that covers LEPs and CAs with this sector and can therefore make real representation back to government etc. as well as oversee facilitation. Maybe this is CESW or something very similar, but it would also need to have the voice of industry behind it.
- There are emerging bodies mentioned in q4 that can do this at a sub-regional level and combined with LEPs and they just need aligning so there is a formal structure in place to ensure that collaboration can have the channels for this to operate in
- It requires a multidisciplinary approach which would be driven by defining the critical industry goals moving forward. So for example planning permission is still a major issue, skills is a problem etc.

6

**Projects in the South West that have benefitted from Collaboration in terms of out-turn quality cost and delivery**

- Gloucester Transport Hub (on time, under budget, great contractor/subcontractor/client/design team relationship, common goals).
- Gilbert and Goode – flexible fund; NSAfC; Pathways into Construction commission
- Not sure. Potentially HPC, just because it has the scale to understand and pay for collaboration, but I am not sure
- UK Hydrographic Office HQ, Taunton (won 3 x RIBA South West Awards 2019, inc Client of the Year). Strong collaborative approach taken by the architects (AHR), their professional partners, and led by a strong & lateral thinking client (especially Jo Funnell).
- Bristol – Bromley Heath Viaduct Refurbishment & Enhancement Works
- Starcross & Cockwood Defence tidal Scheme
- Hinkley Point Earthworks
- Woolold Bridge reconstruction
- Our first BIM Level 2 project was a school for Hampshire County Council and was used as a pilot study. Whilst there was an increase in our services pre-contract and also more engagement needed on collaboration review meetings, there was a marked reduction in site queries.
- Following this the amount of queries we receive when projects are on site has reduced significantly in the last 5 years.

7

**Are you developing any Collaborative tools?**

- The IStructE provides an open forum to share best practice. For example there is a specific page on the website dedicated to digital engineering.  
<https://www.istructe.org/resources/digital-engineering/>
- There is also a BIM Panel to promote likewise
- Not formally, but developing long term partnering with other consultants seeking to change approach
- Most commissions and funding opportunities we push out are underpinned by the need for a collaborative approach. We are funding more and more projects which are designed to deliver products and services which can be used across the wider industry to promote collaboration
- CITB act to push good work by clients and to promote collaboration to the client group
- The CIC are not involved in any tool development. I have personally been involved in the early days of Behaviours4Collaboration, plus my own research as Knowledge Sharing.
- Currently not aware the RIBA is developing any particular tools, though sharing best practice & general CPD is on offer
- Project 13
- We are working with Autodesk on moving forward with their 360 suite of collaboration tools, offering feedback in to how we collaborate on projects

# 8

- We are also working on our DFMA software where we are able to directly collaborate with the supply chain with our information so that our outputs have been developed in line with the manufacturing software so no interpretation is needed moving from design to manufacture
- Indirectly through business services training to our SME members. The domestic SME construction sector is largely collaborative by virtue of the contacting and subcontracting network that a lot of small firms rely upon
- Yes, please see Building Plymouth website. Technical tools no but providing a mechanism for collaboration and benefits
- No

## What is the importance of soft skills (culture & values) v hard skills (technical skills of construction project management)?

- Much of collaboration is built off mutual respect. Culturally there can be a sense of superiority in certain individuals which needs to be broken down in order to get meaningful collaboration.
- Innovation requires an openness and not being afraid to fail.
- Collaboration requires a readiness to communicate and accept widely varying ideas and commentary. Hard tools are merely the conduit for delivering the collaborative output
- Behaviours are all important in particular when it comes to working across the supply chains. Construction is all about people; construction leaders need to display and put into practice these beliefs
- The tools will not work without the culture. If the value of the tools is not understood they will not be used and will wither and die
- Fees don't allow for work to foster the soft-side
- Long term relationships + greater understanding of drivers
- The two work together. The technical tools are no good unless people/organisations truly believe in collaboration, and embrace it
- Very important as changing working methods is the hardest sell with doing things differently. We have found that we need to identify a journey for those involved and the reasons why we are doing something to help obtain successes
- Vital and an underestimated aspect. Mental Health, changes in perception (e.g. women in construction) and just a few of the "soft" aspects. These often dovetail with Hard Side, such as wellbeing and Health & Safety
- In some aspects it is very high; you have Building Plymouth, and the new offshoots of this with Building G Exe, and Building Cornwall and as a wider body CESW. There are clear statements about addressing skills, procurement and capacity to deliver with this across all three, for example
- The importance is significant. Technical tools are the way we do things. It is the people side that is most important and how we get the best out of our human resources and invest in them and attract people to the industry.
- A lot of this is relationships and understanding that the whole is greater than the sum of the parts, no one organisation can do this but collectively this can happen
- Quite important but builders in my view like clear options / instructions that they can go and deliver & are enabled to deliver

# 9

## What role do you believe CESW should fulfil over the next three to five years?

- Lead on Good Practice
- Be a forum whereby innovation can be showcased
- Encourage, along with other pan industry bodies, (CIC, UKBIMA) the advantages of early stage collaborative working
- Provide the opportunities for disciplines/ supply-chain participants to have unfettered conversations
- Advocate against 'Lowest Cost Procurement' as a means of determining supplier selection
- CESW are very good at CPD for their members. Modern methods of construction in particular.
- CESW look after the design sector which is often out of scope to CITB. I see the role of CESW are being one of knowledge exchange, progressive discussion and bringing together partners which can also support that working well together ethos
- CESW has great convening power so can help with educating professionals and clients to the importance of collaboration and help share tools
- Funding sign-posting in support of delivering 'best practice'
- Continue to lead the pan-professional supply chain in terms of collaboration and sharing knowledge. Maybe focus in on a project around the technical tools, and the soft tools required and therefore having a brilliant offer for the wider industry
- Building a body of exemplar 'demonstration projects' showing the benefits of collaboration in terms of quality, cost and on time delivery
- Championing change in the industry
  - Collaborative working
  - Skills changes needed – recruiting from non-traditional construction sources e.g. the gaming industry as modelling complexity increases
  - Need to be more agile
- Engagement is good and then further consultation on best practice with examples of successes would be really good. I think case study presentations which also show what tools have been used help as well as sometimes there is a lot of talk about ways of working but no real hands on demonstration of how it worked, especially with new tools available
- Continue to drive up standards but also consider the smaller firms in your strategy. Housing shortage is a big issue and the government has had a long history of falling short of what's needed in order to stimulate investment in developing existing sites into viable and accessible living spaces. There is also the need to ensure continuity of materials through the period of transition as we leave the EU. Also ensuring we invest in the next generation of building professionals and retain as many of our migrant workers, to offset the demographics of an ageing workforce in the industry.
- I think the biggest issue faced is that there are so many different bodies with this sector that they tend to overlap and key messages and collaboration get diluted. CESW can play a vital role here
- See if they can facilitate & enable (5) in a stronger way which I appreciate is not easy by any means, so it's about finding some approaches that may help it to do that. I previously worked with a good LEP in the Midlands that had a good approach & did engage many disciplines but again the house builders did not engage too much.

# 10

## To what extent should the professional bodies, academia and the industry itself collaborate and share knowledge and information?

- British engineering and design remains the best in the world. For that to continue the research and development needs to happen and results shared. Education, training and sharing of knowledge is critical for shared success.
- There is an intrinsic mindset within professional institutions to protect a discipline from criticism or reduced influence
- Education of new professionals is critical to changing the long-term approach
- Life-long learning (CPD) for all professionals needs to demonstrate the individual benefits and 'soft-skills' needed to improve productivity
- I think it is of vital importance. There is such a lot of duplication of effort across industry and often not very many lessons learnt. However, filtering out that communication especially to the smaller contractors is not without its challenges. Often through effective products and services can that message be effective and offer benefits to industry and the individual contractors
- As the Edge Commission Report stated, without cross discipline cooperation everyone will fail
- Yes, the institutes should share their relevant knowledge
- There is no doubt that there is a need to engage with academia at every stage of the training of (in this case architects) to better reflect contemporary proactive.
- The RIBA have recently launched a student mentoring programme, where students get involved with real practices on real projects to help bridge the gap between education and working in 'the real world'.



# 11

- Need for change in some teaching regimes plus more student mentoring
- Essential
- Should be very transparent and collaborate about the future of construction as we move into generative design (how does this collaborate – it almost reverses the situation and moves back to silo data input and output)
- It's vital. Construction needs to be shown to be a career choice, not a fallback option. Right from primary school, children should be introduced to the exciting things that construction can provide as a career. Secondary schools need to support us in improving the reputation of the sector. Colleges and other FE orgs need to facilitate the dialogue between trainers and employers
- There is no point acting in silos. There is so much resource available, but it is disjointed. Perhaps people again need to see the wider value of their work and how this can contribute to the picture and issues we are facing
- This is key to success in my view

## Is there a need for a client-based guide to Collaboration, what should it contain and who should produce it?

- This could be very useful. Initially it can be a short leaflet to highlight the benefits. Still too many believe that lowest price is the best option without thinking through the benefits of investing in a team that can outperform the norm and deliver cost and programme benefits and long term quality and value
- A longer document could give a more in-depth view showcasing prime examples and smiling clients. And it would be good to find a remorseful client who wished they had paid more attention to collaboration!
- Clients/Employers need to realise the potential for improved project outcomes
- Construction projects that include a full design team from the outset are more likely to succeed as they will demonstrate consideration & resolution of many of the early stage project failure.
- Since Clients/Employers have to undertake the financial risk or persuade delivery partners to share that risk, the potential for reward must be readily defined
- Through the NSaFC model, CITB use this framework as a tool for client collaboration. We use project-based opportunities to deliver employment and skills opportunities. Any new piece of work needs to consider the products out there already. This could be driven by central government or the Construction Leadership Council?
- Clients mainly push for 'value' (lowest cost) and do not realise the unintended consequences of this, they need help to understand it is not a good thing
- Yes. Needs to contain evidence that collaborative projects are more successful / cost less / are more on time / are safer for all parties including the client.
- See info on Project 13 at <http://www.p13.org.uk/>
- This would be useful and the lead consultants that a client engages with (Architect/PM/QS) should in reality discuss design requirements and how the team should work and not take it for granted that the client knows. For example, on CDM there is a duty to inform a client on their responsibilities, could this be wed to collaborative design and also link how to collaborate design can assist on many aspects including CDM?
- Not sure what is meant by a client-based guide to collaboration. However, if collaboration can be shown to be of benefit to the end-user "the client" then that's more than half the battle won. Bearing in mind that everyone is both a customer and a provider of services in some shape or form. It's a two-way street. In terms of key players – again national and local government, regulatory bodies, suppliers and contractors
- A guide? It is more than a guide it should be a way of working and demonstrable as such.
- It should show good practice from elsewhere as well as here of which there is in abundance. Presently it seems it is not joined up.
- CESW could be the overall author of such with contributions in the SW, for example. This is would also need breaking down into themes possibly.
- This goes possibly wider than clients, as it does involve the whole sector as part of collaboration.
- I think it's more about unlocking some of the above via a Hub / Forum as one of the SW challenges is diaries for events for key players

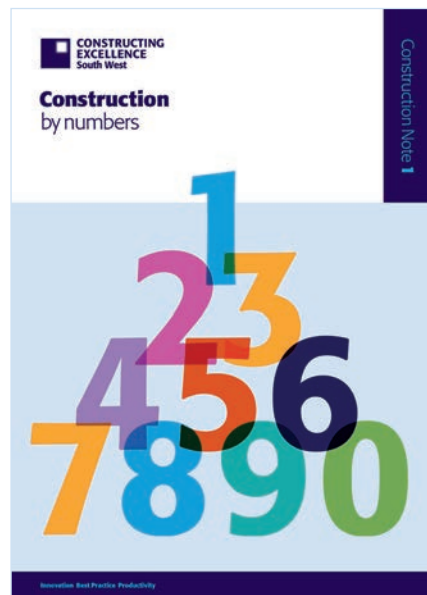
# 12

## Any further comments on Collaboration?

- Benefits are large
- Short-comings and challenges include:
  - Cost of investment
  - Pace of development of technology (speed before it becomes obsolete - under-graduates starting degree courses that will be obsolete before they are completed)
  - Momentum of smaller businesses with older individuals being more resistant to change
- Efforts to identify collaborative working practices must be applicable to projects of any size and value, so that SME sub-contractors can also see the benefits to them to devote time at a point in the project cycle when there is still substantial risk
- CITB could not exist without collaboration – and we rely on partners such as CESW to support those customers which are part of the wider industry but not necessarily in scope to CITB.
- Collaboration is not without its shortcomings however and we have found through recent commissions that different motivations for being part of that collaboration can often skew intent and ultimately the outcomes.
- Collaborations needs to be carefully vetted and mapped to ensure that industry is not being overwhelmed. Also, it is necessary to scope out the value added each partner brings to the table and their field of expertise
- Need clear communication and project leader
- Knowledge of how to collaborate can be sparse and where to find the relevant reference material.
- How do small businesses cope with the evolving technology?
- Everyone is innovating in a silo mentality to get a better solution than their competitors. Larger firms are at an advantage where they can run training and innovation within their overheads
- Collaboration is essential and is often found as an integral to commercial engagement. It needs to be enhanced and highlighted as a vital component to creating a robust environment where cost efficiency and environmental sustainability is key. The only shortcomings I feel are the points of resistance from slow adopters, who unfortunately are commonplace in the traditionally orientated UK construction sector
- A key ingredient of collaboration is strategic direction and leadership behind this-or supporting this.
- Benefits include a united voice behind ideas, direction of travel, lobbying, networking and the benefits of shared practice and issues (you are not alone). A key area is also sharing skill sets and expertise.
- Challenges also faced include Govt direction and policy changes but there is a lot that can be done underneath this to provide for a stable infrastructure.
- Shortcomings; collaboration needs to be longer than individual projects it needs to be maintained for the longer term
- Businesses are tied to economic climate and collaboration might not be possible due to business viability in the long term.
- Conversely, if resources and expertise are shared the viability is potentially maintained?
- I think certain key industry issues need to be targeted and help to be unlocked, so that the industry and builders can see some tangible benefits. This is then likely to generate stronger interest

# Construction by numbers

## Foreword



This is an extract of the report written by Mark Davies, Director at Constructing Excellence in Wales. The full report is available to download at [www.cesw.org.uk](http://www.cesw.org.uk)

Constructing Excellence South West came into being to bring about positive change in the South West construction industry. The construction agenda remains challenging and requires a change of heart and minds to deliver improvement. Challenging the way in which the Construction Industry and other bodies in the country currently behave - collaboration and innovation are key.

If we are to see improvement in the Construction Industry, then accurate data will be key to monitoring change. How else will we know if change has delivered improvement? Indeed, taking a step back, how do we know which areas need changing if there is no evidence?

With Brexit looming, it is timely to take stock of the current situation as it will also allow future comparison and analysis on the impact of Brexit and other initiatives.

The data sets used here are those publicly available and published by the Office of National Statistics (ONS)<sup>1</sup>, primarily between 2009 and 2019 (but some are to early dates). There are a surprising number of data sets, with slightly differing methodology or approach. Our aim is to simplify them so as to make them meaningful to the industry.

Don't be surprised if some of the values don't add up exactly, in order to protect against disclosure of personal information ONS slightly amend some of the information. Additionally, many tables round figures and have caveats; exceptions and methodology changes, which we have tried to work through to present a balanced report. This information is of a general nature and does not consider the specific objectives, commercial situation or particular needs of any particular group or person. Please take into account your specific needs before acting on this information. No representation or warranty is given as to the accuracy or completeness of this information. Consequently, any person acting on it does so entirely at their own risk.

Please also note that any views and opinions expressed may be changed without an update.

We welcome your views and comments, please feel free to send them by email to: [admin@constructingexcellencesw.org.uk](mailto:admin@constructingexcellencesw.org.uk) with the phrase 'Construction by Numbers' as the header.

## Summary

### Economy

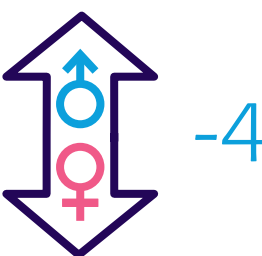
UK GDP has contracted in Q2 2019 and the services sector slowed to its lowest rate in three years. In July 2019 construction output fell in the same period at negative 1.3%. In Q4 2018 the South West had 0% GDP growth during the same period the construction sector fell by 2.8%



For the three months ending August 2019, the highest employment rate estimate in the UK was in the South West (81.0%)



The 2018 gender pay gap on a median weekly full-time basis in the South West was 17% compared to 13.7% in the GB. Since 2009 the gap has decreased by 4 percentage points while GB has decreased by 2.6 percentage points.



### Population

The population of the South West is 8.7% of GB. 93% of South West residents were born in England, and in 2018 50.17% of the population (aged 16-64) are female.

|           |     |
|-----------|-----|
| EU (2011) | 2%  |
| EU (2001) | 1%  |
| UK other  | 0%  |
| Wales     | 2%  |
| Scotland  | 1%  |
| NI        | 0%  |
| England   | 93% |

### Construction

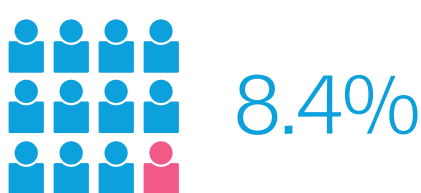
Construction is the 5th largest industry in the South West with 8% of the population directly employed within the construction industry, which is above the GB rate of 7.7%.



While the overall per capita output for all construction work in South West has increased by 30 percentage points from 2009 it is 80% of the equivalent GB value. The gap appears to be slightly widening.



Of the 187,227 in full time employment in South West construction, only 8.4% are female as compared to 9.3% in GB.



99% of South West contractors can be categorised as SMEs. 96% of them employ less than 13 people. In 2018 54% are sole contractors or employ 1 person.

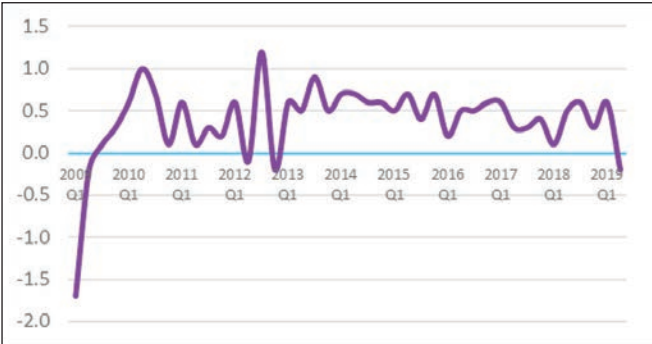


<sup>1</sup> Reproduced subject to the terms of the Open Government Licence and the UK Government Licensing Framework.



The national context

**GDP**  
Gross Domestic Price (GDP) index measures both the economy's total income and total expenditure on goods and services. GDP therefore informs on the income and expenditure of the average person in the economy and is deemed a measure of the economic well-being of the average individual. It's not perfect, but it is a measure. Here is the quarterly GDP (as issued by ONS) between 2009 and 2019.



**August 2019**  
These are extracts from the most recent ONS update.  
*Monthly gross domestic product (GDP) growth was negative 0.1% in August 2019, following growth in both June and July 2019.*  
*The monthly growth rate for GDP is volatile and so it should be used with caution and alongside other measures, such as the three-month growth rate, when looking for an indicator of the longer-term trend of the economy. However, it is useful in highlighting one-off changes that can be masked by three-month growth rates.*

**4. GDP fell by 0.1% in August 2019**

Table 2: Breakdown of GDP and its components' growth rates by month

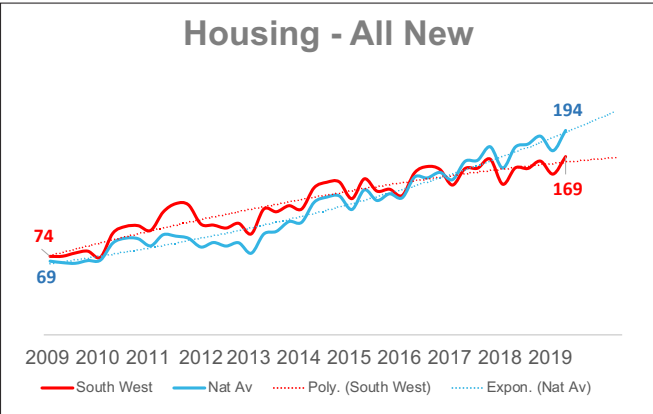
|                     | June 2019 | July 2019 | August 2019 |
|---------------------|-----------|-----------|-------------|
| GDP                 | 0.1       | 0.4       | -0.1        |
| Index of Services   | 0.2       | 0.3       | 0.0         |
| Index of Production | 0.1       | 0.1       | -0.6        |
| Manufacturing       | -0.3      | 0.4       | -0.7        |
| Construction        | -1.1      | 1.8       | 0.2         |
| Agriculture         | 0         | 0         | -0.1        |

Source: Office for National Statistics – GDP monthly estimate

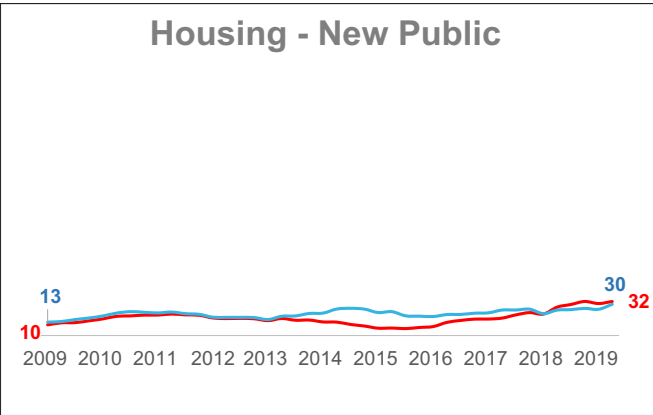
*Rolling three-month growth in the construction sector was 0.1% in August 2019, following a fall of 0.9% in July. This growth was driven by private new housing, public housing repair and maintenance, and private commercial.*  
*Month-on-month growth in construction was 0.2% in August 2019, following growth of 1.8% in July.*  
*The largest positive contributor to monthly growth was non-housing repair and maintenance, private commercial and public new housing.*



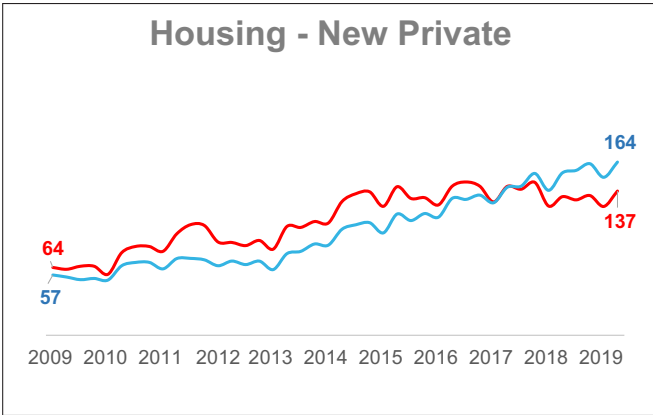
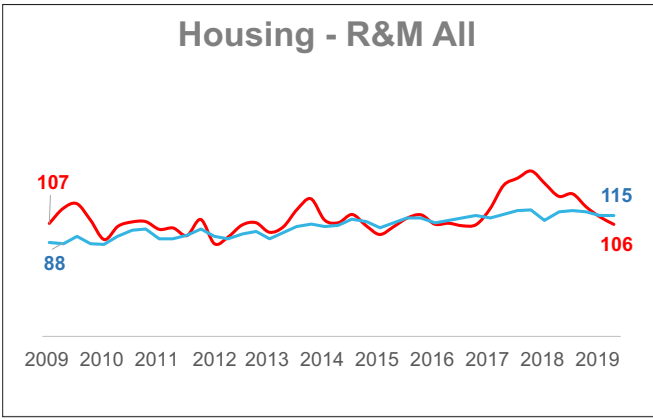
Construction in the South West



**Housing per capita**  
There is a steady increase in new house building nationally. The per capita rate of the South West follows closely the national average.  
  
This quarter sees the highest output in new Housing in the South West. Private schemes are still the major contributor.



|                      | 2009 | 2019 |
|----------------------|------|------|
| London               | 94   | 463  |
| North West           | 78   | 280  |
| South East           | 118  | 268  |
| East                 | 74   | 194  |
| Scotland             | 100  | 178  |
| West Midlands        | 59   | 176  |
| South West           | 74   | 169  |
| Yorkshire and Humber | 54   | 159  |
| East Midlands        | 52   | 96   |
| North East           | 34   | 87   |
| Wales                | 32   | 64   |



# Club Reports

## CONSTRUCTING EXCELLENCE Bath Club



**Julia Davenport-Cooper**  
Chair

Bath Club planned and held a range of events this year including:

**January** Moorland Community Childrens' Centre

**March** Wessex Water Site Visit

**May** Conference – Commercial Development in a World Heritage Site

**June** Tesla Driving session

**September** Cheese and Wine Evening

Property and Construction Race Meeting at Bath Race Course

#BuildingInBath  
Post Work Drinks for Property and Development Professionals

**October** Club Quiz

**December** CE Bath Club Christmas Drinks

The Constructing Excellence Bath Club was launched in the autumn of 2015. The club follows the principles of the Constructing Excellence collaborative vision but attempts to discuss and apply these in a more local forum in and around Bath.

New members are always welcome to the group and to attend our events. Please go to [www.cesw.org.uk/clubs/bath](http://www.cesw.org.uk/clubs/bath) and click on the link to become a member, selecting 'Bath' as your chosen local club. We look forward to seeing you soon.



## CONSTRUCTING EXCELLENCE Bristol Club



**Constructing Excellence Bristol Club**

**Indoor Golf Challenge**

**Thursday 16<sup>th</sup> May 2019 6.00pm-8.00pm**

Suitable for golfers of all standards and none!

You are invited to a city centre evening of golfing fun where collaboration and networking will go hand in hand. Mixed ability teams will compete with each other in adjoining bays. A licensed bar is provided and pizza will be available. Numbers are limited to 25, so book early!

InPlay Golf (located near Millennium Square) provides the latest indoor golf technology which enables you to drive, chip & putt using real balls and clubs.

Check out the website: <https://www.inplaygolf.co.uk>

**Venue**  
InPlay Golf Ltd  
Cathedral Walk (off Canon Way)  
Bathford  
Bristol  
BS1 5LN

**Date**  
Thursday 16<sup>th</sup> May 2019

**Time**  
6.00pm - 8.00pm

**Cost**  
£20 per person

**How to book**  
Contact Gary Fisher  
Email: [Gary.Fisher@inplaygolf.co.uk](mailto:Gary.Fisher@inplaygolf.co.uk)  
Get him to book your name and handicap (an indication of your standard).  
Confirm your place with £20 payment.

**CONSTRUCTING EXCELLENCE Bristol Club**

Collaborate. Innovate. Motivate.

The Constructing Excellence Bristol Club has had a year of transition in 2019. Kevin Hibbs stepped down as Chairman at the AGM in March and took over the role of President from Robert Knight to continue supporting the club.

Jamie Siggers was very pleased to be elected to club chair at the AGM after recommendation from Kevin to the committee. However, during this same period of March '19 to March '20, Jamie is also the Chairman of the Forum for the Built Environment Great Western Branch. Consequently during Jamie's first twelve months of his tenure the Bristol Club committee agreed to step up to the plate and accept additional responsibility as this opportunity for collaboration was too good to miss.

We have added a few new recruits in the shape of Ben Woodgate of Midas, Dr Abdul-Majeed Mahamadu of UWE and Oliver Peat of Bristol Airport with further recruits due from Aecom and Turner and Townsend, one of which we hope will take up the treasurer mantle.

Our events this year have been few in number since our AGM conference in March.

**Annual Conference: Resilience** attended by 80 attendees

**Indoor Golf Challenge** on 16th May 2019 with 24 attendees at InPlay golf in Bristol

**Little Bristol Sailing Day 2019** on the Solent on 19th June 2019, with 11 boats of at least 10 crew including four boats from Cardiff University, which was won by SRA Architects.

We are targeting two HTLs already developed into the new year including a legal focus HTL and a cost data focus HTL being organised by David Arnold and Mark Rogers respectively.

Our Annual conference will be held on 3rd March 2020 at the Watershed and will have a theme around communities in design and is being arranged by Andrew Langmaid, Gary Fisher and Oliver Peat.

We are looking to start our year from March 2020 with a renewed committee, vigour and focus on our topic theme around 'Regenerative Design' with three HTLs and our Autumn Seminar to be brought back to the calendar along with Little Bristol 2020 sailing day on Friday 10th July with a new fleet of boats.

We will also be looking to overhaul our website again along the lines of the Gloucester Club website and be looking at new fresh ideas for events.



CONSTRUCTING EXCELLENCE Cornwall Hub



Birgit Höntzsch  
Chair

CE Cornwall Hub has had a successful year progressing its Action Plan and furthering the objectives of CESW. Our Single Page Action Plan is a busy schedule – see a snapshot below.

Our committee members are Birgit Höntzsch (Chair, Cornwall Council), David Stein (Deputy Chair, Acorn Blue) and Vicki Knight (Admin and Marketing, T Clarke). We would like to extend our thanks to them for pushing the Hub forward in 2019.

Key achievements to date are:

- One conference on the Productivity Challenge held despite snow and ice challenges
- Second conference organised for 15 November 2019 on the theme of Innovation, covering a range of topics from Passiv-Haus, Garden Village, skills, to the local construction pipeline
- Quarterly group meetings held with short presentations from Homes England and Truro College / T-Levels, and updates from the LEP, and with networking opportunities after some meetings
- Site visit to the Falmouth University campus with presentation about their plans

- Marketing material progressed with CESW including handout postcards and two pull up banners
- Twitter and LinkedIn set up and promoted
- CESW webpage for Cornwall Hub updated
- Membership grown

The Cornwall and the Isles of Scilly Local Enterprise Partnership (CloS LEP) continues to be very supportive of the Hub and there is regular information exchange. The new Building Cornwall website ([www.buildingcornwall.co.uk](http://www.buildingcornwall.co.uk)) was launched by the LEP in October 2019, supported by the Cornwall Hub and its members. This now provides a valuable resource to further skills and education in Cornwall, and showcase key projects and case studies.

Going forward, we will be looking at more effective membership management and governance, preparation of 2nd advice notes, promoting best practice Cornwall's development and construction sectors as well as growing our LEP and Building Cornwall relationships. We plan to continue to hold quarterly group meetings and two to three events, including potentially a joint event with the LEP and Building Cornwall. We will look at next year's events programme and action plan in our January 2020 meeting.

**Modernise or Die**  
What are YOU going to do?

Friday 1 February 2019, 09.00 – 14.30

**Venue**  
CESW is delighted to welcome you to this exciting and highly relevant conference. It is a chance to challenge and learn from others in our industry and how you personally can embrace modern methods and substantially increase productivity – including off-site, digital and pre-construction collaboration (PCC). The publication of the Government's Industrial Strategy and Construction Sector Deal, the new Building Cornwall website and the Building Cornwall website are all key factors in the ongoing transformation of the industry.

**Speakers**  
09.00-09.30: Registration and coffee  
09.30-10.00: David Kemp  
10.00-10.30: David Kemp  
10.30-11.00: David Kemp  
11.00-11.30: David Kemp  
11.30-12.00: David Kemp  
12.00-12.30: David Kemp  
12.30-13.00: Lunch (Pioneer's Market Buffet)

**CPD**  
This conference is accredited for 1.5 CPD hours.

**How to book**  
Book your place on Eventbrite at: [www.eventbrite.co.uk](https://www.eventbrite.co.uk)

**Share**  
Share your views on the conference on Twitter and LinkedIn.

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Share your views on the conference on Twitter and LinkedIn.

| CESW Cornwall Hub Single Page Plan 2019 |   | ACTIVITIES |   |   |   |   |   |   |   |   |    |    |    |
|---|---|------------|---|---|---|---|---|---|---|---|----|----|----|
|   | Lead  | 1          | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 1                                       | Networking  |            |   |   |   |   |   |   |   |   |    |    |    |
| 2                                       | Influencing   |            |   |   |   |   |   |   |   |   |    |    |    |
| 3                                       | Sharing Knowledge                                   |            |   |   |   |   |   |   |   |   |    |    |    |
| 4                                       | Improving performance through collaborative working |            |   |   |   |   |   |   |   |   |    |    |    |
| 5                                       | Performance: 85%+ very relevant                     |            |   |   |   |   |   |   |   |   |    |    |    |
| 6                                       | Performance: 85%+ very relevant                     |            |   |   |   |   |   |   |   |   |    |    |    |
| 7                                       | Performance: 85%+ very relevant                     |            |   |   |   |   |   |   |   |   |    |    |    |
| 8                                       | Performance: 85%+ very relevant                     |            |   |   |   |   |   |   |   |   |    |    |    |
| 9                                       | Performance: 85%+ very relevant                     |            |   |   |   |   |   |   |   |   |    |    |    |
| 10                                      | Performance: 85%+ very relevant                     |            |   |   |   |   |   |   |   |   |    |    |    |
| 11                                      | Performance: 85%+ very relevant                     |            |   |   |   |   |   |   |   |   |    |    |    |
| 12                                      | Performance: 85%+ very relevant                     |            |   |   |   |   |   |   |   |   |    |    |    |

CONSTRUCTING EXCELLENCE Devon & Exeter Club



Mike Borkowski  
Chairman

Several events were held in Exeter during 2019, as were Construction Clients Group meetings, Procurement & Productivity Forum meetings and Sustainability and Innovation Forum meetings.



**THE SAME OLD THINKING** → **THE SAME OLD RESULTS**

**CESW Housing Summit 2019**  
Positively disrupting the housing sector

**Who should attend**  
All those involved in the provision, design, manufacture and erection of private and social housing across the South West of England. Our speakers are drawn from the South West and beyond and will stimulate your thinking during this session as we aim to positively disrupt the sector!

**Registration and Networking**  
9.00am **Welcome and Introduction** Andrew Carpenter, Chief Executive, CESW  
9.10am **Keynote Address** Andy Vornradsky, Architectural Advisor, MHCLG  
9.40am **ISCF Transforming Construction**  
Mark Wray, Lead Technologist, Knowledge Transfer Network  
10.00am **Innovation from Within the Private Developers' Sector**  
Richard Oldroyd, Regional MD, Persimmon Homes South West  
10.20am **Innovation from Within the Affordable Housing Sector**  
Jack Ostrofsky, Head of Design and Technical, Peabody  
10.40am **Tea/Coffee and Networking**  
11.00am **Hackitt Review Update** Peter Caplehorn, Chief Executive, CPA  
11.10am **Sponsor's Address – Is there enough capacity based in the South West to deliver Offsite/ MMC requirements?**  
Mary Bennell, Director, SWIPA  
12.00pm **The Route to Carbon Neutral Housing**  
– Climate Change from a Local Authority Perspective  
Sara Grimes, Bath & NES Council  
– Conversion of Stock to Zero Carbon AJ Eaton, Mi-Space  
– Heading for Extinction (and what to do about it)  
Peter Scott & Maurice Spurway, Extinction Rebellion  
1.00pm **Lunch**  
2.00pm **Close**

**Venue**  
Sandy Park, Sandy Park Way  
Exeter, EX2 7NN

**Date**  
Wednesday 16th October 2019

**Time**  
8.30am for 9.00am – 2.00pm

**Cost**  
National and Regional members of CESW  
£50 + VAT  
Club members of CESW £75 + VAT  
Non Members £100 + VAT

**How to book**  
Book your place on Eventbrite at:  
[2019-south-west-housing-summit.eventbrite.co.uk](https://www.eventbrite.co.uk)

**Note**  
This is applicable CPD material

**Main sponsor**  
**SWIPA** SOUTH WEST INFRASTRUCTURE PARTNERSHIP ALLIANCE

**Design:** [www.eventbrite.co.uk](https://www.eventbrite.co.uk)

**Sharing Networking Influencing**

**CONSTRUCTING EXCELLENCE**  
**Dorset Club**



**Robin Thorpe**  
Chair

2019 has been a year of transition for the Dorset Club. We now have a new Club Chair and have formed a new committee with a mixture of old and new faces. The committee includes representatives from the public and private sector and from contractors, design consultants, project management and building control. We have refocused the group on the urban conurbation of Bournemouth, Christchurch and Poole but will continue to have one 'County' event per year.

The Spring meeting had to be rearranged and eventually occurred on the 20th September. This event took place in Blandford Forum, at the Hall and Woodhouse Brewery development site, and featured presentations from Homes England and the infrastructure consultant Peter Brett Associates.

It was very interesting to learn how Homes England accelerate the delivery of housing in England by enabling the release of land for housing. In doing this they help to create successful communities by making homes and business premises available to those who need them.

Before the end of the year we will have a shared networking event with the Bournemouth Property Association and we have already planned a series of linked events next year focusing on the use of offsite manufacturing and technology.



**CONSTRUCTING EXCELLENCE**  
**Gloucestershire Club**



**Kevin Harris**  
Chair

Constructing Excellence Gloucestershire is one of the largest, fastest-growing, most robust and thriving construction focused groups across the South West. Throughout the past 16 years, the club has stood to represent the interests of the construction sector, and act as a regional hub of the Constructing Excellence South West and national Constructing Excellence organisation.

We successfully manage to maintain and deliver our monthly events programme, which are a balanced mix of site visits, seminars and excellent speakers.

A small selection of previous events in 2019:

**The Chamwell Centre, Gloucester – Site Visit**

Quattro Design Architects were commissioned by the Chamwell Trust to design a new state-of-the-art and ground-breaking therapies facility within the grounds of The Milestone Special School, Gloucester. The new £5.1 million facilities will enhance the lives of those with a disability. Providing an unrivalled range of services that improve their well-being, physical fitness, and social interaction whilst having a positive impact on how they feel about their lives as a whole.



**Gloucester Transport Hub, Gloucester – Site Visit**

Gloucester City Council secured £6.4 million of grant funding from central government through GFirst LEP and Gloucestershire Local Transport Board towards the cost of building the new hub. The project was procured on the County Council framework and Kier delivered this iconic facility on time, on budget and to the complete satisfaction of the client.



**Joint Event with Society for Construction Law – Sian Mirchandani QC**

Ms Mirchandani QC, a barrister with over 20 years' experience in construction disputes including court proceedings, arbitrations and adjudications, talked about different legal cases and how they apply to our working lives. Having reminded listeners that factual context is always key, she explained the different duties of care in respect of design that are owed by architects.





A selection of upcoming events:

**Renishaw Building K, Wotton-under-Edge – Site Visit**

Barnwood Construction completed the £18 million 155,000 sq. ft. Renishaw Innovation Centre in 2014 which has been a key part of Renishaw's Wotton Under Edge facility near Bristol ever since. The whole project team embraced collaborative working throughout the project which helped make the original scheme such a success and prompted Renishaw to engage Barnwood and the original design team to carry out the current £13 million project which is a 90,000 sq. ft. extension to the original facility.



**New Monthly Networking Breakfast for Members**

Join fellow CEGlos Members for a monthly networking breakfast at Bill's Gloucester Quays.



**CO2 Reduction, Cost Savings and New Income – Achievable Building Life Cycle Goals? – Best Practice Talk**

Neil Stott, Business Development Director at Mypower, an award winning commercial solar PV system designer and installer, will step through the lifecycle benefits of solar PV. With climate emergencies being declared at a national, regional and local level, now is the time to act to take on climate change.

**And finally**

Our 2019 events programme will conclude with our ever-popular annual quiz event which will be held at the Gala Club in December.

We are already scoping a number of exciting events for early 2020 and beyond.

Gloucestershire is a county with world class businesses and a reputation for starting, growing, attracting and retaining a diverse range of companies, Constructing Excellence Gloucestershire is proud to play its part in this success.



**CONSTRUCTING EXCELLENCE**  
**Plymouth Club**



**CE Plymouth Committee**

Dave Martin, Mike Smith, Peter Everitt (Chair), Jonathan Derwent, Emma Hewitt, Jack Shepherd and Dave Gribble (Bianca Price not present).



The Plymouth Club has had another busy year with a dedicated and truly excellent committee. The club website has been very effective in communicating with our members, tracking subscriptions and advertising our events.

[constructingexcellenceplymouth.org.uk](https://constructingexcellenceplymouth.org.uk)

The cost-effective site provides ability for members to renew their membership as well as find out about and book events. Committee members Jack Shepherd and Mike Smith have been instrumental in the site's upkeep.

**Social Media**

This year the club (lead by Emma Hewitt and Bianca Price) have made a concerted effort to up their presence on social media channels. Regular posts linking to the website have been issued through the year and we are regularly tagged in our members posts.

**Instagram Photo Competition**

Lead by our Social Media champions Bianca Price and Emma Hewitt, this highly successful competition attracted many entries from established photographers of the built environment to site operatives using camera phones. It helped to drive our social media presence and the final three photographs were voted on by our members in attendance at the Past Present Futures event in April. The overall winner Peter Curno of ADG was presented a small prize and the image published on our website (see above).



Site Visit – Home Park

This visit to the high-profile re-development of Plymouth Argyle's historic stand included a fascinating behind the scenes tour. The sunny day ensured a sell-out crowd for what was a great fixture. Thank you to Dave Gribble (QSPM) for organising and hosting a great tour.



Past Present Futures Event; Plymouth Dockyard

Now established as one of the clubs flagship events, this year saw a fascinating evening hosted by committee member Jonathan Derwent. Speakers provided insight into the history, the present and future of the city's Dockyard. The presentations included one on the history, one on the current developments delivered by Plymouth City Council and one by Babcock on the future investment to prepare the dockyard for maintenance of elements of the naval fleet for the next 30 years.



Accelerating Growth Plymouth; A Construction Strategy for the future

In the club's most ambitious activity to date and to position the club at the centre of the growth agenda in Plymouth, we have set out to write an industry focussed paper looking at the challenges and opportunities in the construction sector in Plymouth, structured around 5 key pillars:

- Digital / Innovation
- Sustainability / Environment
- Procurement / Development
- Skills / Leadership
- Transport / Infrastructure

We have surveyed the local industry and used some of the data from the survey at our recent summit where members and local industry influencers were invited to round table discussion on these subjects. The committee are now working on developing the report for publishing in Spring 2020.

Events for 2020

Vietnam; Exporting Plymouth's consultancy expertise

The club has links with the Vietnamese embassy and are planning an event to explore the opportunities and practicalities of exporting consultancy expertise from Plymouth to Vietnam. More details will be available in due course.

Past Present Futures 2020

The committee are exploring subjects for our spring lecture.

Site Visits 2020

There continues to be construction activity across the city and the club have a number of visits to organise in 2020 including follow up visits to Home Park and to The Box as it nears completion.

Final Words from the Club Chair

The club is positioning itself to support Plymouth's growth agenda and I am extremely pleased with our recent 'Accelerating growth' summit. This event wouldn't have been the success it was without the hard work and teamwork from the committee as well as our speakers and Foot Anstey who hosted the event. The stimulating discussions held on the day will be captured and developed into our report ready for publishing in Spring 2020.

I would like to personally thank the committee for their support over the last 12 months and look forward to an exciting, informative and growing 2020.

CONSTRUCTING EXCELLENCE Somerset Club



Rod Burton  
Chair

The Club has faced new challenges this year and has reflected on how best it can support construction in the county. We have focussed more this year on supporting construction related events and the drive to encourage more people into the industry. Specific Club events are a challenge for us given the time demands that such place on the broadly SME nature of construction firms in Somerset. Going forward we are looking into the possibility of holding lunchtime webinars, which will be more convenient and less time consuming for attendees. In addition, the county hosted the CESW Region's Digital/ Offsite Summit in July.

In March, we represented CE at the National Apprenticeship Week Open Evening at Bridgwater & Taunton College and similarly the Mental Health in Construction Conference in May.

We have continued to arrange site visits to Hinkley Point C as the project continues apace. In July a further site visit was arranged. This was well attended and very informative. The Club is arranging these annually to allow the project's development to be tracked throughout its construction. The project's latest highlight is the erection of the World's largest land based crane, which has very impressive statistics:-

- Capable of lifting 5,000t at a radius of 40m
- 250m high in its tallest configuration
- Powered by 12 engines

**Hinkley Point 'C' Site Visit**

**Tuesday 7 July 2019, 13.00 – 15.30**

The visit will start at Cannington Visitor Park and Ride and from here the group will be taken to the Hinkley Point 'C' site.

The arrangements include a boardroom presentation in the North Office and the draft agenda is as follows:

- 13.00** Meet Guide and HPC Driver at HPC Cannington Park and Ride
- 13.15** Depart for HPC
- 13.30** Arrive at HPC, collect G4S Security Officer and travel to North Office Boardroom
- 13.45** Arrive at North Office Boardroom for presentation and refreshments
- 14.15** Begin site tour
- 15.15** Complete site tour and exit HPC
- 15.30** Return back at HPC Cannington Park and Ride for safe onward travel

**Please note the following:**

- Mobile phones are allowed on site but can only be used in the visitor areas – your HPC escort will advise you on the day
- Suitable footwear must be worn on site (please no high heels or open bod shoes)
- Bags and personal belongings must be kept to a minimum – please could you leave these in your vehicles
- Photo ID will be required for gain access onto site for everyone aged over 18 years. The accepted methods of photo ID is either a current passport OR a photographic driving licence. Failure to provide appropriate ID will result in site access being denied.
- All visits are subject to site operations and EDF Energy reserves the right to cancel, modify or postpone our site visit at any time. The content of the visit and the permitted access time to site is at the discretion of the director.
- Site visit is free but donations welcomed for Breast Cancer Now at: <https://mybondsuk.com/fundations/hinkleypointvisits>

**Meeting point**  
HPC Cannington Park and Ride  
Cannington  
Bridgwater  
TA8 2AB

**Date** Tuesday 7 July 2019

**Time** 13.00 – 15.30

**Cost** Free but donations welcomed

**Booking**  
[www.hinkley-site-visits.co.uk](https://www.hinkley-site-visits.co.uk)

**Note**  
Photo ID will be required to gain access onto site for everyone aged over 18 years

**How to get there**  
There are two park and ride in Cannington. For Hinkley Point 'C' you need to use the HPC Cannington park and ride and NOT the Railway Field park and ride which is for the EDF training centre only.

**Please note**  
Please remember that all visitors to Hinkley Point 'C' need to bring either a valid passport or photographic driving licence with them to be able to access site.

**CONSTRUCTING EXCELLENCE Somerset Club**

[mybondsuk.com/fundations/hinkleypointvisits](https://mybondsuk.com/fundations/hinkleypointvisits)

Sharing. Networking. Influencing.

Sarens SGC-250 crane. Courtesy of EDF Energy





The view south across the Hinkley Point C Construction Site showing the main excavations and pipework for the cooling water systems of unit 1. Courtesy of EDF Energy

In June, we supported the Huish Episcopi Academy Year 12 Careers Event, flying the flag for construction industry opportunities. This event was very well attended and the CE representatives had good engagement with attendees. Particular thanks go to Alan Watson and Sam White of engineering consultants, SDS, for providing the IT to show how building systems were modelled and a general demonstration of construction related software. It was interesting to note that there was more interest this year from female students for construction opportunities generally.

Networking and more social events included the T20 Blast match in Taunton on 26th July between Somerset and Hampshire and the forthcoming Christmas social at Thatchers Cider near Weston-super-Mare.

The Committee has also been able to commit time to CESW's Thought leadership Forums, with representatives from the Committee on a number of groups

No doubt like many Clubs, the tension between work commitments and making time available to support CE events has been more noticeable this year with a number of Committee members not being able to find the time to support the Club and so have resigned as a result or have not been able to attend Committee meetings or arrange events, etc. Nonetheless, the Club is pleased that Lewis Fox of Xtratherm has joined the Committee and Weston College have become members. We hope that they along with our other members will continue to support the Club and CE generally in 2020.

*CE Somerset Club Committee Member, Phil Stone represented the Club at a Careers Event at Huish Episcopi Academy, kindly supported by Sam White of Building Services Consultants, SDS.*

The view south across the Hinkley Point C Construction Site showing the main excavations and pipework for the cooling water systems of unit 1. Courtesy of EDF Energy



**CONSTRUCTING EXCELLENCE**  
Swindon & Wiltshire Club



**Carol Heneghan**  
Chair



Swindon and Wiltshire Club is still in its infancy – however with renewed funding, the small committee have a number of events planned for next year which will include events on Leadership, Procurement and Skills as well as a social event to attract new members to the club as well as new committee members. If you would like to join the Swindon and Wiltshire Committee please get in touch with chair Carol Heneghan.

Activity in the county is pretty high with house building being a major sector; in the North of the county both Chippenham and Swindon are seeing high levels of activity both on site and in planning; in the South again housing led construction continues at the Army Basing Programme continues. Skills remain an issue for the county, however, both employers and local educators are working well together to tackle the issues with a multi-programmed approach – something the club will focus on in an event in 2020.



# Forum Reports



**Andrew Goodenough**  
Chair

As the year draws to an end my thoughts are drawn to a year where the clients group has generally struggled for traction and volume of engagement from clients.

In November we discussed at length the client objectives going forward at UWE and were joined by our G4C forum for lunch.

The discussions continued in May along with an excellent visit to Hinkley Point C where the scale of the task at hand could be seen, together with an overview of the standards needed. Our visit coincided with the count down to a major pour for one of the reactors (a pour that would last 30 hours in duration).

September brought a visit to YTL, their development at Filton and the 40,000m<sup>2</sup> Brabazon hanger (it's big enough to house the O2 Arena inside it!).

Our next meeting is due to be held on the 9th December at Ashfords Exeter where the agenda for the forthcoming year and objectives going forward will be agreed, together with the unveiling of a new chair of the clients group. This will be my last meeting as outgoing chair of the clients group as I move to fill some big shoes being left by Emma! I will however still be involved in this Forum, it's an excellent opportunity for clients to come together, discuss issues and implement change dynamically.

My thanks must go to the attendees of the forum this year and the support provided. I would encourage all clients to get involved in this forum going forward and to support the new chair. Your involvement will make a huge difference to our industry. Together as clients we can do great things!



**Mary Bennell**  
Chair

I took over as chair of this Forum in September 2019 following on from Mary Bon who chaired for the previous year.

Activities during the past year were various culminating in a very successful Smart Construction Summit in Taunton on 11th July.

It was the first summit of its kind arranged by Constructing Excellence South West and followed on from the ongoing CESW Digital/Offsite Forum Survey collaboratively developed last year, relating to the challenges and opportunities of digital technology and offsite construction.

**The keynote speaker was Bill Dunster OBE** who spoke about The Zed Life Urban Toolkit.

*"The dream of durable, and mortgageable affordable zero carbon homes and workspace with net zero annual energy bills is now a reality. Working with a combination of 'offsite manufacture' and our supply chain to ensure each design is optimised for manufacturing economy and fitness for purpose, ZEDfactory have set up a kit of parts assembly strategy that enables both volumetric construction and site assembly techniques to deliver affordable climate neutral construction that avoids toxic Grenfell insulation materials and PVC windows."*

## Other speakers were

**Finlay White on Flying Factories** – a model for localising prefabrication using Just In Time and Lean manufacturing systems.

**Russell Gale and Alec Newing** – Why digital is only a partial solution to the habitual behaviours of the construction industry: views and solutions.

**Allister Lewis** – An introduction to the principles of Data Driven Design

**Michael Smith** – The challenges of bringing the Opportunities of Digital Technology and Offsite Construction into architectural practice today.

The day was kindly sponsored by Bevan Brittan.

## Future Plans

The next event for the Smart Construction Forum is a visit to an offsite manufacturer of new homes and other facilities – Rollalong Ltd at Three Legged Cross, Wimbourne, Dorset on 26th November. The visit will consist of a tour of the production facilities, a look at the two prototype houses on site followed by a meeting of current and future forum members to set out the strategy for the next few years. We will develop plans as to how we are going to move the digital and offsite agenda forward in the South West.



## CESW Smart Construction Summit

This Smart Construction Summit is the first of its kind, arranged by Constructing Excellence South West (CESW).

It follows the ongoing CESW Digital/Offsite Forum Survey collaboratively developed last year, relating to the challenges and opportunities of digital technology and offsite construction.

The Summit will bring together built environment professionals with an interest in the development of smart construction from the region and beyond and offer a real opportunity to understand and discuss intelligent, integrated and innovative digital and offsite solutions available.

There will be varied speaker presentations,

Attend this exciting event for a unique opportunity to learn more and discuss:

**Itinerary**  
**08.00** Access required for sponsors/ exhibitors

**09.00** Registration & Networking over tea/ coffee & biscuits

**09.30** Welcome & Introduction Mary Bon, Chair CESW Digital & Offsite Thought Leadership Forum

**09.40** Keynote – Bill Dunster obe  
*The ZEDlife urban toolkit*

**10.10** Craig White.  
*Flying Factories – a model for localising prefabrication using Just In Time and*



**Venue**  
Somerset County Cricket Club  
The County Ground  
Taunton, Somerset TA1 1JT

**Date**  
Thursday 11 July 2019

**Time**  
9.00am – 2.00pm

**Cost**  
National & Regional CE members FOC  
CE Club Members £25 + VAT  
Non Members £50 + VAT

**How to book**  
Book your place at Eventbrite  
[cesw-smart-construction-summit.eventbrite.co.uk](https://cesw-smart-construction-summit.eventbrite.co.uk)



**Procurement & Productivity Forum**  
CONSTRUCTING EXCELLENCE SW



**Martyn Jones**  
Joint Chair



**Steve Clark**  
Joint Chair

This is where things get particularly fascinating in Procurement and Productivity. No, not because of BREXIT, but something much more significant – the emergence of a new techno-economic paradigm, or if you prefer, the fourth industrial revolution.

Change in our industry during the past quarter of a century or so has been shaped by the technologies and organisational behaviours associated with the current paradigm - the Information and Communication paradigm. This is based on networks of large and small firms increasingly linked by computer networks, close inter-organisational cooperation with regard to technologies, quality improvement, greater focus on customers, and greater certainty in production planning through JIT and TQM.

More specifically in construction we responded to Latham and Egan by becoming more focused on outcome-led as opposed to input-led procurement. We have sought alternative operating systems that facilitate earlier contractor and supply chain engagement; more collaborative, more trusting and less opportunistic inter-organisational relationships built on mutual competitive advantage; leaner, integrated and more transparent processes; the better management and more equitable sharing of risk; and continuous improvement based on shared innovation and learning. In theory and sometimes in practice too all of these have been brought to bear on delivering better, more valued project outcomes for clients and end users coupled with greater profitability and employee satisfaction and wellbeing for supply-side organisations.

This continues to be the main and ongoing business of the Forum because we all know that there is a difference between the vision and the reality. There is still much progress to be made. The principles of collaborative working are not being adopted in all parts of construction or in all parts of project teams and supply chains. Anecdotal evidence accumulated in Thought Leadership Sessions with our 70+ members, our publications, Here to Learn workshops, our 500+ Followers on Twitter and LeadersMeets testify to this. And reaffirmed by the results of a recent survey commissioned by CESW. See box below for some of the respondents' comments.

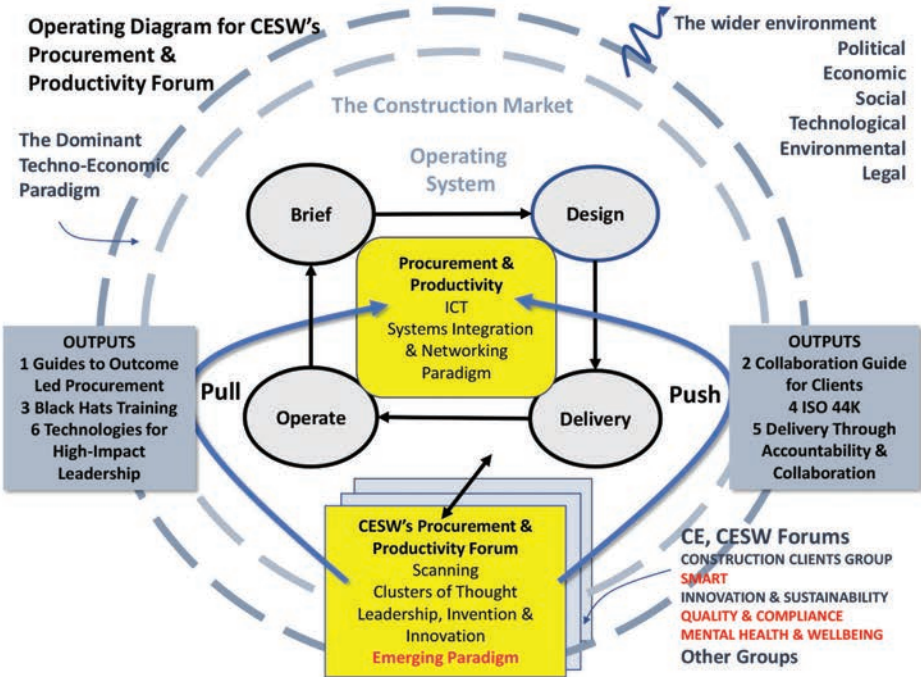
*"The level of understanding of collaboration [in construction] is a mixed bag.*

*The culture and values underpinning collaboration are still little understood*

*Lowest cost contracting is a barrier to collaboration*

*There is little work on collaborative tools and techniques particularly for project-based construction*

*It is [still] critically important to challenge the notion that good project leadership that drives collaboration and teamwork is in itself a more costly way to deliver a successful project."*



This means that much of the work of the Procurement and Productivity Thought Leadership Forum remains focused on encouraging and supporting clients and supply-side organisations to share our vision for change and adopt the Constructing Excellence principles of collaboration and integration.

Alongside this, the Forum members have a second and rapidly evolving thought leadership stream. We are increasingly conscious of our acceleration towards a new paradigm, or as some observers prefer, the fourth industrial revolution, in which disruptive technologies such as the Internet of Things (IoT), robotics, virtual reality (VR) and artificial intelligence (AI), together with new organisational structures and behaviours, will lead to transformation across all industries as seen in previous industrial revolutions.

These two streams of work are incorporated into the Forum's revised Operating Diagram, which is shown above, with recent updates highlighted in red.

As can be seen from the diagram, consideration of the Emerging Paradigm is now included alongside the Forum's 'Scanning', 'Thought Leadership' and 'Clusters of Invention and Innovation' and features in our current projects:

- 1 Drafting the third of our guides on Outcome Led Procurement, in this case presenting the Main Contractor's View. This project is seen as being particularly timely given the changes in construction's operating system brought about through the disruption of digitisation and an increase in offsite production
- 2 Development of a Guide for Clients on Collaborative Construction
- 3 Training for Supplier Development and Black Hats
- 4 Improving Inter-organisational relationships through ISO44K
- 5 Improving Delivery through greater Accountability and Collaboration
- 6 Exploiting Technologies for High-impact Leadership

The diagram also represents recent changes to the structure of CESW's Thought Leadership Forums.

This all means that it is such a good time to be part of CESW and the Procurement and Productivity Forum, as we work to continuously refresh our vision, mission, and objectives and deliver specific projects to provide thought leadership with real impact.

If you would like to be involved in shaping procurement and raising construction productivity in the region please contact the Chair of the Thought Leadership Forum:

**Martyn Jones**  
[martyn.jones5@gmail.com](mailto:martyn.jones5@gmail.com)

**Marcoms Forum**  
CONSTRUCTING EXCELLENCE SW



**Emma Hannam**  
Chair

It was decided in August this year that Marcoms will no longer be a Thought Leadership Forum but that Marcoms activities and goals will be assimilated into our Management Meetings.

This will mean that every 3 months our monthly management meeting in Frome will focus on Marcoms and invite those individuals that are interested to help us in that area.

This year we have had a focus on finding a good company to create a long awaited new website for CESW. I'm happy to say we are currently working with Brace Creative Ltd who are responsible for creating the Gloucestershire Club website. We look forward to moving forward with this in the next few months and will keep our members updated on progress.

We have made extra push this year to keep our Twitter feed lively and up to date with events and news. Please follow us on Twitter [@cesouthwest](#)

Our monthly newsletter and weekly Events Eshot continue to be successful and include regional club events as well as other associated construction events that we feel you would like to hear about.

Plans are afoot for blog pieces on the website and newsletter and we will also promoting new advice notes and publications.

We are publishing a range of short advice notes on specialised areas of construction knowledge

CONSTRUCTING EXCELLENCE South West

Information Bulletin  
Tax Credits for the construction sector

Advice Note 1

TAX

Sharing Networking Influencing

CONSTRUCTING EXCELLENCE South West

VAT 'reverse charging' for the construction sector

Advice Note 2

TAV

Innovative Best Practice Productivity

CONSTRUCTING EXCELLENCE South West

5th Generation District Heating with Decentralised Heat Pumps

Advice Note 3

Innovative Best Practice Productivity

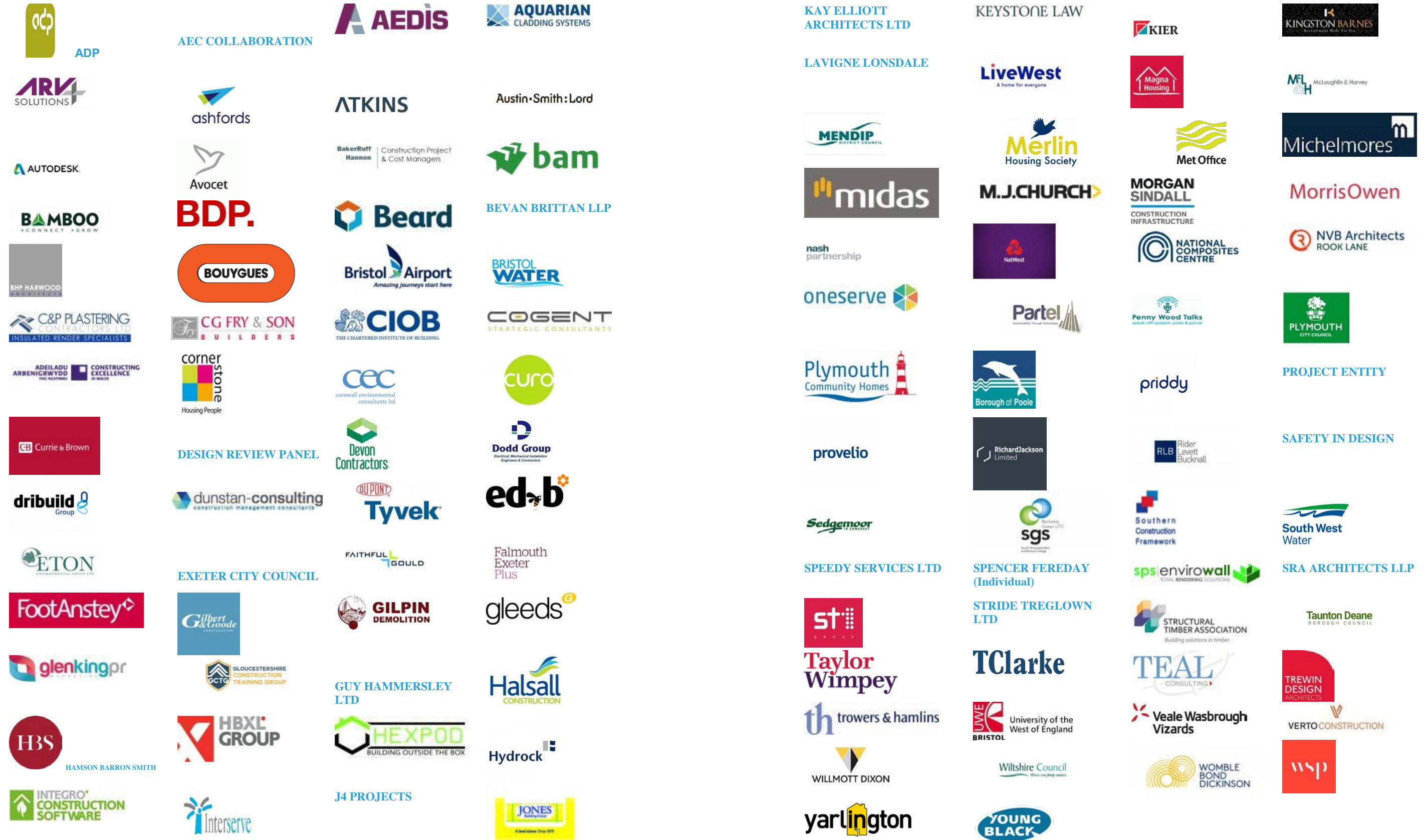
# Club Members

## Clubs administered by the Regional centre

| CONSTRUCTING EXCELLENCE Bath Club   | CONSTRUCTING EXCELLENCE Cornwall Hub   | CONSTRUCTING EXCELLENCE Dorset Club  | CONSTRUCTING EXCELLENCE Somerset Club  | CONSTRUCTING EXCELLENCE Swindon & Wiltshire Club  |
|---|--|--|--|---|
| <b>Bath</b><br>BANES (Bath & North East Somerset Council)<br>BiBO<br>BPE Solicitors<br>Buro Happold<br>Chris Dyson Architects Bath LLP<br>Construction Total Solutions Ltd<br>Curo Enterprise Ltd<br>Dribuild Ltd<br>Emery Brothers Ltd<br>Integral Engineering Design<br>Kersfield Development Management Ltd<br>Kier Construction (Western & Wales)<br>Mann Williams<br>Martin Veal<br>Martlyn Ltd<br>MEA Consulting<br>Merlin Housing Society<br>Mogers Drewett LLP<br>Nash Partnership<br>Nicholas Pearson Associates<br>Rise Management Consulting Ltd<br>Royal United Hospitals Bath<br>Simpson Lynch & Co Ltd<br>Stone King<br>Student – Bath University<br>Student – Midas Construction<br>Temple Bright<br>Triodos Bank NV<br>Western Building Consultants Ltd | <b>Cornwall Hub</b><br>Axon Interiors<br>Building With Frames (BWF)<br>CITB Truro<br>Cornwall Environmental Consultants (CEC) Ltd<br>Desmonde Associates Ltd<br>Frame Homes UK (Frame UK)<br>Gilbert and Goode (part of Ocean Group)<br>LL-arch (Lavigne Lonsdale)<br>Mister Modular Ltd<br>MLM Consulting Engineers Ltd<br>Poynton Bradbury Wynter Cole Architects Ltd<br>Royal Cornwall Hospitals NHS Trust<br>Stephens Scown LLP<br>Student – Martha Cervera<br>T Clarke Contracting Ltd<br>Trewin Design Architects Ltd<br>Verto Homes Ltd<br>Ward Williams Associates<br>Wheal Jane Enterprises<br>WSP UK Ltd | <b>Dorset</b><br>BCP Council (Bournemouth, Christchurch & Poole councils)<br>Bennington Green Ltd<br>Bournemouth Borough Council-now BCP<br>Bournemouth Property Association<br>CG Fry & Son<br>Conibear Consultants Ltd<br>Currie & Brown<br>Greendale Construction Ltd<br>Guy Hammersley Ltd<br>Herbert H Drew<br>Magna Housing<br>MC Plan & Site Services Ltd<br>Morgan Sindall Construction & Infrastructure<br>Poole Borough Council<br>Reeves James<br>Savills UK Ltd<br>Scott Walby LLP<br>Space Industries Limited<br>Stepnell Ltd<br>Thorpe Engineering Consultants Ltd | <b>Somerset</b><br>Abatec Recruitment<br>Baker Ruff Hannon LLP<br>Bradfords Group<br>Bridgwater & Taunton College<br>Bylor<br>Campbell Reith<br>Design Review Ltd<br>Harper Construction Recruitment<br>HexxHome<br>McCarthy & Stone<br>Melhuish & Saunders Ltd<br>Mendip District Council<br>NatWest Real Estate<br>Safety in Design<br>Services Design Solution Ltd<br>Set Square UK<br>Somerset West & Taunton Council<br>Speedy Services<br>Student – Abbey Manor Group Ltd<br>TDS Midlands<br>Weston College<br>Xrathern UK Ltd | <b>Swindon &amp; Wiltshire</b><br>BHP Harwood Architects LLP<br>CMS Group<br>M J Church<br>Purpol Marketing Limited<br>TEAL Consulting Ltd<br>Wiltshire Council |



# Regional Members



# National Members





# South West Built Environment Awards 2019

**Winner of Winners**  
**Mi-Space**  
Primrose Park



**Building Project of the Year**  
**Mi-Space**  
Primrose Park

**Civil Engineering Project of the Year**  
**KierBAM Joint Venture**  
Hinkley Point C Sea Wall

**Digital Construction Project / Initiative of the Year**  
**Re-flow**

**Client of the Year**  
**Plymouth City Council**

**Health & Safety Award**  
**Midas Group**

**Preservation & Rejuvenation Award**  
**Arup**  
Kresen Kernow

**Image of Construction Award**  
**Building Plymouth**

**Innovation Award**  
**University of the West of England**  
Creation of the Digital Campus

**Integration & Collaborative Working Award**  
**Highways England, Kier, MJ Church, Hanson, Forest & Bath Demolition**  
M4 & M48 Toll Removals

**People Development Award**  
**Speller Metcalfe**

**Sustainability Award**  
**Environment Agency**  
Totnes Flood Defence Improvements

**SME of the Year**  
**Gilbert & Goode**

**Value Award**  
**SCF**

**Offsite Project of the Year**  
**Laing O'Rourke, EDF Energy and Caledonian Modular**

**Achiever of the Year**  
**Caroline Blackman**  
(posthumously awarded)

**G4C Future Leader Award**  
**Ana Recio**  
Arup

**Highly Commended Winners:**  
**BAM Construction; Kier, Bristol Water and Black & Veatch (joint submission) and Midas Group**

**Top**  
**All the winners together**

**Bottom**  
**Highly Commended Winners**





# What is Constructing Excellence?

## Creating an Industry of Opportunity

Constructing Excellence is a not-for-profit think tank and best practice organisation charged with improving the performance of the UK construction industry for the benefit of its clients and all stakeholders. It is a platform for industry improvement to deliver better value for clients, industry and users through collaborative working – Excellence through collaboration. It does not receive funding from any government source and is therefore self-funding. For many parts of Constructing Excellence the main form of income is received via membership.

### Objectives

- Sharing
- Influencing
- Networking

### Forums

- Construction Clients Group
- Digital & Offsite
- Health & Wellbeing
- Innovation & Sustainability
- Procurement & Productivity
- Quality & Compliance

### Clubs

- Bath
- Bristol
- Cornwall
- Devon & Exeter
- Dorset
- Gloucestershire
- Plymouth
- Somerset
- Swindon & Wiltshire

## Benefits of Membership

Constructing Excellence South West provides practical support by providing members with the following benefits:

**Your chance to influence the change agenda / industry / government Networking**

**Learn and share best practice principles**

**Knowledge transfer**

**Enhance profitability / productivity**

**Improve understanding**

**Access to tools**

**Peer intelligence**

**Increased business opportunities**

**Discounted access to conferences, seminars and workshops**

**Raise profile in the region**

**Influence the change agenda / industry / Government**

## National Members

Membership can be broken down into three levels; National, Regional and Club.

Any national member of Constructing Excellence has access to all regional activities and events and clubs managed from the South West centre, i.e. Bath, Cornwall, Dorset, Somerset and Swindon & Wiltshire Clubs. This means that personnel from a national member of CE enjoy the same privileges, in terms of discounted events etc., as regional membership.

## Regional Members

Any regional member of Constructing Excellence South West has access across the South West events, activities and clubs managed from the South West Centre (i.e. Bath, Cornwall, Dorset, Somerset and Swindon & Wiltshire Clubs). Within your regional membership is an entitlement for one individual from your organisation to also join the individually administered Club of their choice (i.e. Bristol, Gloucester, Plymouth and Devon & Exeter Clubs).

## Club Members

Club Membership within the South West falls into two categories:

**1** Clubs managed from the South West centre i.e. Bath, Cornwall, Dorset, Somerset and Swindon & Wiltshire.

Membership Fees:  
Organisations £230  
Individuals £115

**2** Self-contained clubs i.e. Bristol, Devon & Exeter, Gloucester and Plymouth. Membership fees are set by each individual club.

South West Clubs are encouraged to publicise their events and activities through the CESW web site to ensure as wide an audience as possible.

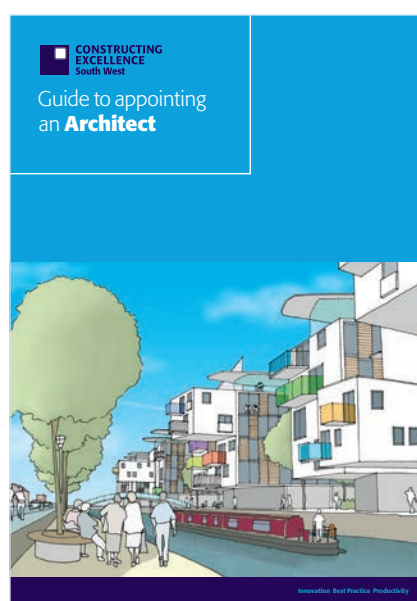
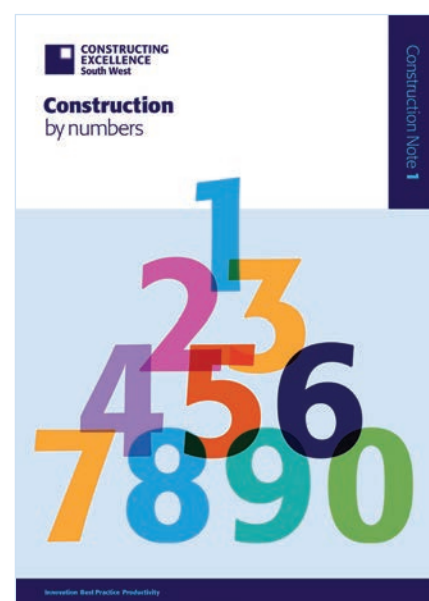
## In Summary

**National Members** receive national, regional and Bath, Cornwall, Dorset, Somerset and Swindon & Wiltshire Club discounts as though they are regional and club members.

**Regional Members** receive regional and Bath, Cornwall, Dorset, Somerset and Swindon & Wiltshire Club discounts as though they are club members.

**Club Members** only receive discounts for their OWN clubs.

All membership monies become payable on 1st April each year.





# Value through quality



Aldenham Prep School



**NVB Architects**  
ROOK LANE

Rook Lane Chapel  
Bath Street, Frome  
Somerset  
BA11 1DN

01373 468030  
[mailbox@nvbarchitects.co.uk](mailto:mailbox@nvbarchitects.co.uk)

Delivering architectural projects throughout the SW in close collaboration with contractor and end-user clients. NVB are specialists in education sector developments. We also have an expanding portfolio of commercial, community and leisure commissions both in the UK and overseas.