

Excellence through Collaboration



Don Ward
Chief Executive

www.constructingexcellence.org.uk



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Constructing Excellence



The not-for-profit
pan-industry organisation
driving change in UK construction

“Excellence through Collaboration”



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Construction 2025, BIS, 2013



People

Smart

Sustainable

Growth

Leadership

Lower costs

33%

reduction in the initial cost of construction and the whole life cost of built assets

Faster delivery

50%

reduction in the overall time, from inception to completion, for newbuild and refurbished assets

Lower emissions

50%

reduction in greenhouse gas emissions in the built environment

Improvement in exports

50%

reduction in the trade gap between total exports and total imports for construction products and materials

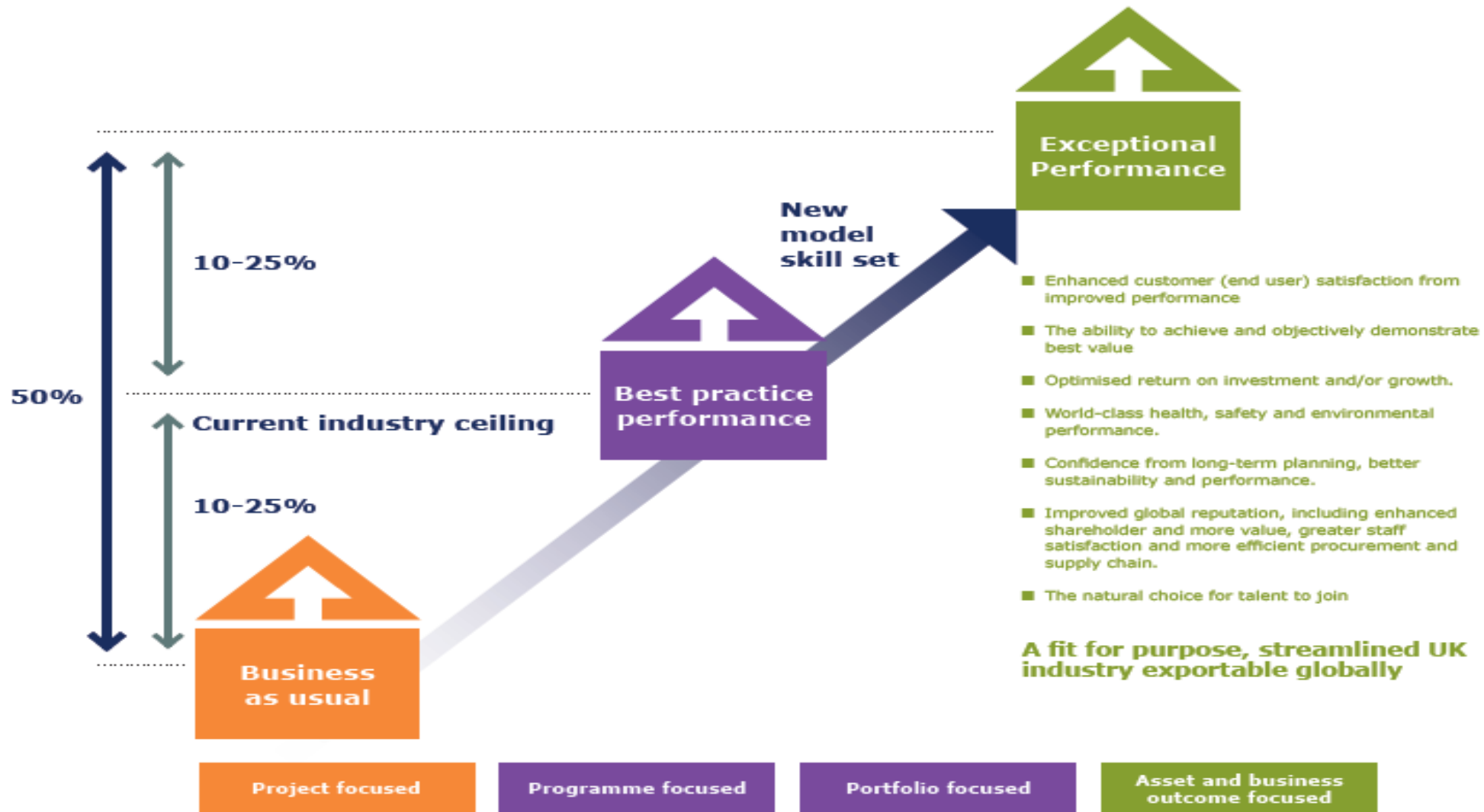


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We are setting an exceptional performance agenda



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Industry 2025 – a new industry model

The only way
Construction 2025, our
CE vision of excellence
and better client
outcomes can be
achieved will be through
the industry truly
embracing collaboration.

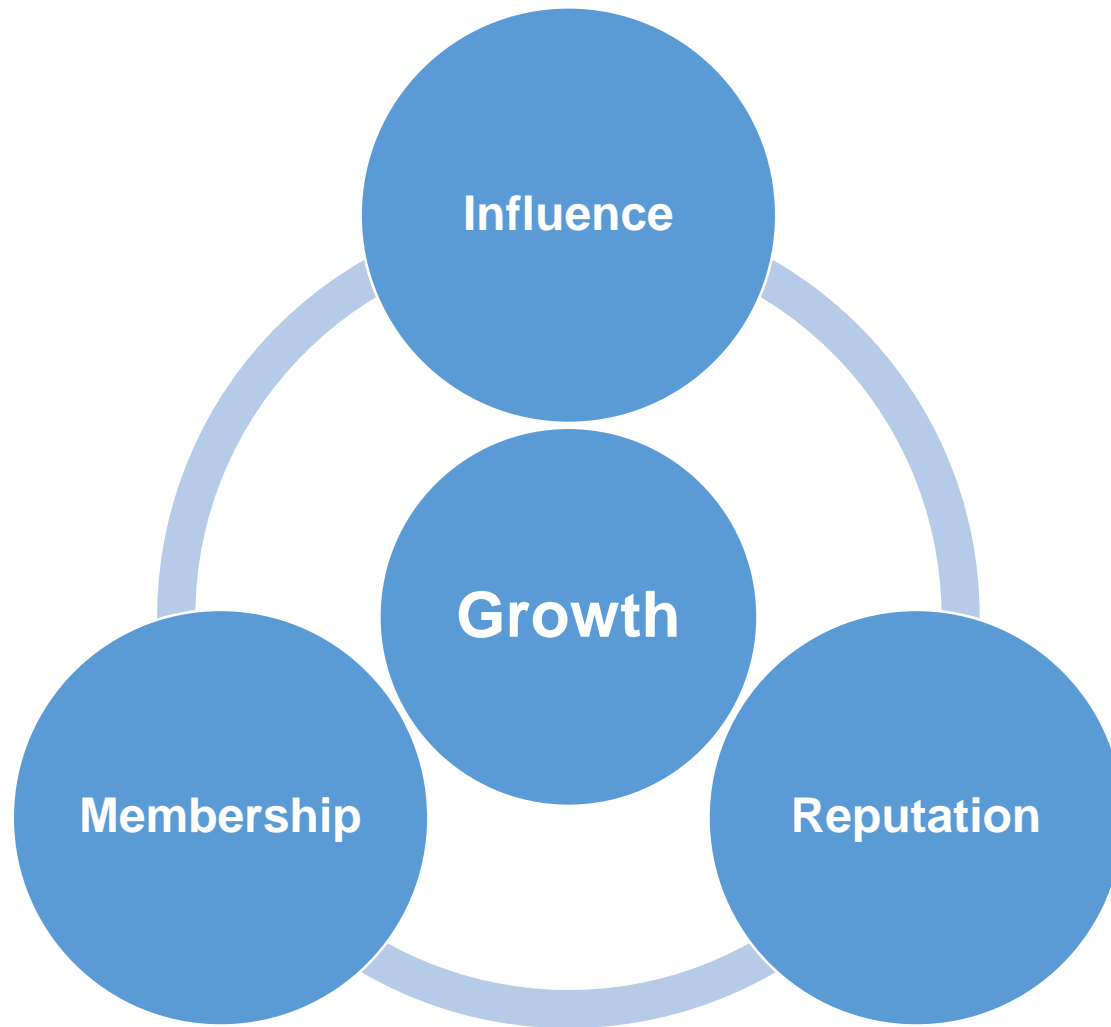


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To deliver, all in the CE Movement need growth in



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Nationally we are best known for...

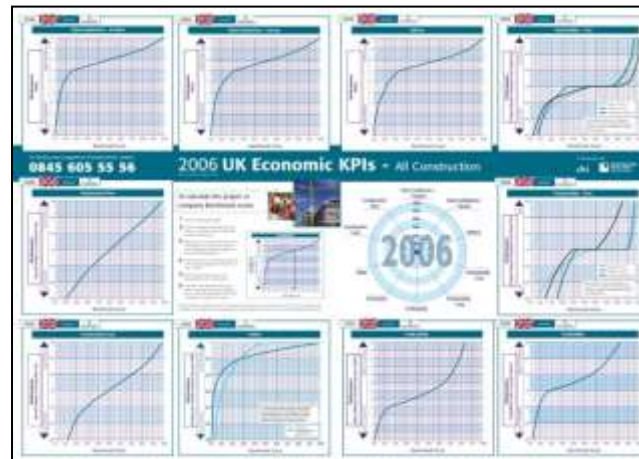
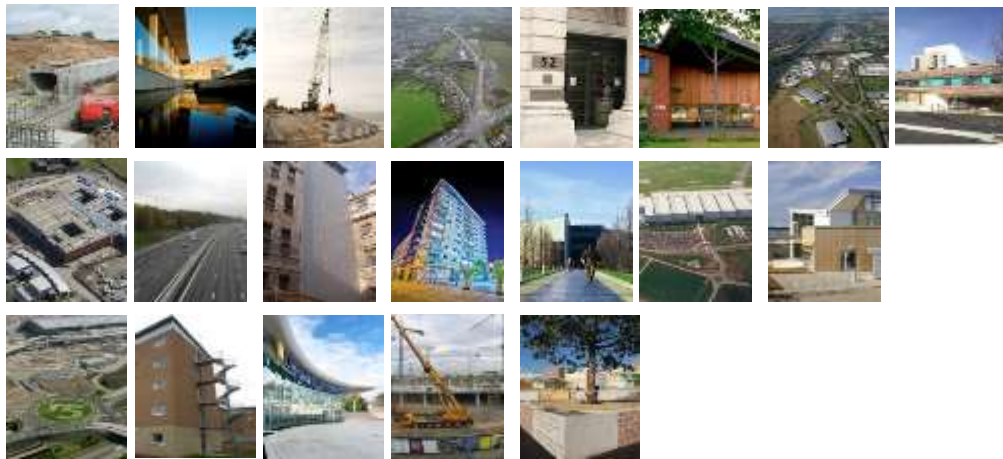


Track record – dating back over 20 years

Demonstrations programme - over 500 projects

KPIs – annual KPI data and industry report published

Regional awards programme – 8 events, 3000 attendees



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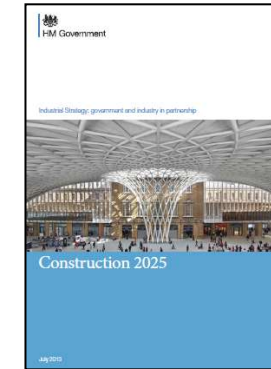
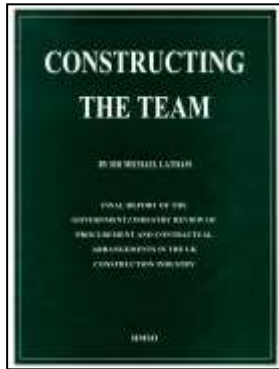
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UK construction improvement can be charted by a number of key reports

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



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



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The Constructing Excellence 'movement'

80 national members, 9 regional Centres,
35 local best practice Clubs, 650 G4C members,
9 worldwide partners in the CE International Alliance



National corporate membership

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



#beyondBE



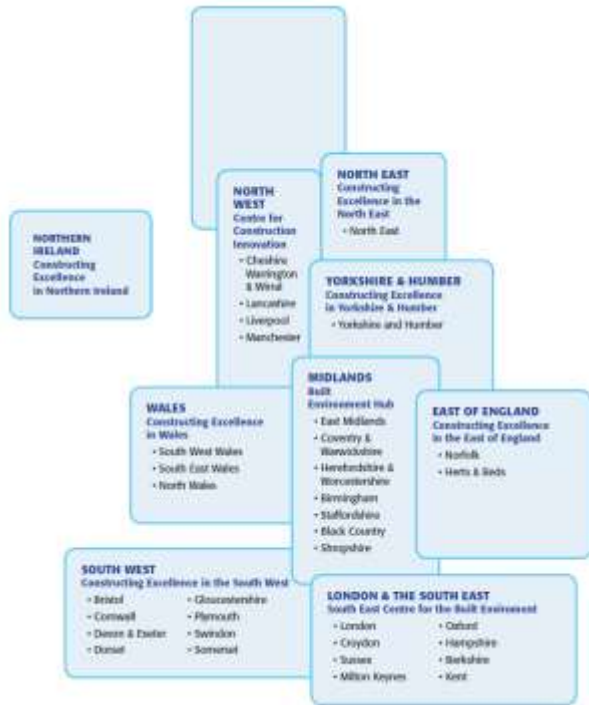
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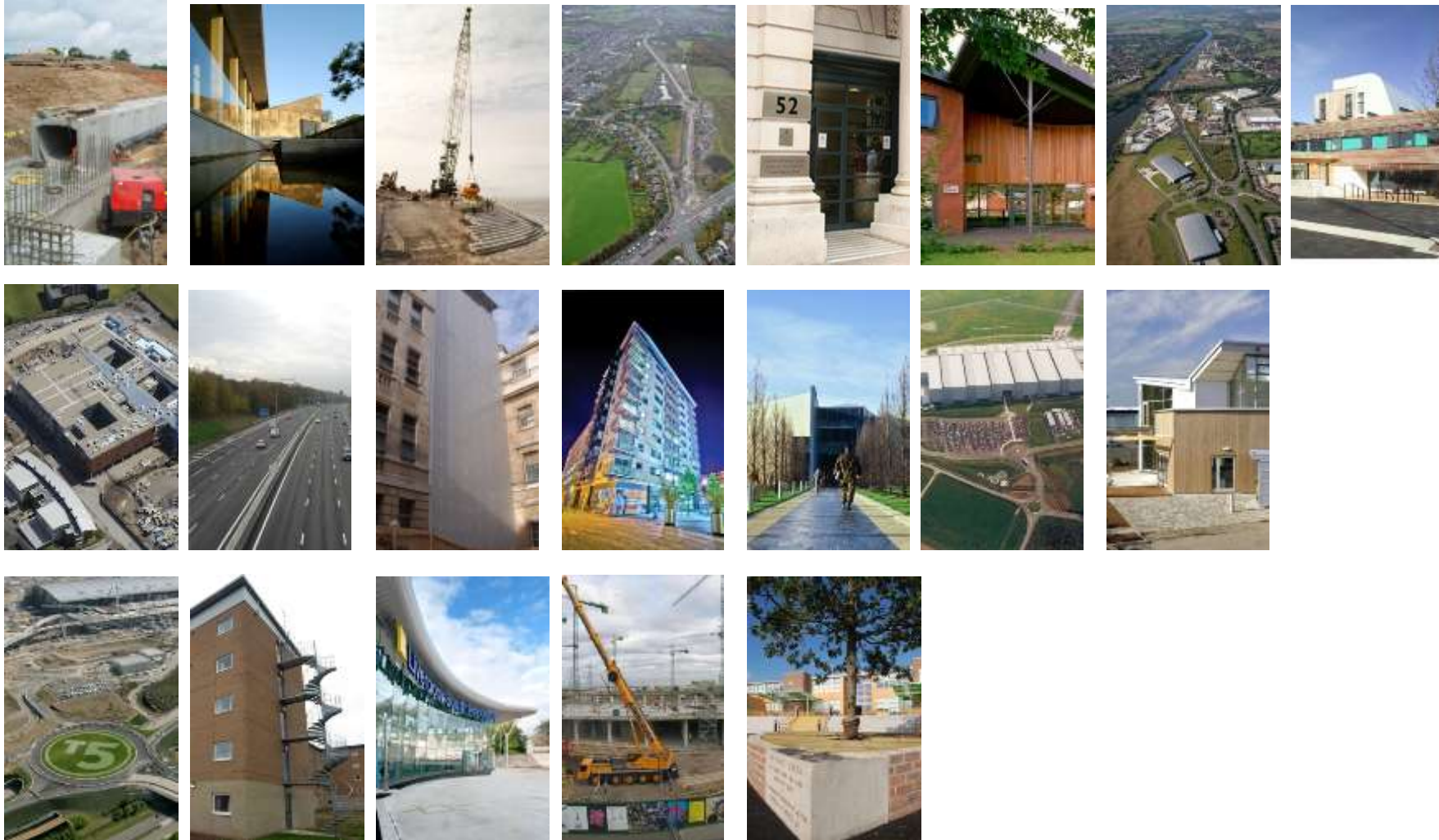
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Over 500 Demonstrations Projects covering all sectors, regions and sizes



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Egan inspired the Construction Industry Key Performance Indicators



Safety

Predictability

- Cost
- Time

Defects

Construction Cost

Construction Time

Profitability

Productivity

Client satisfaction

- Product
- Service

Environmental impact

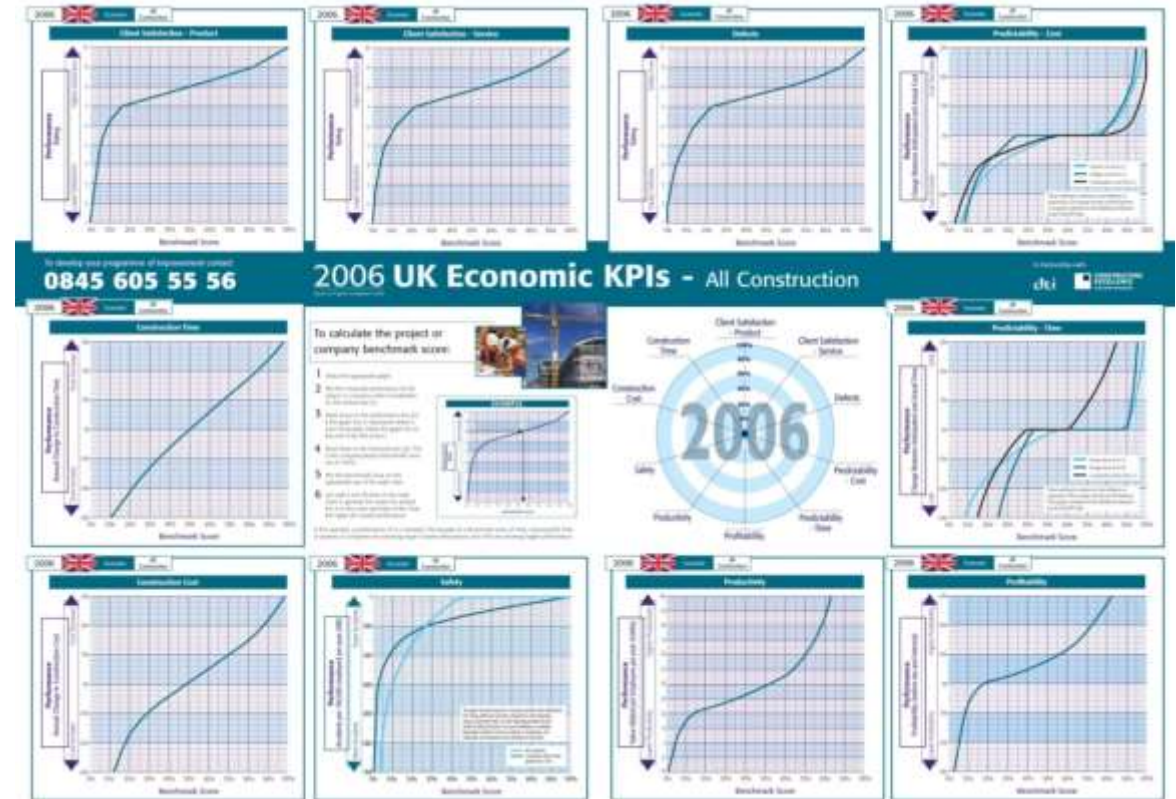
Product

Process

Employee satisfaction

Staff turnover

Qualifications & skills

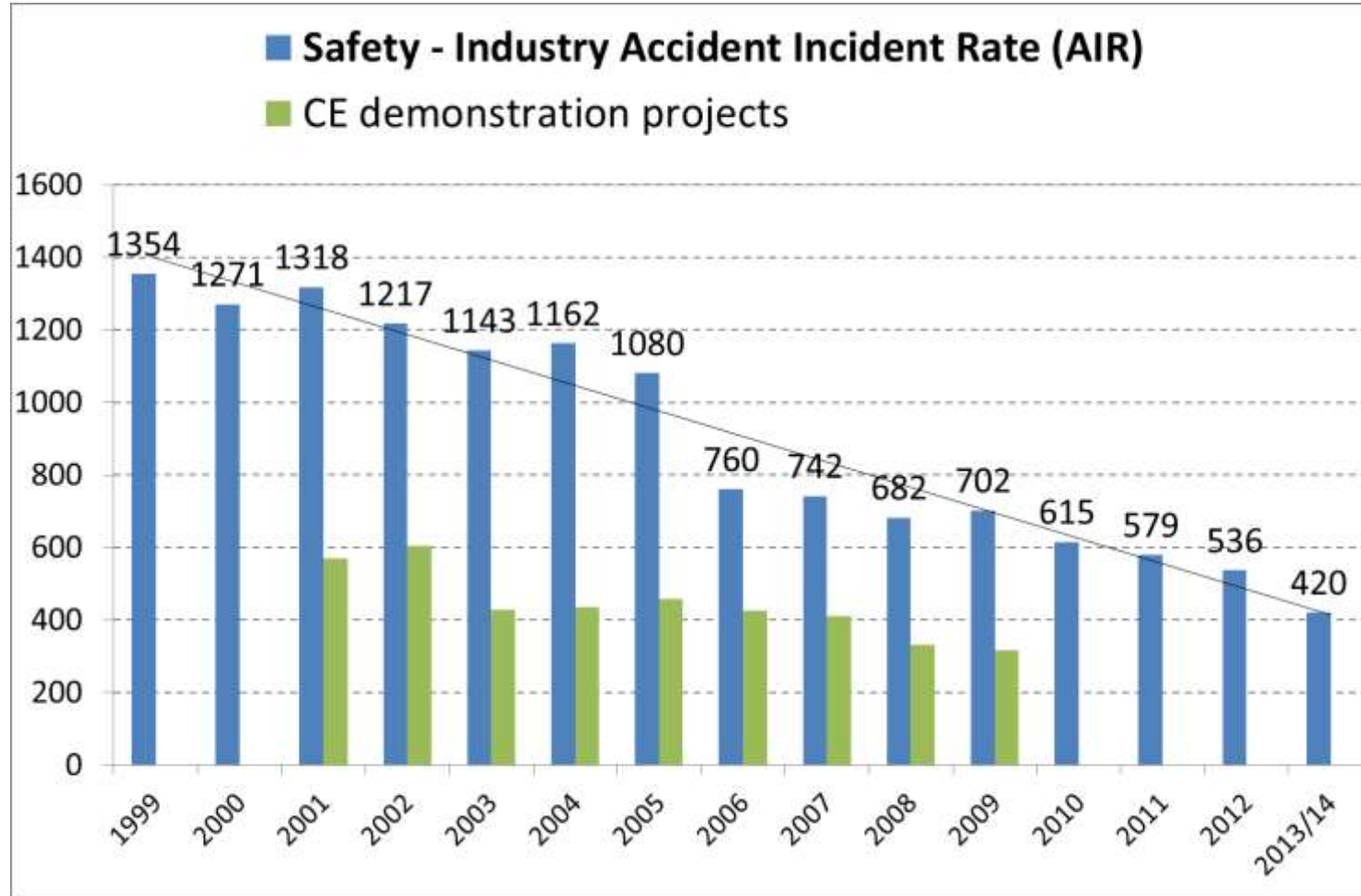


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Safety has improved significantly



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

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



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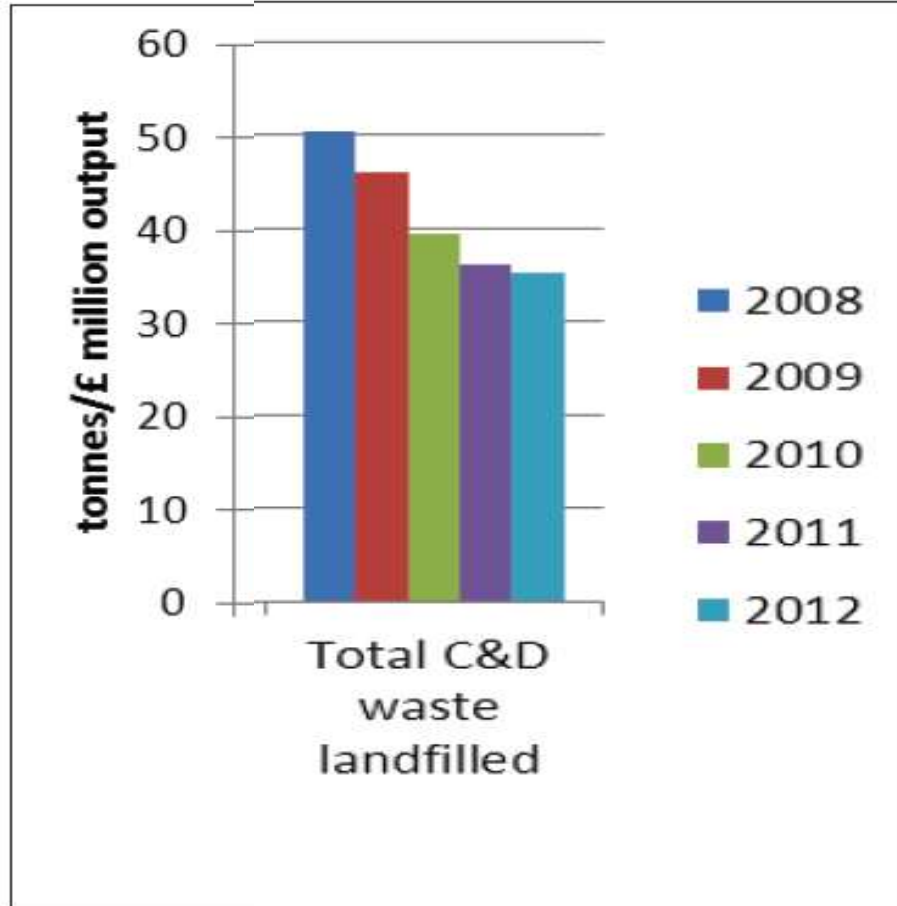
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Waste landfilled

Figure B7: Changes in figures relative to construction output 2008 – 2012

Green Construction Board report 23 “CD&E Waste”



29% reduction in construction & demolition waste landfilled 2008-2012



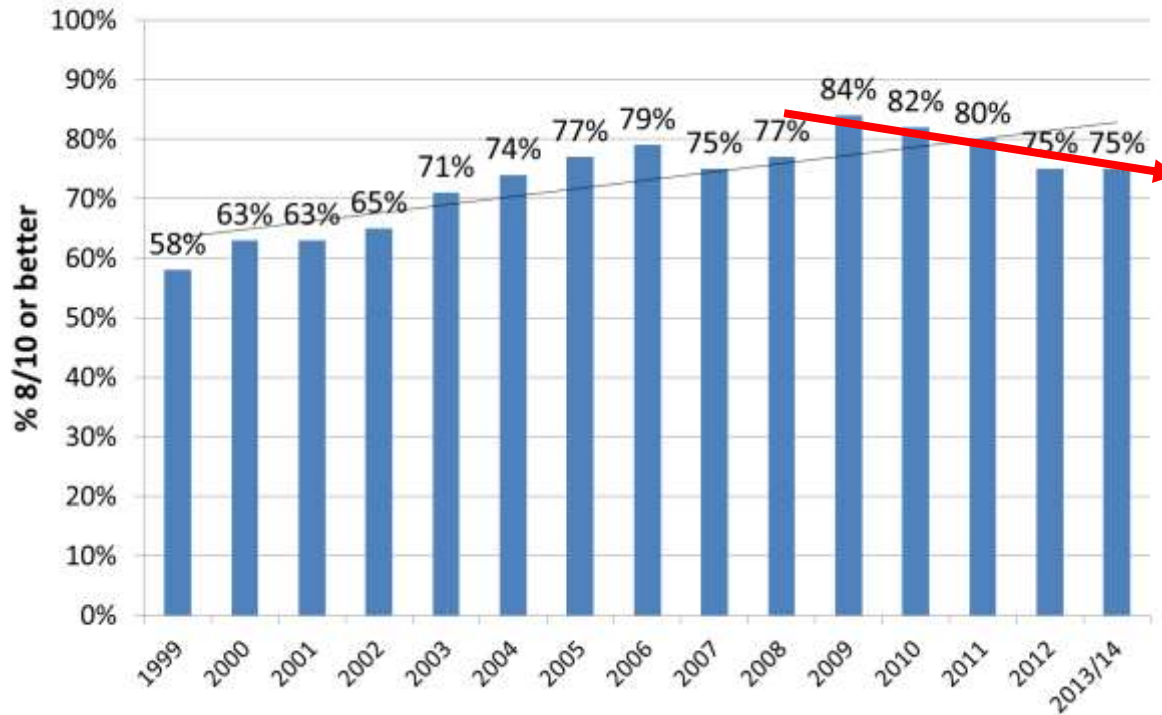
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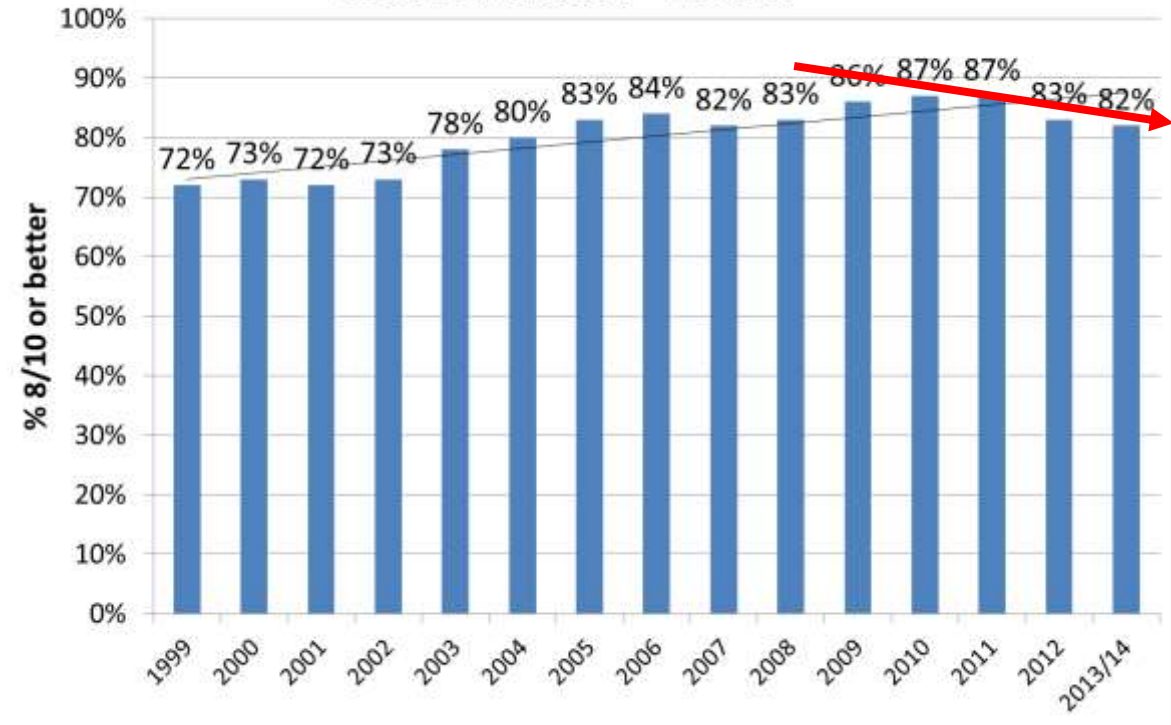
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Client satisfaction suffered in the recession

Client Satisfaction - Service



Client Satisfaction - Product



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Influencing government and other stakeholders through collaboration



Cabinet Office



Chartered
Building
Company



Department
for Business
Innovation & Skills



Health and Safety
Executive



HM Treasury

bre



Department
of Energy &
Climate Change



HM Government



UK Trade
& Investment



Institute for
Collaborative
Working



UK GREEN
BUILDING
COUNCIL



Nuclear
Decommissioning
Authority



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



T5
Heathrow



London
2012



Crossrail



Nuclear
power



HS2

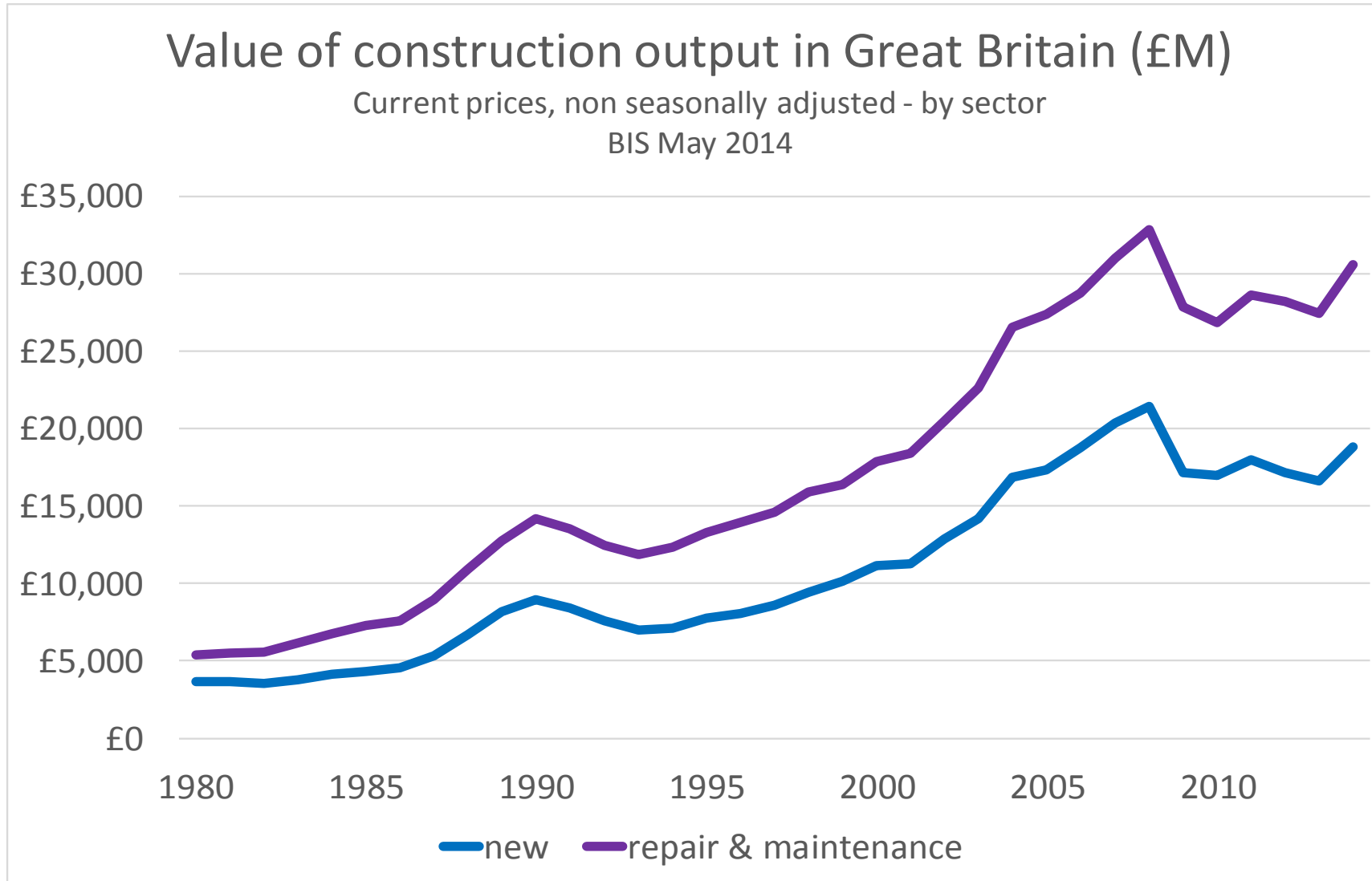


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Construction output is recovering (?)



Never waste a good crisis, 2009

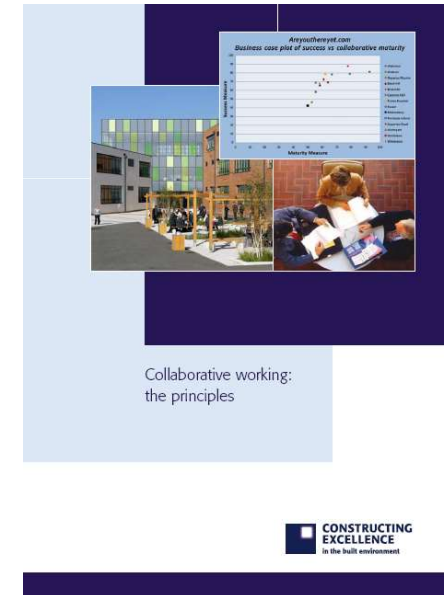
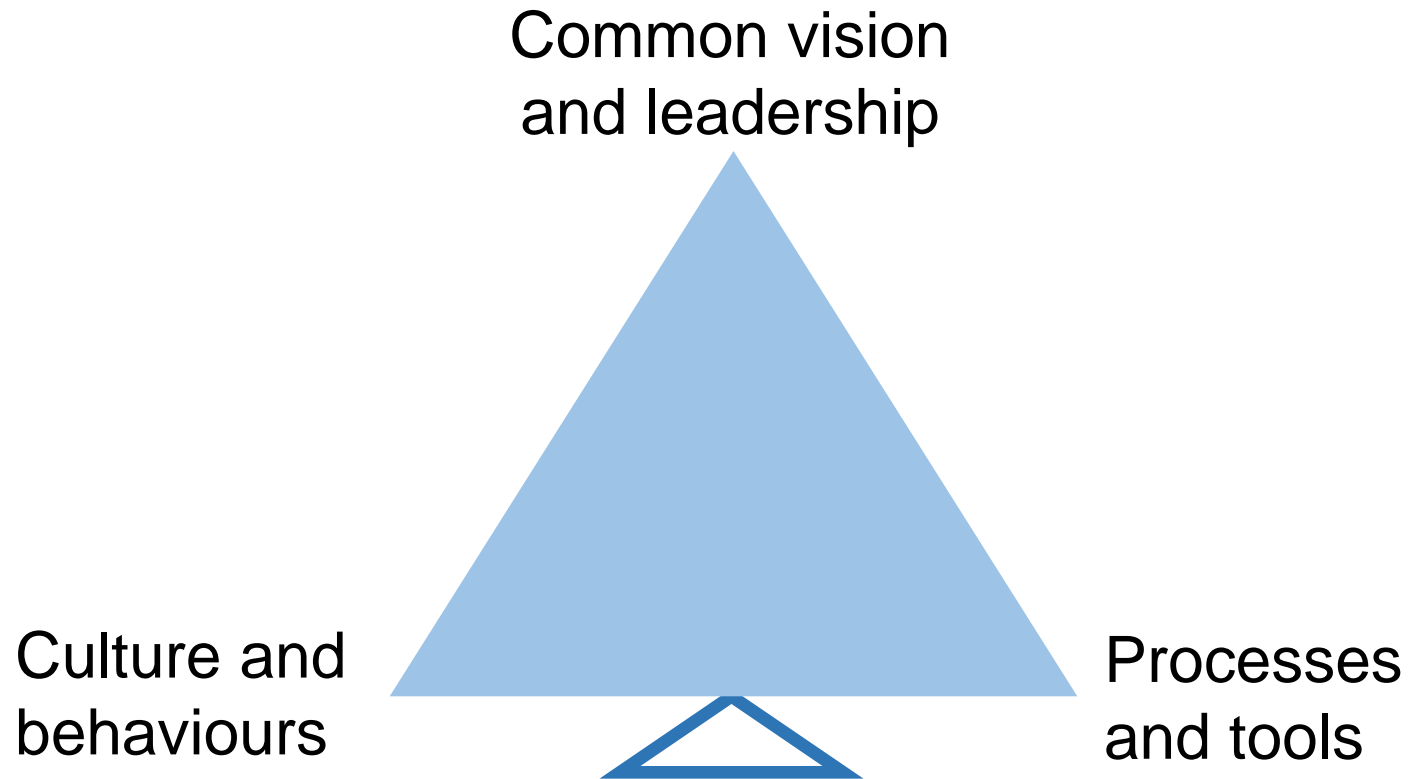


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Three overriding principles of collaborative working



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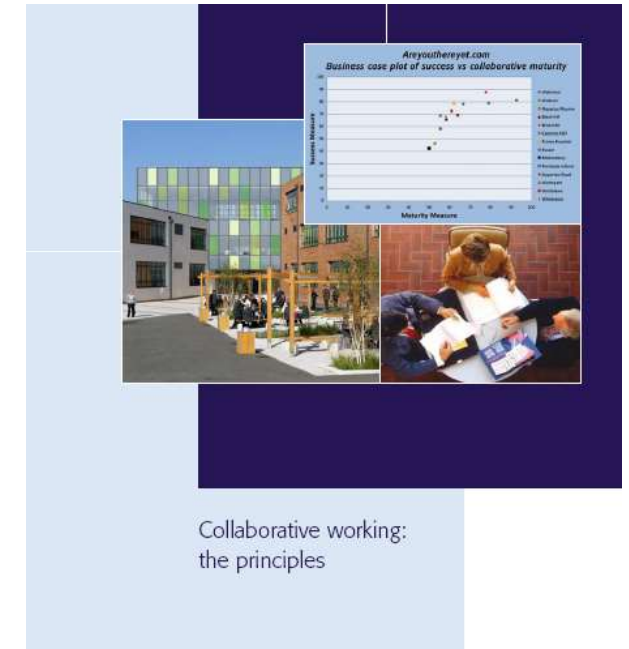
There are 6 critical success factors for collaborative working

Early involvement





Selection by value

Common processes and tools => **BIM**
Measurement of performance } **continuous**
Long-term relationships } **improvement**

Aligned commercial arrangements



Two-stage open-book procurement

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







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Cost-led procurement

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



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



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

***More
For less***

**WHOLE
LIFE**



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Pressures on clients - offering value?

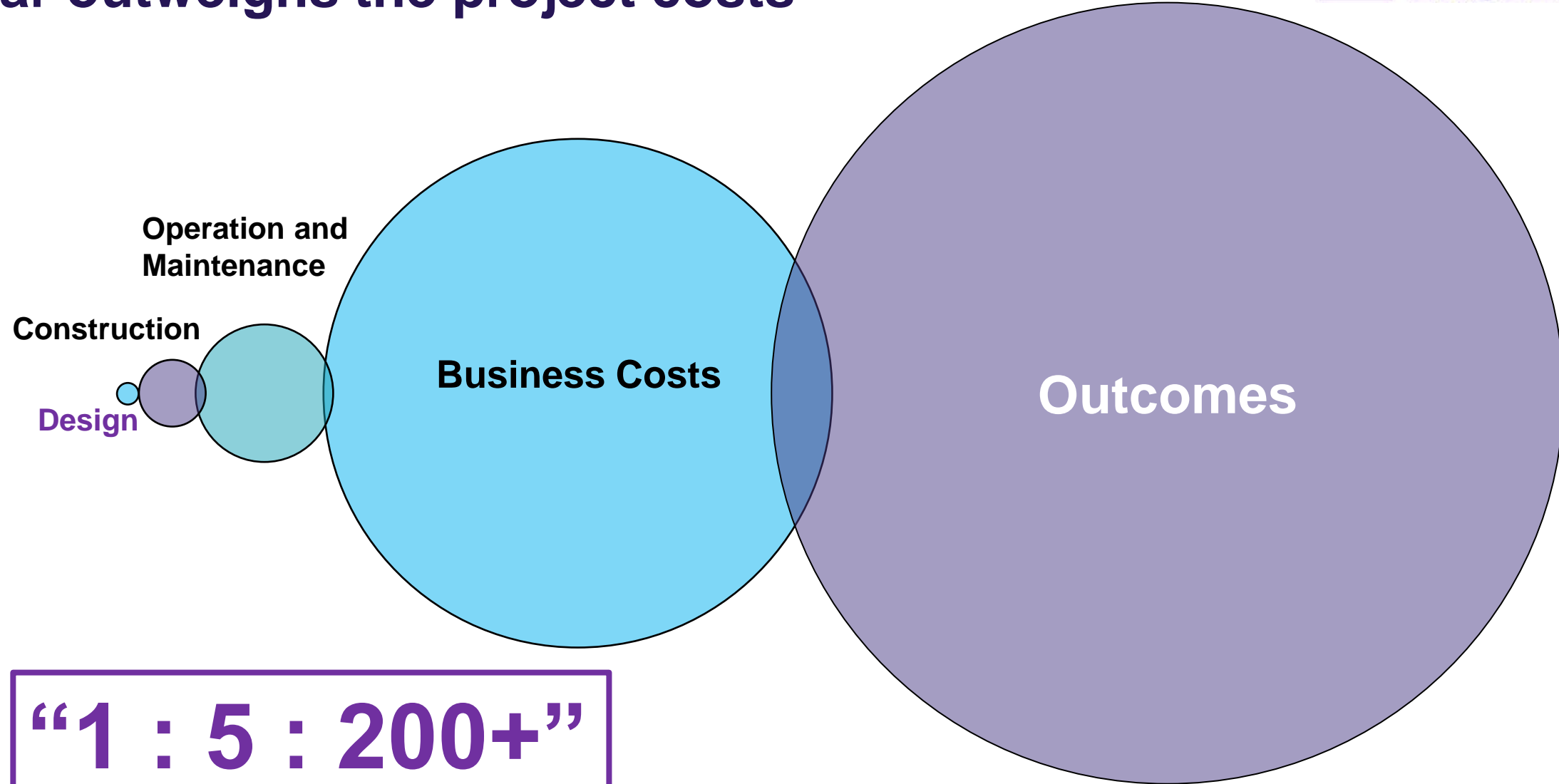


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The value of client outcomes far outweighs the project costs



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St Francis of Assisi Academy, Liverpool - sustainability delivering value



Green values help academy top new league table

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

The Independent, 11 Jan 2007



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



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National corporate membership

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



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National members

Clients

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

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

Contractors

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

Consultants

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



Manufacturers & Suppliers

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

Associates

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

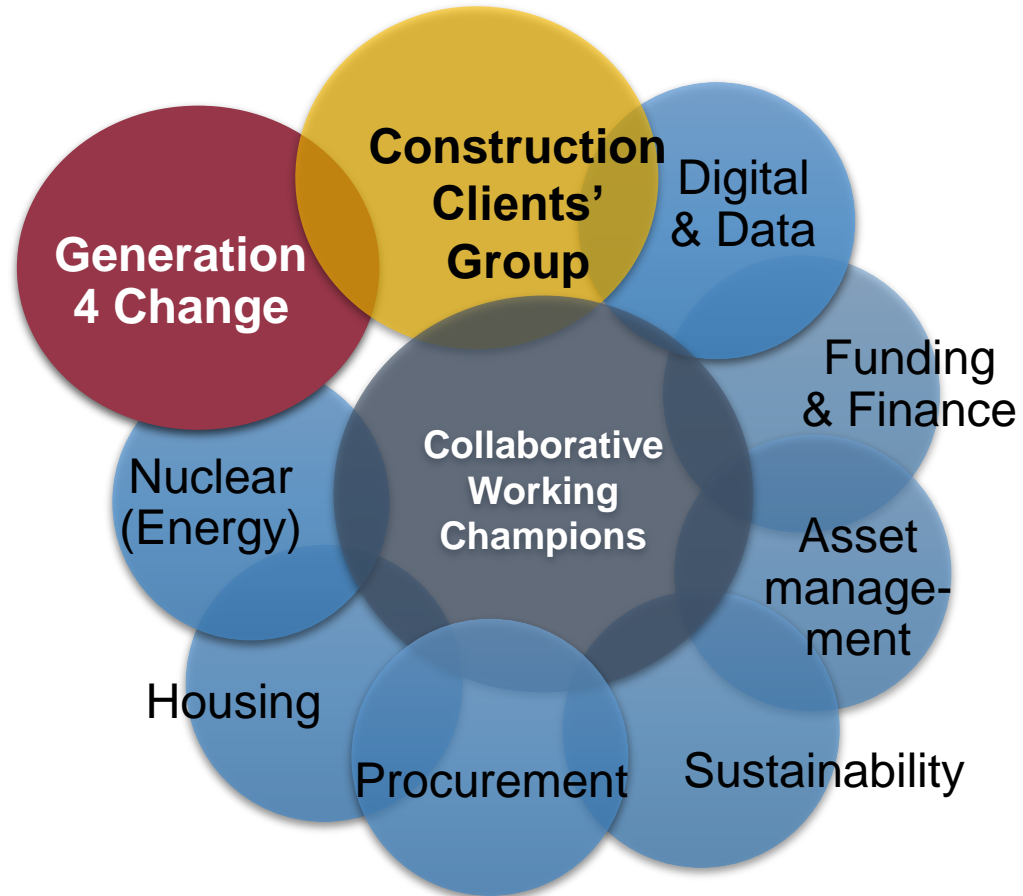


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National theme groups



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'Calendar' of themes

Dates 2015-16	Theme
April – June	People
July – Sept	Smart
Oct – Dec	Sustainable
Jan – March	Growth
April - June	Leadership



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Adding value by delivering *Construction 2025*



Leadership	CE Vision 2025 Construction Clients' Group (CCG) Regional & National Awards series	Infrastructure Development (MBS) Nuclear TG	Lower costs 33% <small>reduction in the initial cost of construction and the whole life cost of built assets</small>
People	G4C Leaders 4 The Future (G4C) CELL qualifications and training	CCG Health & Safety TG CEHE universities network	Lower emissions 50% <small>reduction in greenhouse gas emissions in the built environment</small>
Smart	Collaborative Working Champions TG BIM TG BIM⁴Housing TG G4C big/open data project with BRE	Procurement TG Procurement trials for Cabinet Office CEHE CCG Defects TG	Faster delivery 50% <small>reduction in the overall time, from inception to completion, for newbuild and refurbished assets</small>
Sustainable	Sustainability TG Funding & Finance TG	Asset management TG Social value TG	Improvement in exports 50% <small>reduction in the trade gap between total exports and total imports for construction products and materials</small>
Growth	SMEs, especially via CE Regional Network and local Best Practice Clubs	CE International	

TG = national Theme Group



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Achieving Vision 2025

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



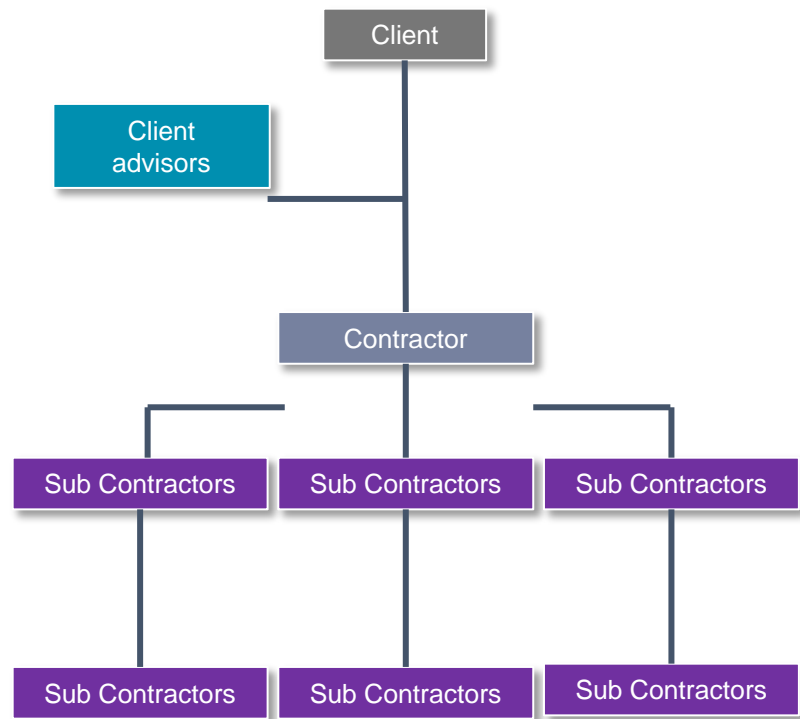
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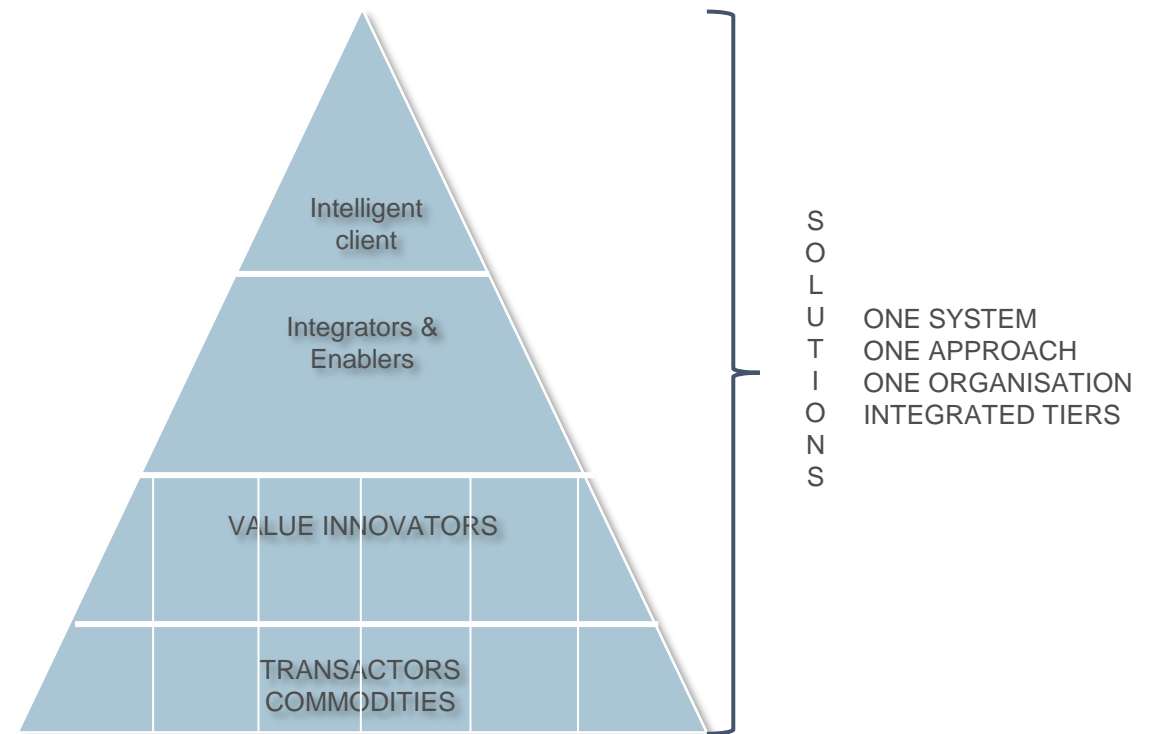
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2025 – a two stream industry

1. Transacted and fragmented



2. Collaborative & Integrated



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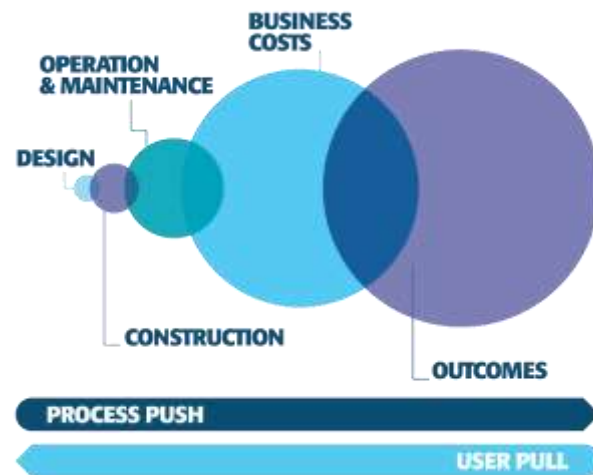
“Better together”

Better ideas and inspiration

Better evidence and intelligence

Better conversations and connections

Better influence and leadership



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