



**CONSTRUCTING
EXCELLENCE**
South West



2016 ANNUAL REPORT




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

Cover Image: South West Built Environment Awards Infrastructure Project of the Year:
Kier Construction - Cheltenham Racecourse

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Reports

Chairman's Report

Could I firstly offer my thanks to everyone who has supported Constructing Excellence South West, throughout what has been an exceedingly busy year, a year of ongoing economic and political change, which continues to evolve. Quite simply, we could not achieve our mission without the enthusiasm, effort and support from individuals who are already busy in their daily activities.

Here in the South West, the Constructing Excellence movement has made rapid progress since its relaunch in 2013 and the last year has seen our highest level of activity, with the ever present theme of working together to promote the value and importance of Excellence through Collaboration. As we continue to put distance in time and memory from the lengthy economic downturn we all experienced, we will face new challenges and opportunities and our network within the Constructing Excellence family will increase in influence, necessity and relevance to all involved in construction who strive for increased productivity, greater efficiency, innovation and excellence!

In this report, we set out some of the highlights of our work and a number of the amazing construction projects recently completed in the South West, which are a beacon of Best Practice and demonstrate a 'can do' attitude in our region. We offer a most amazing network for the future, particularly for those in their early career, where they can enhance their knowledge, skills and experience so they can move forward in what is an exciting business and become the South West's future leaders!

Huge opportunities in the construction industry exist and it is likely a vast array of new opportunities in the region will emerge. In particular, the Chancellor's recent comments "Homes before deficit reduction" and "Infrastructure and jobs", should spur us on in the Constructing Excellence family for the many challenges and opportunities that lie ahead. Our message of Excellence through Collaboration has in my view never been as relevant or important for the economy and community in the South West. In Constructing Excellence, I am confident we are well placed for the change, challenges and opportunities we will all face.



David Renwick- Chairman CESW

CEO Report



Andrew Carpenter - CEO CESW

The passion for change is contagious

Little did I think when I was asked to become Chief Executive of Constructing Excellence South West in September 2013 that we would be where we are now three years on. We officially re-launched CESW in November 2013 and at that time the only 'action' was taking place within three well run and established clubs in Bristol, Gloucestershire & Plymouth. The task in hand was to breathe life into four more clubs that had been mothballed and then put a structure in place to enable the sector to learn and share 'best practice' across the entire South West thereby improving the performance through collaborative working. I would like to place on record my thanks to all those people who are actively pushing forward with the Constructing Excellence change agenda without whom this amazing transformation of our sector would not be taking place.

There was obviously a need because almost without fail any individual or organisation that we contacted agreed to participate in some way by joining our board, set up to govern the newly created not for profit limited company, our Leadership Council, set up to ensure the entire sector was interconnected and able to deliver the Industry 2025 targets or our clubs and newly created Thought Leadership Forums. In 2014 we quickly resurrected our clubs in Devon & Exeter, Cornwall, Dorset and Swindon & Wiltshire and all but the latter is now flourishing with a vibrant array of activities & events. We are looking to help the members on the ground in Swindon & Wiltshire.

Late last year we created two new clubs in Somerset and Bath and these have quickly matched the success of their colleagues in other areas thanks to the drive and determination of their chairs, Rod Burton & Mike Catt, and their respective committees. We believe that within this nine club network we have around a 1000 active participants all interested in improving our industry performance. What you soon realise is that it is the people who engage within CE that are the people at the 'cutting edge' of innovation within our sector and it is this that stimulates them and encourages other like-minded forward thinking people to join in. The passion for change is contagious.

Our Six Thought Leadership Forums are all up and running and beginning to deliver on the knowledge created. Our Procurement Forum, chaired by Martyn Jones, launched its second Outcome led Procurement Guide earlier this year, this time with a view from the supply chain, and this is about to be disseminated amongst the clubs through a series of Here to Learn Workshops. Our Lean Forum recently launched a 'Development Finance – a best practice guide to lending' document and this has been received to high acclaim with over 150,000 copies already requested. The Construction Clients Group, under the chairmanship of Roger Ball of Bournemouth BC, goes from strength to strength and in 2016 has been concentrating on capacity issues. The BIM Forum has been less active in 2016 as we work towards joining forces with the SW BIM Hub.

Our Marcoms Forum has been spearheading our Adopt a School campaign which has recently acquired funding from the Southern Construction Framework. The campaign was launched in September 2015 and in the first year we had a total of eight schools agree to 'buddy up' with construction related companies. With Emma Hannam now in place to coordinate the project we intend to increase this to a minimum figure of 27 by the end of this academic year. In addition we are asking our nine clubs to hold workshops to each accredit a minimum of eight CITB Ambassadors. If you wish to be included in this exciting and worthwhile project please contact Emma at emma.hannam@cesw.org.uk. This is probably the single most important piece of work we are doing as we help encourage young people to consider construction as a career and improve the sector's image at the same time.

Although our G4C Forum has been relatively quiet in 2016 due to its chair, John Gallagher, being taken away on secondment in the South East we are pleased to say that at the end of 2016 we will be launching our 2017 G4C Awards in Exeter, sponsored by Morgan Sindall, and Bristol, sponsored by Faithful & Gould, and that the actual award ceremonies will take place in May next year to reward our under 35's in the categories of 'Image', 'Technology' and 'Sustainability'. The three winners from Exeter and Bristol will then go through to the South West Built Environment Awards taking place at Ashton Gate, Bristol on 9th June 2017 with the winner there then going on to represent the South West in the national finals in November 2017.

We have organised a series of excellent events throughout the last twelve months including our Construction Summit in May 2016 attracting over 300 people and the SW Built Environment Awards that same night which attracted over 400 people and hence our need to look for a new venue in 2017 thereby not having to disappoint those wishing to attend. Our Brexit Conference in Bristol shortly after 23rd June produced the advice to 'Keep calm and carry on' and this has led to two other Brexit Conferences in Exeter and Truro being organised in November 2016. Our 'Never waste a good crisis' conference in Bristol in February 2016 and Government Strategy conferences in Poole and Truro in July were equally well received. Finally our recent Housing Summit, based on innovative solutions to increasing the number of homes we are able to build, held in Exeter in October was an outstanding success with close on 100 'movers and shakers' from across the private and public sector gathering to learn and share knowledge. The recently released Farmer Review only goes to emphasize the need for Constructing Excellence is as necessary now as it has ever been.

All in all the progress we have made in the last three years has been breath taking and this is down to the drive & determination of our Board, the commitment & knowledge of our Leadership Council and above all the passion & enthusiasm of our Club and Thought Leadership Forum members. It has been a huge pleasure and privilege to help facilitate and coordinate much of the work going on and the real task right now is to manage expectation with so much now being asked of us. As we grow I couldn't do it all on my own and I would finally like to pay tribute to Caroline Cash, Jayne Taylor, Emma Hannam, Mike Candlin, Sarah Ratcliffe, Philip Jansseune, Andrew Brown, Mary Bon and of course Martyn Jones for their sterling efforts within our internal team. WOW what a great place to be right now!



What is Constructing Excellence?

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. A platform for industry improvement to deliver better value for clients, industry and users through collaborative working- Excellence through Collaboration. With the exception of Constructing Excellence Wales 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.

Our Themes



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

Membership Overview

In essence the entire Constructing Excellence network is looking for individuals and organisations who want to 'improve the performance of the UK construction industry' through collaborative working and an integrated supply chain and all that brings. Contributing to the CE pot provides the resources needed to ensure this happens, as have been proved by those already actively engaged. There are three levels of membership: National, Regional and Club.

National Members

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

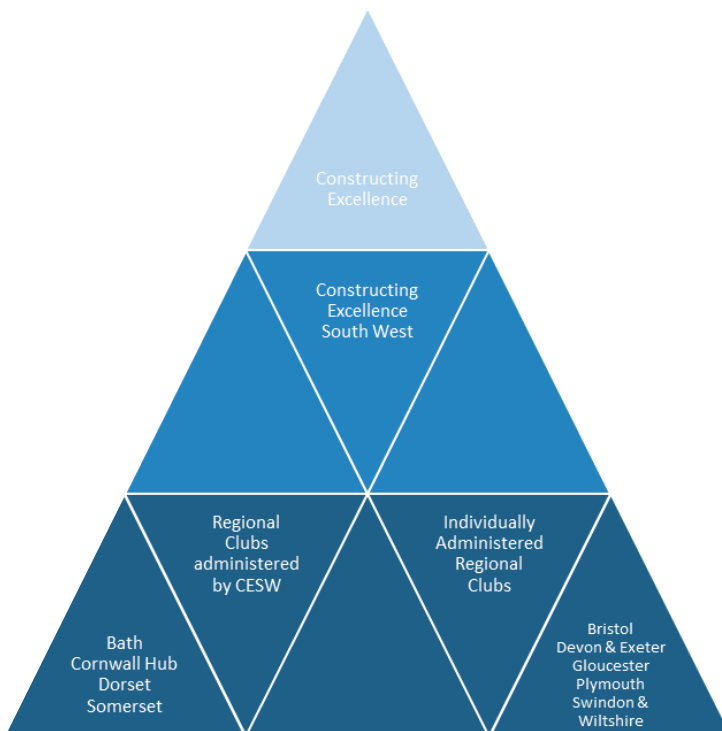
Membership rates start from as little as £200 and are set according to industry spend (clients) or business size (contractors/suppliers/consultants).

Membership

When members join (National or Regional) they are asked if they would like to become members of a forum/group. These various groups are:

- Board
- Leadership Council
- Construction Clients Group
- G4C Group (Generation for Change South West)
- Procurement Forum
- Marcoms Forum (Marketing & Communication)
- BIM Forum
- Lean Forum (Lean, Logistics & Offsite Manufacturing)

Regional members have access to the Members Area of the CESW website and are issued with a username and password.



Club Members

Club Membership within the South West falls into two categories:

1. Self-contained clubs i.e. Bristol, Gloucester, Plymouth, Devon & Exeter and Swindon & Wiltshire. Membership fees are set by each individual club.
2. Clubs managed from the South West centre i.e. Bath, Cornwall, Dorset and Somerset. Membership Fees: Organisations £200 Individuals £100.

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 and Somerset Club discounts as though they are regional and club members.

Regional Members receive regional and Bath, Cornwall, Dorset and Somerset 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.

Club Reports



It has been a successful first year for the club in Bath, we have the club structures in place, a growing membership and a burgeoning programme of well attended events. The brain child of Martin Veal and Martyn Lynch, the CESW club in Bath was launched in early November 2015. The aim of the club was to fulfil a perceived opportunity for those working in the construction industry in the Bath area to be able to learn from each other and improve communication channels across more traditional sector boundaries. Moreover, it presented the potential to tackle some particular challenges, such as the geographical constraints and inherent planning issues, which the area faces.

With the guidance and support of the CESW central team the club now has an active committee that meets every month and a growing cadre of individual and corporate members who have been able to attend the events offered to date. These events have included subject matter expert talks on topics such as Passivhaus and recent site visit to a Kier site locally. Most recently, the club received a presentation from John Wilkinson, Divisional Director, Community Regeneration with Bath and North East Somerset council who spoke about the current public sector challenges and potential in the local area.

As we prepare the event timetable for 2017 the committee are excited about continuing the growth of the club to date by creating opportunities for the construction community around Bath to talk, learn and share good practice as effectively as possible.





CONSTRUCTING EXCELLENCE Cornwall Hub

This summer has seen the inaugural meeting of the CESW Cornwall Hub, which is a 20 strong group of construction professionals who represent a wide cross-section of the industry in Cornwall. The remit of the Hub is to share and promote construction best practice in Cornwall, as well as inform and influence the wider Construction Strategy for Cornwall.



The latter was evident at our summer event on the Government Construction Strategy, which looked at the impact both nationally and locally, with Cornwall Council sharing their initial thoughts on future supply chain engagement and how they were planning to set up their next generation of construction frameworks. The event was well attended by over 60 people, who were able to 'have their say' on the Council's plans and help shape the future of the contracting landscape in Cornwall.



Going forward, the Cornwall Hub is planning a BREXIT conference in late November 2016; with £500 million of EU investment that was earmarked for Cornwall now at risk, it could have a significant effect on the economy of the county.

A programme of events for 2017 is being finalised, with early discussions about holding a Cornwall Construction Summit in the summer, which will seek to bring together all the various professional bodies in the county, with one voice for the industry in Cornwall.



The CE Dorset club is gaining momentum. After being revived three years ago, several events have been organised, at the RNLI in Poole, in Dorchester and Blandford Forum. Most recently, on the 17th, a site visit of the Lighthouse arts centre in Poole was organised by Chris Timlin, from Sweet Group. A Here To Learn workshop on procurement have taken place and our chair is an active member of the Procurement Forum. The main themes of events this year have been: Off-site construction and Procurement.

The club has a very strong committee, with a real cross section of the construction industry, with a core of our members being based in the Bournemouth and Poole area. We are working to ensure we reach other parts of the county, locating more events in the Dorchester area.

Our next event will be a Christmas lunch. We are working on next year's event calendar, starting with an event in Poundbury on Planning and sustainability.

The club collaborates closely with the Bath Club through the Chair, who is attending the Bath Club's committee meetings in a support capacity.



The club has engaged with the RIBA, CIOB, CIC, RTPI, RICS, etc. to ensure proper cross industry collaboration on events organisation and it was decided to help each other in organising and advertising events to minimise calendar clashes and avoid duplication of publication and events. This also has the added benefit of ensuring a better mix of attendees at events, generating better networking opportunities, potentially benefitting attendance.

We have created a LinkedIn group which is an efficient way of contacting members and interested parties without inundating them with emails and copying email details to all, which has been flagged up as an on-going communication issue.

This is the first year of the Somerset Club, which started to get off the ground at the end of 2015.

Following the establishment of an enthusiastic committee with representatives from across the Somerset construction sector, including EDF, we held our inaugural event at Taunton Rugby Club at the end of April. This was well attended, with about 50 coming along, with an address being given by Patrick Flaherty, the Chief Executive of Somerset County Council. Following the summer holiday period, we held our second event at the Genesis Centre at Somerset College on the subject of winning work in Somerset, with contributions from Jamie Driver of EDF covering the work at Hinkley Point, Martyn Jones of CE on procurement and Phil Stone of Set Square Recruitment on where he saw opportunities in the area. Our timing here was a day off, as confirmation of the go ahead for Hinkley C was given the next day. Numbers were a little down on expectations, but that did make for a more interactive event. We also promoted the BREXIT event in Exeter on 10.11.16 and are now planning a social networking event for week commencing 5.12.16 in Bridgwater.

The focus now is on the Adopt A School campaign with discussions commencing with a local school, Huish Episcopi in Langport, and a number of topics have been chosen for events in the New Year, including possible workshops on BIM and CDM.

A database of contacts has been developed and is managed by one of our committee members, Darryl Mitchard of Melhuish and Saunders, and this is used to promote events as well as the drive for membership, which currently sits at 43. Hopefully with more events next year, the profile of CE in the county will be raised further and membership across the grades will increase, which is a key objective. Whilst the go ahead at Hinkley Point will help in this respect, the Club is keen to ensure that all of the supply chain in the county are engaged with the Club's activities. This will, no doubt, be helped, by the engagement of UWE and Bridgwater and Taunton College at committee level.



SOMERSET CLUB EVENT
WEDNESDAY 14TH SEPTEMBER 2016
Winning Work in Somerset

Keynote presentation
Patrick Flaherty
Chief Executive
Somerset County Council

CONSTRUCTING EXCELLENCE
Somerset Club

EMTA



CONSTRUCTING EXCELLENCE Gloucestershire Club

The Gloucestershire Club continues to provide a lively and informative forum for sharing experiences and promoting the very best innovative and collaborative construction methods within the County.

We have a steady membership of around 25 corporate and 20 individual members.

Running 10 events per year, we combine a mixture of seminar/talk formats and site visits. Our main event is held in May and this year focused on developing sustainable relationships. June saw a very popular visit to the newly opened treetop walkway at Westonbirt Arboretum along with other recently completed projects including the Welcome Building, plant stores and tree works team centre.

Our summer social event, held in the newly opened Greek on the Dock at the Gloucester Quays featured Anthony Hodges of Gloucester City Council, outlining the city development plan and an inspiring talk by Chris Evans of the Butterfly Garden Project – helping disadvantaged and disabled people in a whole range of diverse and interesting ways. Our most recent event, ‘BIM to Built’ – featured a recently constructed school at Northway, Tewkesbury where a ‘model’ school format developed by Swindon Borough Council was adapted with Gloucestershire County Council to provide a new infants school. The scheme, delivered using BIM Level 2 with fully integrated design, provided a Soft Landings approach through the design progression, construction and handover process.

We have some great upcoming events including in October, the development of Emotional Intelligence within the workplace, boosting productivity and growth through better engagement.

With Outcome Led Procurement in November and closing the year out with a charity Christmas quiz and curry night for December – we have had a busy year!



This year marked the 10th Anniversary for the Plymouth Club, and what a year it been. We have held the most events in a single year, continued to increase our membership, built great new connections with surrounding organisations and established a great committee.

The year started with our Past:Present:Future event looking at one of Plymouth's most significant landmarks, the Civic Centre. Our best attended event welcomed Guest's speakers, Chris Robinson (Local Historian) and Nathan Cornish (Urban Splash) to accompany our committee member and event organiser, Jonathan Derwent (Hydrock). We kick started the year with a bang.

Other events swiftly followed, a lecture on the Legal issues surrounding BIM (Michael Clark, Nash and Co) and a visit to the Waste to Energy Facility (Jack Sheppard, Bailey Partnership). Relationships continued to grow with the Atrium School and Plymouth School of Creative Arts, stepping stones towards a future event being organised by Carla Wilkinson (Morgan Sindall). We sponsored another First Thursday Event and helped to Judge this year's RIBA Photography Competition.

As a project sponsor, we continued to support the growing success of 'Building Plymouth'. Emma Hewitt has been doing an amazing job with a great initiative to help support the upcoming labour shortage in our industry.

As the year progressed we celebrated our anniversary with a trip to the top of Plymouth's new Skyscraper. Peter Everitt (Vice Chair, Kier) arranged a tour to enjoy amazing views from the top of Berkley Court before meeting us at ground level for a glass of bubbly.



And to end the year, Jonathan Derwent (Hydrock) has lined up the prominent Professor Ian Stewart to provide a supporting talk to our AGM. The event on the 24th November has the topic "Between a rock and hard place".

Planning is already in place for next years' events, including a Smart Technology event (Cairan Van Rooyen, Bailey Partnership) and a local housing Event (David Martin, Gates Partnership)

Plymouth is a great city, we have a growing Committee and a very successful club. If you're not yet involved, you should be!

CESW also has Bristol, Devon & Exeter and Swindon & Wiltshire Clubs.

Thought Leadership Forum Reports

Construction Clients Group

The Construction Clients Group has held a number of themed meetings which have been well attended by decision makers representing commissioning bodies in the area.

Those taking part range from Government organisations, like the Environment Agency and Councils, through buyers for major schemes, such as Hinkley and on to lead contractors.

The presence of this spending power in one room is attractive to those with a cause or product which potentially aligns with CESW values and several good presentations have been received.

Just as valuable is the opportunity to discuss forward plans and gain an early appreciation of supply chain pinch points in what is a very stretched market

G4C (Generation for Change)

We are a change network, challenging and shaping the future of our construction industry.

G4C is a movement for change in construction, led by and for the benefit of future industry leaders. It is made up of young professionals who are passionate about making a difference in our industry. Our Regional boards collaborate together across the UK to generate content, discussion and understanding, this includes understanding issues, innovations and advancements outside the industry and piecing together how they will change our future.

Some of the key themes which we continue to investigate and develop are:

Infrastructure finance, who pays? The UK is on the cusp of an infrastructure renaissance- the National Infrastructure Plan sets out an enviable pipeline of mega-projects which we need to deliver over the coming years in order to maintain our country's global competitiveness. Investment in energy, water, transport and flood defences will be needed, and all are competing for finite resource. How will we find the finances to fund this? Who will pay?

Sustainable housing and our built heritage- 80% of buildings standing in 2050 are already built and new building regulations only apply to new buildings. So what do we do about energy inefficient existing stock? We need creative solutions to encourage retrofit; to combat apathy towards sustainability and provide support for those stuck in energy poverty. SpaceUp:DeCarb is a Marcel Mauer initiative made possible by the collaboration with G4C and the ODI; the vision is to wire up the UK existing stock turning each household into an OpenData node and to promote sustainable housing by leveraging the disruptive innovation of a global community of tech developers.

Collaboration- Is conflicting behaviour endemic in the construction industry or can we choose to collaborate at all costs? How can an individual set out to make a difference and create positive and productive relationships from within a corporation? Will Building Information Modelling, continue to aid with breaking down adversarial barriers?

Automation, data, digitisation and machine learning- Sounds a bit Sci-fi, but will a robot steal your job? If engineers develop the robotic skills required, no doubt, robots will cost far less to operate than a person. Are we sure that it's only the boring, repetitive jobs will be done by robots? Will all the interesting creative, innovative and dexterous and skilled jobs still be left for humans to do?

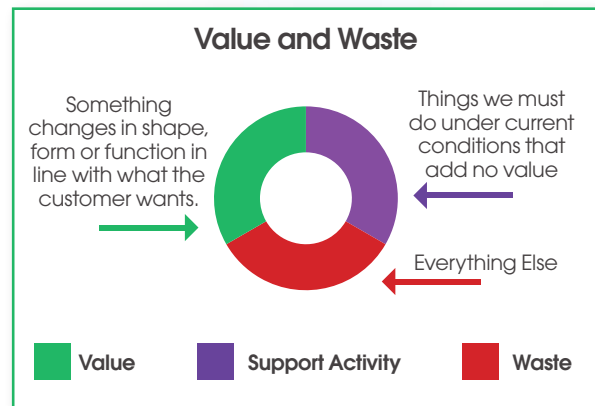
Links with Universities and addressing the skills shortage- There are not enough people coming through the education system to be able to fill the number of roles needed to deliver the magnitude of construction planned. Do we need to start thinking outside the construction qualification box? What are the skills that they will require in the construction industry of the future?

Sustainability, social value and responsibility – Global resources are continuing to be used up far too fast and as world population's rise this problem is only set to accelerate. We need to start living and building more stringently and making better use of replaceable resources and energy. We need to create a circular economy and a sharing economy to make better use of existing assets. And do we even truly understand what 'Sustainable' means?

G4C are getting things going again in the SW here and intend to introduce our own G4C (Generation for Change) Awards next year into our programme. We are set to hold two events, in Bristol and Exeter on 10th/11th May 2017 which will feed into our Regional Awards on 9th June 2017. There will be three categories at each location in Image, Technology and Sustainability. The six winners will go through to the regional awards where one person will be crowned Young Achiever of the Year. We intend to run a launch event after work in Bristol on Friday 2nd December 2016 and in Exeter on 5th December.

Lean Forum

When CESW was re-launched in November 2013 it was inevitable that 'lean' would be one of the first Thought Leadership Forums chosen by the board as a priority. Why- because the construction sector was entering a period of growth with a projected lack of skills and people and therefore there was an urgent need to get 'more' from the current capacity which would inevitably lead to a need 'lean' thinking. Ironically this takes the Constructing Excellence movement back to its origins of the Rethinking Construction Report of 1998 (still worth a read by the way) which outlined the need to take best practice from the car manufacturing sector that had introduced lean measures throughout its processes.



The CESW Lean Forum was set up in September 2015 and has over 40 members from across the supply chain. Having undertaken a massive process mapping exercise early on it was decided that their first task would be to provide a 'best practice' guide to unlock development finance and so a task group consisting of Nathan Waller (NatWest), Alan Tate (Trowers & Hamlins LLP), Andrew Simpson (NVB Architects) and others was set up to deliver the project. Twelve months later in September 2016 we were pleased to launch the 'Development Finance – a best practice guide to lending' document to high acclaim. This may be found on the CESW web site by following this link:



Following the launch of this report the Forum now has a new chair in Steve Clark of Turner + Townsend Suiko and a new project to work on dealing with pre construction issues and any member of CESW is encouraged to participate.

Procurement Forum



Yet another eventful year for procurement as we respond both to the opportunities and uncertainties in the South West's construction market following the Brexit referendum result, coupled with the supply-side implications of Hinkley Point C going ahead.

The government's recently announced outline strategy for the post-Brexit economy - with its emphases on investing in high-value infrastructure projects and housing, innovation, productivity and regional development- has provided further vindication of the need for CESW and its Procurement Forum. We know that how we go about procuring construction products and services is hugely influential in delivering value for all members of the supply chain and improving productivity. We are also well aware that there is huge scope to improve the ways in which we procure in order to deliver greater value and contribute to the success of the region's post-Brexit economy.

The thirty members of the Forum, drawn from all parts of the industry, continue to play their role in addressing these changes through championing and supporting best practice in the procurement of construction products and services and improving the performance of construction's supply systems.

Our specific objectives include:

- Promoting the practical benefits of collaboration in the supply chain and the involvement of key supply chain members as early as possible in projects
- Encouraging the procurement of key members of supply chains on the basis of value rather than price

We continue to achieve this by:

- Identifying, sharing and communicating examples of the business and other benefits of effective procurement practices based on best value rather than price, and
- Providing practical, common sense guidance, tools and Here to Learn workshops to help all procurers of construction products and services to obtain best value

The Forum's publications 'Outcome Led Procurement: A common sense approach to construction procurement' and 'Outcome Led Procurement: The view from the supply chain' set out our ingredients for successful procurement and, very importantly, from both ends of the supply chain. These include being clear on desired outcomes, managing the risks, treating design and construction as a joined up process, recognising the importance of behaviour, developing relationships with repeat contractors and seeking win-win solutions along the supply chain.



Use of Outcome Led Procurement Guide

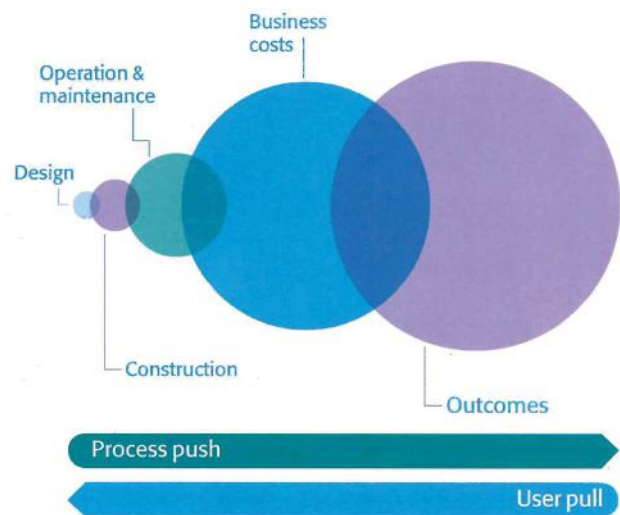
Bouygues UK strives to incorporate the principles of the Outcome led procurement guide across its bid strategy. Essential to the process is working in partnership with all the key stakeholders to define the desired outcome for a particular project and then planning your procurement to achieve those outcomes.

Building a project is never just about the building itself but about the positive impact stakeholders would like to see it having on the end-users and the wider community. Therefore outcomes such as regenerating derelict sites, creating employment opportunities and inward investment, and stimulating regional growth are all examples of desired outcomes to inform your procurement strategy. In this way, you are focused right from the outset on meeting client objectives and outcomes for the long term at a cost that provides excellent value, instead of focusing purely on price.

The Outcome Led Procurement Guide provides an excellent approach to procurement that creates the best possible outcome for a project. It covers key issues such as understanding value, understanding risks, approaching design and construction as a cohesive process and the importance of behaviour to make your procurement more effective.

The guide is a great example of how organisations benefit from being a member of Constructing Excellence South West. As well as contributing to industry-wide improvements in performance, being a member of CESW is a great chance to meet like-minded organisations, discuss industry trends and challenges and benefit from the wealth of CE publications that are produced.

Other Thought Leadership Forums include BIM and Marketing & Communications.



Adopt a School South West

Construction companies building relationships with educators



With the construction industry experiencing good levels of growth, the major issue facing the industry is the ageing workforce and declining numbers of new talent entering the industry. Almost without exception, every sector of the industry is struggling to recruit good talent and young people.

Research has shown that a career in construction is almost the last resort, particularly if you've not got the grades; additionally there is also a misnomer that the only jobs the industry offers are bricklayers, plumbers and architects! Young people also describe working in the industry as "cold, damp, dirty, lots of time standing around, boring and not for girls".

With these entrenched views in young people, their teachers and parents, we at CESW are focusing our efforts on improving the image of construction with these target groups.

CESW is aware that there are other outstanding projects in existence such as Class of Your Own but wanted to create a way for schools and companies to buddy up on an ad hoc basis with no fee to participate.

The Mission

The CESW Adopt a School Campaign is supported by the Southern Construction Framework

- We are working with the CITB to create more Construction Ambassadors within each of the clubs in the South West region
- We aim to link up schools and construction businesses in ongoing partnerships. This partnership between the school and the business can be tailored to suit local needs.

Each partnership will be expected to create a menu of school based activities, for example: a Construction related Career's Fair, Site visits, Visit to design offices and working with Careers Advisers to remove the stereotypical negative perception of Construction as a career path.

In The Beginning

In Sept 2015 the very first schools to join the Adopt a School Campaign were Plymouth School of Creative Arts who buddied up with Kier Construction and St Ives School who buddied with PBWC Architects. Both of these partnership were launched with a concert by Tom Carpenter (The Voice) In the case of St Ives School, Tom's concert raised money to fund a student visit to the Eden Project.

This is just one of the creative ways that Partnerships have chosen to launch their ongoing relationship, CESW aim to support schools and companies to find their own way of working together in a way that works best for all.

Progress

Many more schools and businesses have joined the Adopt a School since then and are planning or already running a variety of activities which promote Construction Industry Careers. We are very excited to see how each of these partnerships get on over the coming year.

Ralph Allen School in Bath have buddied up with Curo and have a wonderful programme of events lined up including 3 reserved work experience placements for Ralph Allen for Year 10s with Curo. Arcadis are planning site visits and mentoring for Isca Academy in Exeter. Alongside these partnerships we have many more that are looking forward to a host of exciting activities this year.

Ambassadors for Construction

CESW will be arranging Ambassador Training for company representatives participating in the scheme.

Get Involved

If you are a school or a business and would like to participate in the Adopt a School Campaign, please contact Emma Hannam – Adopt a School Coordinator- who will be happy to help you to find a school or company to buddy up with and facilitate introductory meetings.



Tom Carpenter with students at Plymouth School of Creative Arts

2016 SW Built Environment Awards

Celebrating Regional Excellence & Best Practice

It was a Friday night packed full of festivities at this year's South West Built Environment Awards. For the ninth year running more than 400 delegates gathered together at the Bristol Marriott City Hotel on 20 May 2016, to celebrate and acknowledge the best of the region's innovative construction projects and talented individuals.

The awards were hosted by Martin Roberts property expert and presenter of the popular BBC One show, Homes Under the Hammer.

Achiever of the Year

Sponsored By: Structural Timber Association

WINNER: Paul Fowles - Kier Construction

Paul Fowles' outstanding performance as project manager on the £45m re-development of Cheltenham Racecourse, the jewel in the crown of UK sporting facilities, was undoubtedly exceptional and has been recognised as such by the Client, Kier, Consultant and Subcontractor teams and the British media.



Former bricklayer Paul joined Kier in 1997 and such was his enthusiastic talent for construction management on challenging and complex projects, he was progressively promoted to reach his present position of senior project manager. For Kier there was no hesitation in making sure of Paul's availability to manage the Cheltenham Racecourse project, his largest scheme to date.

BIM Project of the Year

Sponsored by: Constructing Excellence Gloucestershire Club

WINNER: ISG - The Faculty of Business and Law Building, University of the West of England (UWE)

ISG is embracing digital technologies including Building Information Modelling (BIM), driving its innovation and delivering real value to our customers.

The Faculty of Business and Law Building for the University of the West of England (UWE) is a showcase for what is possible, from clash detection, procuring via model take off, collaborative working, model iteration validation, data validation, COBie capture & validation all the way through to BSRIA soft landings where we will assist UWE in taking ownership of the building.



As project lead ISG is in a prime position as main contractor to determine the critical success of BIM delivery for the client in this case UWE. We are responsible for adherence to client BIM standards and project deliverables of handing over a clash resolved model and COBie. Not content in driving delivery of BIM we have made a wholesale change in how we operate, this project is a launch pad to successful implementation. ISG is developing tools not currently on the market to facilitate BIM being used over and above what is contractually required.

Using BIM has ensured ISG has also made significant savings on the project so far including –£2M from value engineering, with 28,277 clashes identified and avoided.

Client of the Year

Sponsored: Austin Smith:Lord

WINNER: Merlin Housing Society



Quattro Design Architects: “Working with Merlin Housing Society on their PRC Redevelopment programme has been a rewarding experience. Every aspect of the scheme has been an opportunity for discussion and improvement. The work we have undertaken with Merlin is providing beneficial with other clients, and the feedback from the communities we are working in has been positive and enthusiastic.

Merlin have used the development programme as an opportunity to attempt to raise the bar on all aspects on their design procedures. Led by a team of motivated staff, they have set about rewriting their Employer’s Requirements, creating their own consultation strategy, establishing bespoke standard house types and adopting a unique Sustainability Standard. All these standards have been created through significant consultation with Merlin’s own staff, stakeholders and Merlin’s customers.

These standards all vary in their depth of information and their specific goals, but underlying all aspects of the development programme is a desire to put the comfort and well being of Merlin’s customers, and the communities they live in, at the forefront of every decision.”

Health and Safety Award

Sponsored by: The Association for Project Safety

WINNER: Merlin Housing Society - The Flagship

Merlin Housing Society are redeveloping approximately 500 of their non-traditional properties constructed from Prefabricated Reinforced Concrete (PRC), in order to deliver high quality new homes. The first phase of the development, known as 'The Flagship', in Coalpit Heath, Bristol, is now under construction and will deliver 39 new homes. The new homes will represent a significant improvement in the living standards of residents compared to the demolished properties, for instance the new properties have large windows to improve daylight and are triple glazed, the three-bedroom homes have wet-rooms on the ground floor and the bungalow within the scheme will have a level access shower in the bathroom.



During the construction phase Merlin were ever mindful of health and safety and adopting best practice in our approach to people, materials, and places. This is important and something which has always come first on the list at Merlin.

Merlin Housing Society is a housing association, or 'social landlord', registered and regulated by the Homes and Communities Agency. We own and manage 9,000 homes for individuals and families living in South Gloucestershire and the wider greater Bristol area.

Heritage Award

Sponsored by: TCI GB

WINNER: Kier Construction - Cannington Court

In 2011 EDF Energy selected Cannington Court in North Somerset to be their new UK training campus. From the outset community inclusion was planned into the project with the design brief identifying a community liaison facility within Cannington, so that facilities such as the architecturally significant Clifford Hall- the domed chapel dating from 1830 within Cannington Court- could be utilised by the public.

The heart of the village location is unique, providing a group of seven buildings, including a Grade I listed former priory founded in 1138. In 1919 it was given over to Somerset Council and was developed as an agricultural college, becoming part of Bridgwater College in 2004.



Adoption by EDF Energy marks a new chapter in its long history which breathes new life into the complex, including a newly created garden, better traffic management for the village with significantly improved access for the Walled Gardens of Cannington which are open to the public. Sustainable energy generation is discretely showcased within an historic setting; up to 50% of the energy used by the site is generated on site whilst ensuring the buildings fronting the village retain their character and appearance without detriment to the historic fabric.

Image of Construction Award

Sponsored by: University of West England

WINNER: ISG

ISG together with UWE Bristol (UWE) has developed an effective partnership which crystallised WE's objectives, incorporating them into a Project Charter.

The Charter clearly communicates the shared vision for the delivery of the new Faculty of Business and Law ('FBL') building-using the project as a 'vehicle for changing the image of construction on site, on campus within the community and in industry. The realisation of this vision continues to be achieved through ISG's engagement with UWE's staff and students from contract award. Consistent delivery of the Project Charter is supported through ISG and members of the integrated team creating an open and collaborative culture which encourages interaction and engagement (from Board to site).



Result from site questionnaires indicates that the initiatives put in place on the FBL project have resulted in diverse stakeholders having a positive image of construction.

Innovation Award

Sponsored by: Bouygues UK

WINNER: Morgan Sindall - The Drawing Studio



The Drawing Studio at Arts University Bournemouth is a project that addresses everything that the judges are looking for in a winner of the Innovation Award.

It has innovative approaches to site specific challenges including incorporating the complex temporary works design into the BIM model. It harnesses emerging technologies/market opportunities by making use of technology more commonly found in shipbuilding to create a truly bespoke building. In doing so it provides a new and improved product that addresses the needs of

the users whilst producing outstanding air tightness and energy efficiency. BIM has been a vital tool in making this building possible. It has enabled Morgan Sindall to embrace off-site technologies including the monocoque structural envelope and the multi-faceted pre formed curved glass reinforced gypsum (GRG) internal lining.

While the innovation itself is absolutely project focused the particular use of BIM to make it possible and the use of 3D PDF as information sharing tool are both innovative and transferrable learnings. A unique building with a unique set of challenges, solved in collaboration with the key stakeholders and driven by the unusual specific needs of users.

Integration and Collaborative Working Award

Sponsored by: Constructing Excellence Bristol Club

WINNER: Ward Williams Associates and Gilbert & Goode - The Green Build Hub

The ERDF funded Green Build Hub (GBH) is the brainchild of Cornwall Sustainable Buildings Trust (CSBT) and was designed, procured and built as an exemplar sustainable building. GBH will be 'living laboratory' where eco-building products will be installed, tested and monitored in a real-life setting.

The success of this project is evidenced through the delivery in budget, on programme, virtually snag free, BREEAM 'Outstanding', a VAMP score of 898, air test results of 2.38m³/(hr.m²) and a Considerate Constructors Scheme score of 42 out of 50.



The project was intended to be 'more than a building' demonstrating numerous exemplar and innovative sustainable and standard construction processes including: BIM, BREEAM, VAMP, Value/Risk/Sustainability Workshops, Lean Construction, NEC Contracts, Two-Stage Procurement, Sustainable Construction Technologies, Renewable Energy Technologies, Apprenticeship Schemes, In-Situ Monitoring, Interchangeable SIPS Panels, Full Accessibility and DC Energy Office Installation. These processes are recorded and are to be published as exemplars for future generations. The collaboration and team working ethos throughout the project ensured project success and delivery of all of the CSBT's aspirations.

Leadership and Development Award

Sponsored by: EDF Energy (Nuclear New Build)

WINNER: Atrium Studio

The Atrium Studio is a brand new Studio School for students in Years 9-13 specialising in the Built Environment – the first of its kind in the South West. Opened in 2015 in an architect-designed building, Atrium Studio provides a stand-out education for students aspiring to professional careers in areas including Architecture, Interior Design, Ecology, Structural Engineering, Surveying and Planning.

Emma Fitzgerald, Governor of the school, and a Chartered Civil Engineer: "I feel that the school needs to be recognised for how it is standing up to the challenge of the Construction Strategy 2025 to inspire young people into a rewarding professional career within the Built Environment."



The South West Built Environment Awards is the perfect platform to raise awareness of the school to Industry professionals around the South West, who can benefit directly from a school dedicated to the Built Environment.

Legacy Award for Sustainability

Sponsored by: Skanska

WINNER: Provelio - The Truro Eastern (Tregurra) Park & Ride

The Truro Eastern (Tregurra) Park and Ride was planned and delivered as part of an integrated sustainable development. It adopted sustainable design and construction to provide a legacy for those who live, visit and work in Truro. The project reduced congestion on approaches to the city from the north and east and established regular 10 minute cross city bus service linking with Cornwall Council's Western (Langarth) Park and Ride. The service has key destinations including the city, railway station, main employment and education centres and the Royal Cornwall Hospital.

Sensitive landscape design including retention of major trees and hedges gives a sense of early establishment and maturity. The park and ride site is already running at over 35% of capacity daily and reached 75% occupancy in the pre-Christmas period, within four months of opening. The site has achieved an 'Excellent' CEQUAL score of 85% (awaiting verification).

The project had multiple funders including the Govt's Regional Growth Fund and European Regional Development Funding (ERDF) from the Convergence Programme.

Value Award

Sponsored by: Galliford Try

WINNER: Merlin Housing Society - Weir House



Weir House has a modern look and contemporary feel, as well as eco-friendly touches like air source heat pump technology, which should halve heating bills. It's a world away from the harsh concrete façade which greeted office workers when it was built in the 1960s. Weir House now provides 30 flats over three floors, with a mix of one and two bed homes, some with garden space.

Weir House is a unique refurbishment development that Merlin has completed with our own funding, plus Bristol City Council grant funding to ensure future affordability for the residents. It is an excellent example of putting a disused, outdated, office block back into circulation and re-using resources rather than demolishing and rebuilding.

This property is fully occupied and located in an excellent part of the city for its new use. The locality is very well served for transport, shopping, employment, education and leisure.

Merlin is one of the largest social landlords in the South West, creating a wide variety of affordable housing for a range of valued customers. Merlin own and manage Weir House, and the development works were completed by Prelon Developments Limited.

Young Achiever of the Year

Sponsored by: Kingston Barnes

WINNER: Oliver Caunt - Midas Construction

Since first joining Midas Construction in April 2012, Oliver Caunt has worked hard to become a vital asset to the company, proving his commitment, drive and energy with involvement in a number of projects and developments. Highly regarded within Midas, Oliver has proven his passion for the industry, rising from site manager to become Midas' youngest ever project manager.



During his time with Midas, Oliver has taken on a number of high quality and high value schemes including a holiday park in Somerset, student accommodation in Bristol and a community hub in Wiltshire. His most recent role saw him take on the University of Bristol's Beacon House, a £4million complex refurbishment for student space and a café. Making a name for himself as a site manager who works closely with his supply chain as well as engaging with the local community, Oliver's hands on approach and dedication sees him striving to tackle issues before they arrive, keeping stakeholders up to date and delivering stand out developments on time and on budget. Known for working extra hours to make sure a scheme runs smoothly, Oliver's dedication to each individual project is mirrored by his commitment to the company as a whole.

Project of the Year- Building

Sponsored By: Dribuild

WINNER: CRAB Studio (Cook Robotham Architectural Bureau) – The Drawing Studio

At Bournemouth, the Drawing studio is presented as a concentrated and dedicated instrument. Where, in this case, various very particular conditions of natural light are gathered and focussed. The resulting and quite idiosyncratic form is deliberate as this is intended by the Institution to be a rhetorical statement concerning the creative value of hand drawing.



The building is accessible to students from all courses across the University enabling all creative artists, working in any genre, to be in the same space together, from costume designers to architects, animators to etchers. It also offers students from other disciplines the opportunity to share and observe others' work and interact with those from other creative fields.

It harnesses emerging technologies/market opportunities by making use of technology more commonly found in shipbuilding to create a truly bespoke building. In doing so it provides a new and improved product that addresses the needs of the users whilst producing outstanding air tightness and energy efficiency. It also has innovative approaches to site specific challenges including incorporating the complex temporary works design into the BIM model.

Project of the Year - Infrastructure

Sponsored by: United Living

WINNER: Kier Construction - Cheltenham Racecourse



The £45m re-development of Cheltenham Racecourse (CRC), the jewel in the crown of UK sporting facilities, was a fantastic journey where difficult challenges were faced and resolved collaboratively to produce something quite exceptional. This complex project presented numerous challenges including its Green Belt location, capped project cost, very short programme, its complex and difficult levels, connection to existing buildings and the logistics of programming the work around the racing and events calendar.

Quality, iconic, five-star new build and refurbished facilities were completed, safely, on budget and ahead of schedule, to the complete satisfaction of the client and racegoer who, during construction, continued to experience a racecourse, not a building site. The dramatic new complex, with the Princess Royal Grandstand and Crescent Walkway at its heart, creates an exciting and dynamic amphitheatre around the world famous parade ring and delivers unparalleled views over the whole course for an unmatched racegoer experience. Originally described by the media as “impossibly ambitious”, this project has received overwhelming acclaim and is now considered to be a roaring success which has made a world-class racecourse even better.

SME of the Year

Sponsored by: Kier

WINNER: Helm Construction

Operating across the South West, Helm Construction specialises in new build, residential, commercial and domestic projects for private, commercial and public sector customers.

The business employs over 50 people, providing a full range of professional trades and a complete ‘turn-key’ project management solution. Renowned for tackling some of the area’s most challenging sites, Helm has built a reputation for effective urban regeneration. Revenue at the business doubled year-on-year (14/15 to 15/16) and will be in excess of £10m in the year 16/17. Helm also runs a very active apprenticeship scheme which it stuck by through the downturn alongside its training programme. This has now paid off both in terms of the quality of staff they and its ability to sidestep labour shortages.



Key to its success in a highly competitive market is that Helm is team focused and identifies itself as a service led business. The company encourages an ethos of continual improvement, ensuring business quality and service requirements are consistently identified and improved upon. There is also a philosophy of promotion from within and opportunities to learn new skills and techniques. This continual investment builds trust which is reflected in Helm’s work.

Winner of Winners



Atrium Studio



Ward William Associates & Gilbert & Goode (Green Build Hub)

2016 South West Construction Summit

Bringing together the regional construction industry



The South West Construction Summit returned for the second consecutive year on Friday 20 May at the Bristol Marriott City Centre Hotel. Over the course of the day, more than 250 delegates had the opportunity to listen to a host of industry experts discussing key themes including; skills, image, value and competency in areas around BIM and offsite construction.

Andrew Carpenter, Chief Executive of CESW chaired the day with inspiring and informative presentations from a range of speakers from across the industry.

The day began with a presentation from David Sutton of EDF Energy discussing the importance of the development of Hinkley Point, claiming that by 2025, 40-50% of existing UK power stations will come offline.

Chris Stevens of Bouygues UK, reiterated that developments such as Hinkley Point will bring massive opportunities to the region as the South West is due to go through a period of immense change with the next five years seeing more opportunities than ever before.

The early morning session was concluded with a presentation from Ian Knight of Homes and Communities agency who urged the audience to explore the use of offsite construction in order to respond to the national housing emergency.

The second session of the day focused on design with Deborah Rowland, Ministry of Justice, John Rich, SRA Architects & Andrew Covell, Faithful + Gould all highlighting the invaluable need for information gathering in order to add value.

The afternoon session started with a focus on career opportunities with the industry led by Emma Hewitt & Ed Coley of Building Plymouth and Matt Messias, Head Teacher of Atrium School. All three reiterated the need for more people to enter the construction industry. Matt Messias shared insight into how Atrium School use a unique teaching technique through project based learning in order to inspire a few that can therefore motivate many.

Steve Ward of Six Consulting and Steve Clark of Suiko ended the day inspiring the audience to use lean thinking and behavioural change in order to increase productivity. Both emphasised the point that as an industry, we can't keep doing the same things and expecting different results.



The summit speakers strongly emphasised that change must come from within and that everyone has a part to play. Professionals within sector are key to making improvements and crucial in building an even stronger South West construction industry.

The South West Construction Summit will return for a third year on 9 June 2017.

If you would like more information on becoming involved with Constructing Excellence South West or information on attending future events, please visit: www.constructingexcellencesw.org.uk

Current Members

CE National Members





CESW Regional Members

Six Consulting	Ebsford Environmental Ltd	Pinewood Structures Ltd
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AEC Events PR	Eliot Design & Build Ltd	Priddy Engineering Services Ltd
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ARV Solutions	Falmouth Exeter Plus	Quantec Surveyors
Ashfords LLP	Frame UK	RNLI
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Bouygues UK	ISG plc	SPS Envirowall
Brandon Hire	J B Leadbitter & Co Ltd	SRA Architects
Bristol Airport		Stride Treglown Ltd
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		Suiko Ltd
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Cornwall Development Company	Merlin Housing Society	TDS Group
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Construction Total Solutions Ltd	Morris Owen	
Cornwall College		Wilkinson Cowan Partnership Ltd
Cornwall Environmental Consultants Ltd	Nash Partnership	Willmore Iles Architects Ltd
Crest Nicholson (South West) Ltd	NatWest Real Estate	Willmott Dixon
Curo	NVB Architects Ltd	
		Yarlington Housing Group
Devon & Cornwall Housing Ltd (applied for)	Ocean Housing	Young Black IS Ltd
Devon County Council	Oneserve	
Dorset County Council		
Dribuild Ltd		
Dunstan-Consulting.com		

Clubs (Administered by the regional centre)



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AECOM
Bath College
Bath & North East Somerset Council
BPE Solicitors
Buro Happold
Chris Dyson Architects Bath LLP
Construction Total Solutions
Curo
Dribuild Ltd
Kersfield Developments
Keir
Martin Roberts
Merlin Housing Society
Nash Partnership
Nicholas Pearson Associates
RISE Management Consulting Ltd
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RWE Technology UK Ltd
Simpson Lynch & Co Ltd
Stone King
Suiko Ltd
The Osborne Group



Acorn Blue (PSSW Ltd)
Cormac Solutions
Cornwall College
Cornwall Environmental Consultants (CEC) Ltd
Council of the Isles of Scilly
Hewaswater Engineering Ltd
Hoare Lea
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MLM Consulting Engineers Ltd
Royal Cornwall Hospitals NHS Trust
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TClarke
Women in Property



Aedis Group
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NVB Architects
ROOK LANE

Rook Lane Chapel
Bath Street, Frome
Somerset
BA11 1DN

01373 468030
mailbox@nvbarchitects.co.uk