Annual Review 2019

CONSTRUCTING EXCELLENCE South West

Sharing Networking Influencing

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CONSTRUCTING EXCELLENCE
South West

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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.

Front cover image courtesy of **Midas Group**
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ROOK LANE

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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 it 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.

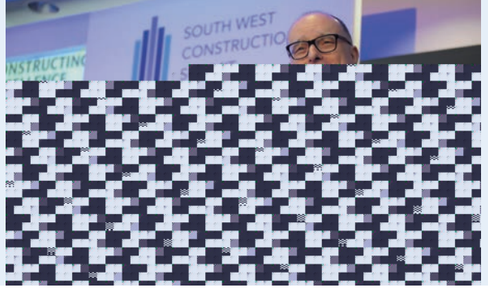
I adopted leadership as my focus for my term of office as Chairman and this theme was embedded within many of our events over the last two years including our Construction Summit and Leadership Dinners and most recently, the formation of the Leadership and Learning Partnership between CESW and LeadersMeets.

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

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. 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 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

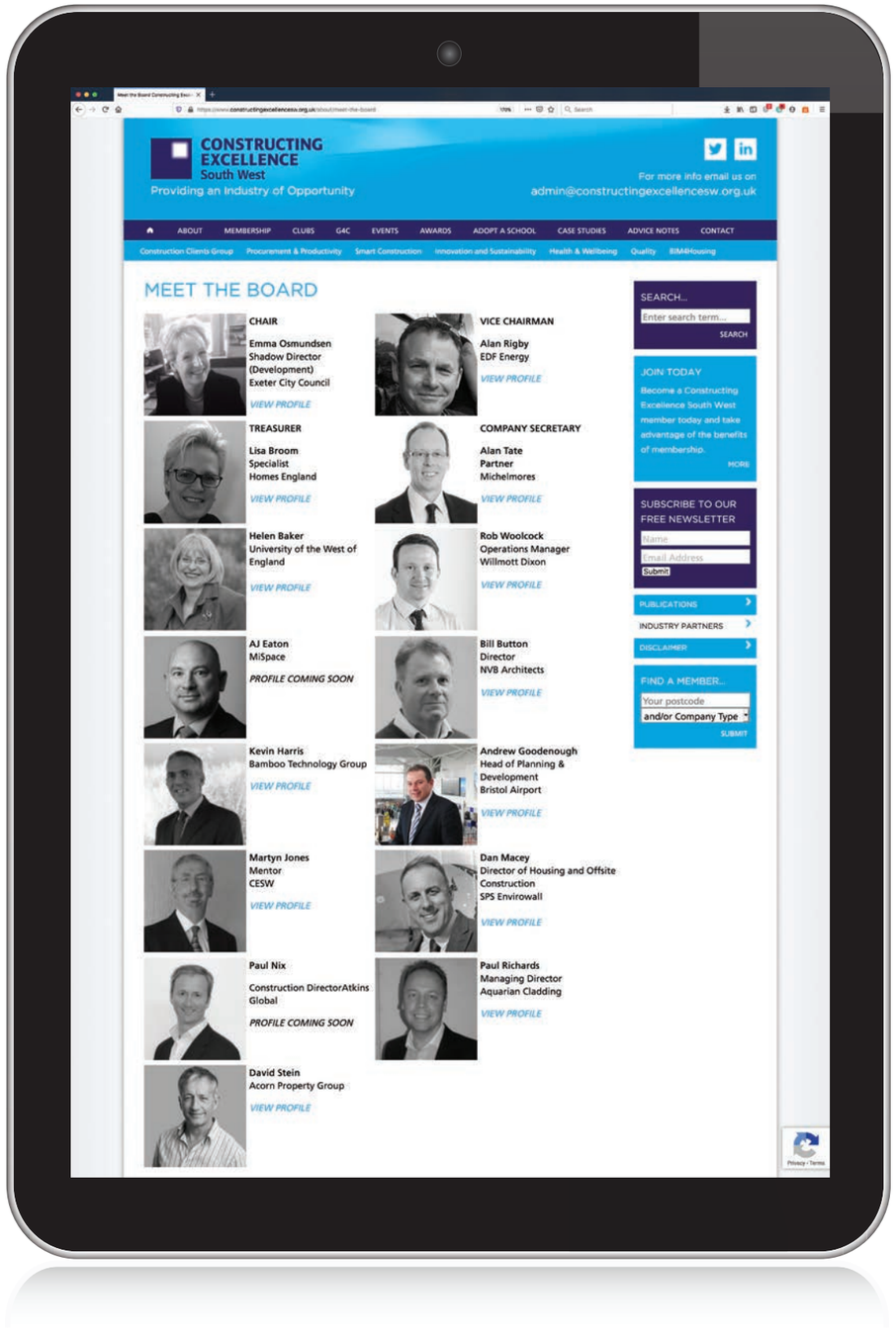
Martyn Jones

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 off er 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

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

.

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
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

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

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'.