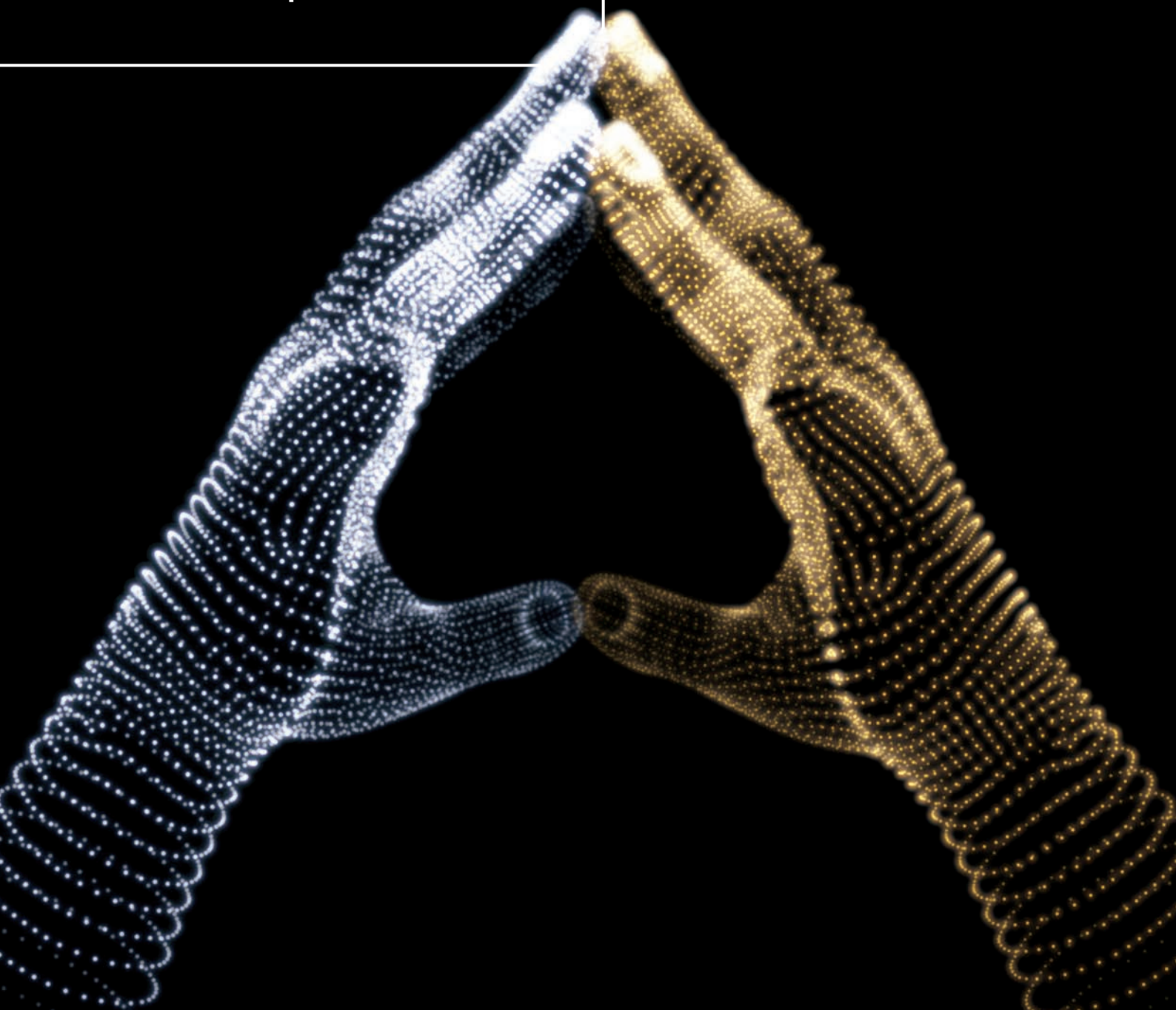




**CONSTRUCTING
EXCELLENCE**
Midlands

Annual Review 2019

Past successes and
future aspirations



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Regional Members in the Midlands

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| 3DReid Birmingham Ltd | Greenacre Recruitment | Salus Approved Inspectors |
| Acivico | GT3 Architects | Sandwell Borough Council |
| Altran | Hadley Group | SCAPE |
| ASD Asset Consultants Limited | Harrison Clark Rickerbys | SEC Group |
| Aspen Global | Hays Plc | Seddon |
| AW Safety Management Ltd | Housing Futures | Shropshire Council |
| B & K Structures | Ibstock Plc | Site Diary |
| Birmingham City Council | ICE | Staffordshire County Council |
| Black Country Chamber of Commerce | Innovaré Systems Limited | Stepnell Ltd |
| Black Country Consortium | KPMG | Stoke & Staffs LEP |
| Bouygues UK | Kreo Software Ltd | Stoke on Trent City Council |
| Butler & Willow Limited | Leicestershire County Council | Sustainability West Midlands |
| CITB | LHC | Technical Design Services Group |
| Content with Media Ltd | Loughborough University | Telent |
| Corporate Architecture Ltd | Midland Metro Alliance | The Derek Evans Partnership LLP |
| Coventry City Council | Mobile Trade | Totally Modular Ltd |
| Deeo Design & Engineering | Morgan Sindall Construction & Infrastructure Ltd | Trowers & Hamlins LLP |
| Dolman Timber Products Ltd | Mott Macdonald | Viewpoint Construction Software Ltd |
| DRG Interior & Building Solutions | MTC | Virtechs Ltd |
| DSP (Interiors) Ltd | National Federation of Builders Ltd | Warwickshire County Council |
| Dudley Metropolitan Borough Council | NFB | Waterman Structures Ltd |
| Efficiency East Midlands Ltd | NHF | West Midlands Combined Authority |
| Eiffage Kier | Nottingham City Council | Willis Consultancy |
| EMH Group | Nottingham Trent University | Willmott Dixon |
| Environment Agency | Pick Everard | WIP |
| Fishbone Solutions | Quadrant Building Control | WM Housing |
| G.F. Tomlinson Building Ltd | Rider Levett Bucknall | Wolverhampton Council |
| Galliford Try | Roe Timberframe Limited | Woodhead Group |
| Geldards LLP | RPM Lean Ltd | Wright Hassall LLP |
| | | Xtratherm UK Ltd |

Chairman's Report

1 2 3



Uma Shanker
Chairman, CE Midlands

May I start by saying just how excited and honoured I am to be part of the CE Midlands team during this very interesting and no doubt challenging period...I look forward to working closely with the team, and will count on Mark Wakeford and the wider team's support. Mark, thank you for a sterling job so far, and I really appreciate you staying on to support. Thank you all so much for welcoming me in the way you have done.

CE is an organisation with great heritage and tremendous potential; "by the body, for the body", as Andrew Carpenter put it recently at the Black Country launch event attended by Andy Street, Mayor of the West Midlands.

Let's just take a moment to reflect on this region, the West Midlands, and then touch on our profession and some wider external influences, be they social, economic or, dare I say, political factors that will impact our industry over the coming months and years.

First, Our Region

Our region is changing...rapidly fuelled by infrastructure projects such as HS2, for whom I happen to work, West Midlands Metro and, of course, Network Rail station upgrades that improve accessibility and connectivity, as well as major events such as the 2022 Commonwealth Games and Coventry 2021 City of Culture.

If you want to know what this sort of investment and events do to a region, simply look at the Birmingham skyline and count the cranes, or the number of Costas, Starbucks, bars and restaurants that have opened recently.

- We have the fastest growing younger population in the UK
- House prices are rising faster than anywhere else
- Inward investment is up
- More and more HQs are moving to Birmingham – Deutsche Bank, KPMG and PWC to name a few recent ones

This really is an exciting time for the West Midlands and, with its interconnectivity to the rest of the country, we can influence and shape the national agenda like no other region.

Second, Our Industry

Just over a year ago, I was involved in what I can only describe as a once in a 100 year experience. Everyone sort of expected it and we sort of planned for it, but, when it happened, it was a real shock. I am, of course, talking about Carillion – it's not every day that the biggest player in your industry goes bust. In fact, I worked closely with a number of colleagues, and we must not forget the impact these things have on people...sometimes, across 3 generations.

And then, of course, there is Grenfell. That happened in the wealthiest local authority in the UK – Kensington and Chelsea – and, through the Hackitt report, is asking some fundamental questions about our approach and culture to quality and compliance.

CE has a huge role to play in shaping and influencing our industry, not just to survive, but also to embrace change, collaborate and thrive.

Our industry is starting to adopt artificial intelligence – 'smart construction' through BIM, off-site, lean and collaborative procurement... but not fast enough. We are only just starting to really embrace wider initiatives on health, mental health and wellbeing, diversity, sustainability, skills, education and employment.

Third, Our Talent Pool and Knowledge Base

We have a tremendous talent pool working out of some world class institutions based in the Midlands as clients, consultants, contractors and in colleges and universities.

With support and engagement from this breadth and depth of knowledge and talent in our region, we really can play an important role.

In fact, you only have to look at the quality of the entries in the Celebrating Construction Awards to know that! Our distinguished judges had a real hard time choosing the winners!

Whether you are a client, consultant, contractor, supplier, manufacturer, college or university, being part of CE means all that talent pool across the end to end supply chain is able to share knowledge, network and drive change that is desperately needed in our industry and region. We can achieve unprecedented levels of collaboration and transparency across the entire supply chain that enable new, integrated business models and value chains to emerge and innovation to flourish.

So, here we are, ladies and gentlemen, in the most exciting and important region in the country, full of wonderful talent, working in the most interesting profession in the world, making a real difference to society at probably the most challenging period ever, but full of great possibilities...

This is a once in a generation opportunity – and what a great time to be involved with CE Midlands to seize the moment, to shape and influence, not just our region, not just our profession, but also our country and future generations to come.

Thank you!



CEO's Report



Andrew Carpenter
Chief Executive, CE Midlands

It has been my privilege and pleasure to have been Chief Executive of CE Midlands in our first year since morphing out of the Built Environment Hub. Using the already tried and tested formula that has been successful within CESW for five years we have been able to quickly put in place a strong Board, influential Leadership Council and seven active Thought Leadership Forums together with working closely alongside existing clubs in the East Midlands, Shropshire and Hereford & Worcestershire. In addition, we have re-launched clubs in the Black Country and Coventry & Warwickshire (FoRCE). Our aim in our second year is to re-launch a strong club in Birmingham and establish links in Staffordshire.

I would like to pay tribute to Mark Wakeford, previously chair of the Built Environment Hub and now Vice Chair of CE Midlands, for his knowledge and good humour as we've made the transition from BEH to CEM. Without his previous experience we would not have made the move so swiftly and smoothly. I would also like to thank Uma Shanker of HS2 for stepping up to the mark and becoming our inaugural chair. His appointment has proved a masterstroke and his involvement, both personally and as part of HS2, has been truly inspirational. We have a very strong board of fourteen people taken from across the East & West Midlands construction supply chain that is providing expert leadership in our pursuit of 'best practice' and our desire to improve the performance of the sector. I would especially like to thank Keith Blizzard, Company Secretary, and Tom Woodhead, Treasurer, for joining Mark and myself as named directors at Companies House.

With the Board providing the direction, as originally set out by the ground-breaking Egan and Latham reports of the 1990s and more recently brought to light by the Farmer and Hackitt Reports, our Leadership Council, so expertly chaired by Sean Bowles of Morgan Sindall, is providing the detail required to implement the 'best practice' across the Midlands. He has a team of 50+ people made up of CE national members, Industry Bodies & Stakeholders, Universities & Colleges, Club & Forum Chairs and representatives from CE Regional Members across the supply chain. This is the group that provides the total integration of the supply chain and epitomises the core principle of collaboration within Constructing Excellence.



Mark
Wakeford



Much of the work in providing 'deliverables' will be done within the Seven Thought Leadership Forums that have been running since January 2019. They have all agreed their 'Terms of Reference' and priorities and are now embarking on the 'deliverables' for the benefit of the wider industry. Our desire, through these Thought Leadership Forums, is to share 'best practice' and accelerate the improvement agenda by influencing change. I would like to congratulate their work to date and look forward to seeing the fruits of their efforts throughout this year.

Construction Clients Group
Chair: Richard Whittaker, Citizen Housing

Procurement & Productivity
Chair: Michael Hiscock, Wright Hassall

Quality & Compliance
Chair: Steve Green, Bouygues UK

Marketing & Communications
Chair: Gemma Steadman, Hadley Group

Digital & Offsite
Chair: Rob Umphray, Deeo

Innovation & Sustainability
Chair: Noel Street, 3D Reid

Mental Health & Wellbeing
Chair: to be appointed

If the Thought Leadership Forums create the knowledge, the vehicle to deliver the knowledge is through our Seven Best Practice Clubs. Three of these, East Midlands, Shropshire and Hereford & Worcester, were well established before the formation of CE Midlands and they continue to flourish. Two others, Black Country and Coventry & Warwickshire (FoRCE) required some assistance in breathing new life into them and two more, Birmingham and Staffordshire, will be aligned with CE Midlands this year. I would like to pay tribute to the various chairs and their committees for the huge amount of work going on at the 'coal face' in delivering the change agenda as below:

Black Country
Chair: Adam Frankling, ADI Ltd

Coventry & Warwickshire (FoRCE)
Chair: Catherine Windibank, Richard Jackson Ltd

East Midlands
Chair: Nicola Thompson, Pick Everard

Hereford & Worcestershire
Chair: Andrew James, HCR Law

Shropshire
Chair: Paul Moran, Paveways Ltd

Birmingham
Acting Chair: Keith Blizzard

Constructing Staffordshire Excellence Forum
Chair: Martin Brownsill

During 2019/20 it is hoped to create a strong G4C presence across the East and West Midlands for those 35 and under to share their thoughts on future needs and provide a network of young professionals who will influence our direction of travel and become the leaders of tomorrow.

In addition, we hope to replicate the very successful Adopt a School campaign within the Midlands to promote construction as a career within schools and improve the image of our industry at the same time. Within the South West in the last academic year CESW worked with 9,500 students in 52 schools across 27,000 hours of intervention. To enable us to provide this service we need a sponsor and I'd be interested to hear from any interested parties.

We will of course continue to provide the Celebrating Construction Awards in the East and West Midlands but intend to re-badge them as the Constructing Excellence Awards as they are across the rest of the UK. Winners will of course go on to represent the East and West Midlands in the National CE Awards Final in London which takes place in November each year. For 2019 I wish all our regional winners the very best of luck on Friday 8th November 2019. We are taking responsibility for the selling of category sponsorship in 2020 and any interested companies should contact me please about the opportunities available.

Never has the need to drive a culture of collaborative working through integrated supply chain with lean processes been more necessary and Constructing Excellence is the organisation to provide the vehicle for change across the East and West Midlands construction sector. We've had a fabulous first year and from here, with your help, it's onwards and upwards.

Let's do this!

Leadership Council



Sean Bowles
Chair, Leadership Council

The Leadership Council convened for the first time this year in April, under the Chairmanship of Sean Bowles. The session took place at the Manufacturing Technology Centre in Ansty and delegates were treated to a tour of the facility, illustrating some of the latest advances in automation for the manufacture and assembly of buildings, and also how a connected digital environment can translate into mobile manufacturing through their ‘Factory in Box’ development.

We also benefited greatly from the presentation made by Keith Waller, Programme Director from the Construction Innovation Hub, illustrating the scale of transformation needed in the sector and how this can be met through manufacturing technologies, and digital ways of working to improve productivity and asset performance – themes that are central to the Construction Sector Deal.

It was acknowledged that many of us are currently subject to the echoes of uncertainty, and so the UK Economic Outlook briefing from Kush Purewal, Partner at KPMG, was very well received and left the group feeling positive about the prospects for the economy and the opportunities that lie ahead in the built environment.

One of the principal roles of the Leadership Council is to be the movement that creates a collaborative culture from which we can deliver the CEM Board’s vision, and ensure communication channels between our clubs and forums are open and effective, but also connected when conveying messages at a national level.

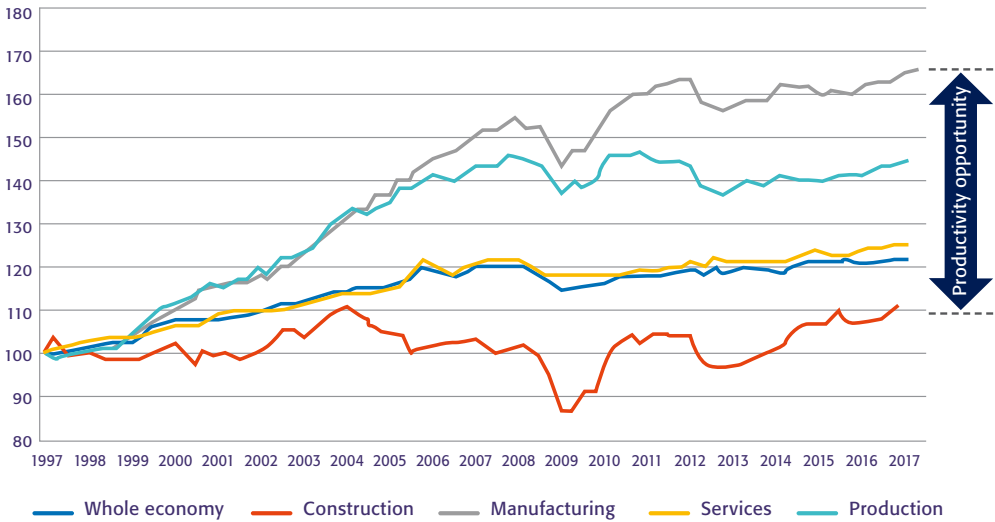
In the Midlands, we have a unique opportunity to harness the breadth of experience that exists within our clubs and forums, and if this can be done effectively then we will be well positioned to drive forward transformation for the benefit of our members, the industry and society as a whole.

We therefore move towards our next session in October with great optimism, acknowledging there is more work to be done to achieve our objectives, but confident we have the commitment and resolve to make real progress.



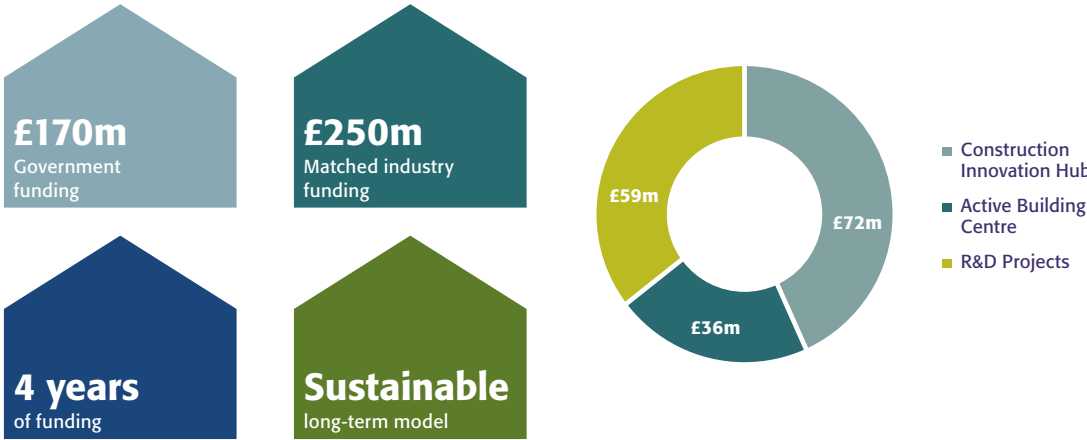
Charts and statistics below are from a presentation given at the Manufacturing Technology Centre (MTC, above) in April 2019 by Keith Waller, Programme Director, Construction Innovation Hub.

Drivers of Change in UK



Source: ONS/Transforming Infrastructure Performance, IPA, 2017

UK's Construction Sector Deal



Birmingham Club



Keith Blizzard
Chair, Birmingham Club

We have a growing membership based around Birmingham. We had hoped that an existing club would join us as our Birmingham Club but it has had its difficulties recently so we have decided to form a new CE Birmingham Club.

We are looking for enthusiastic and visionary people to complete a new committee in order to put together a programme that will showcase the innovation and success that there is in and around Birmingham.

I am currently the acting Chairman so if you are keen to get involved, please contact me at kblizzard@hcrlaw.com

Black Country, Shropshire and Coventry & Warwickshire Clubs

In February 2019 we successfully re-launched the Black Country Best Practice Club under the chairmanship of Adam Frankling of ADI Ltd. We were delighted that the West Midlands Mayor, Andy Street, showed his support of our organisation by delivering the keynote address.

Later in the year we had similar success with the re-launch of the Coventry & Warwickshire Best Practice Club (FORCE) under the chairmanship of Catherine

Windibank. We wish both clubs good fortune as they provide a vehicle for the learning and sharing of best practice across their respective areas.

We also have an active club in Shropshire chaired by Paul Moran of Paveways Ltd'. Going forward this network of CE Clubs will play a critical part in the drive to improve the performance of the Midlands Construction Sector through collaborative working.

Coventry & Warwickshire Constructing Excellence Club Re-launch Breakfast

CE Midlands is the single organisation charged with driving the change agenda in construction across the East and West regions and we form part of the Constructing Excellence Regional Partnership.

We exist to improve industry performance in order to produce a better built environment. We are a cross sector, cross supply chain, member led organisation, operating for the good of industry and its stakeholders. Our chair is Lord Stember of H&Z and we have a half time based members made up of senior professionals from across the region. Following the Grenfell disaster and Catford debacle never before has the need for change through collaboration been necessary within construction. We build on the ground breaking Latham and Egan industry reports of the need to provide the vehicle for change across the Midlands. Our national chair is Mark Farmer, author of the Influential Modernist or Die Report, that is currently leading the national agenda within construction, so now has there been a better time to get involved with the CE movement.

We look forward to welcoming forward thinking professionals to the re-launch of our Coventry & Warwickshire Best Practice Club

Agenda
08.00 Registration, Breakfast and Networking
08.30 Catherine Windibank, Chair, Coventry & Warwickshire Club
09.30 Andrew Carpenter, Chair, CE Midlands
09.30 Refreshments and Networking
09.30 Close

For more information or to speak to the team
please call 01203 347099 or email www.coventry@constructingexcellence.org

How to Book
[Book now online at Eventbrite here](https://www.coventry@constructingexcellence.org)

Notes: Andrew Carpenter

Time: 8.00am to 9.30am
Cost: £10 + VAT

Where: Best Western Plus Coventry Warwickshire, Village Hall, 1st & 2nd, Birmingham Road, Altham, Coventry, Warwickshire CV3 9LH

Date: Wednesday 10 July 2019

Image: www.coventry@constructingexcellence.org

East Midlands Club



Nicola Thompson
Chair, East Midlands Club

Every quarter we hold breakfast events inviting guest speakers on key topics and themes with networking opportunities for all stakeholders including the supply chain, clients, contractors and consultants. The only criteria we have is that attendees to our events must have a passion to share knowledge and best practice enabling a positive, measured and sustainable impact on the Built Environment across the East Midlands.

Our next event, to be held in a new location, is focussing on the impact of digitalisation on the Construction Sector, an important and influential topic within today's environment. This thought leadership piece will provide an explanation as to what digitalisation is, provide an insight into the opportunities and challenges faced by the construction sector and the impact it could potentially have on organisations, its people and its stakeholders. It will certainly be thought provoking and I am looking forward to the facilitated workshop afterwards!

As always we have an ambitious programme of events next year and we are currently at planning stage. Our intention is to work even more closely with Alison Nichol, Head of Construction Excellence which will build upon the successful relationship we currently have. Alison kindly put us in contact with experts in the digitalisation arena and they have agreed to present at our next event.

And finally...there has been change within the committee of the East Midlands Club. We are pleased to welcome M B Glass, Richard Beckett from Nottingham City Council and Marc Preite from Nottingham Trent University. We would like to take this opportunity in thanking Scape Procure for their input and support of the club over a number of years. Unfortunately they are unable to take an active involvement within the Committee but remain fantastic advocates and supporters of our regional events.

I am very much looking forward to working with the Committee to grow the club further and putting together another year of great events, growing our membership and ensuring that we are well represented at other events.

Herefordshire and Worcestershire Club



Andrew James
Chair, HAWCE Club

The Herefordshire and Worcestershire Constructing Excellence Club (HAWCE) has had another busy 12 months with seminars generally every other month to promote best practice and continuing development. Some of the highlights include the following...

Lessons to be learnt from Grenfell – last summer we had an event focussed on this difficult topic with two great speakers. First, we had David Payton from the West Midlands Fire Service giving a fire fighter's perspective of dealing with fires in high rise buildings and how the design and layout of buildings is so critical. It was both fascinating and frightening to hear about how fire fighters have to tackle such incidents.

Our second speaker was Terry Stocks of SNC Lavalin – Faithful & Gould, who was appointed by the Ministry of Housing, Communities and Local Government to put in place a team that could immediately support the response surrounding affected buildings and building owners, post the Grenfell Tower fire. Terry talked about how we must use the Grenfell disaster as a catalyst for change in the way we specify, design, deliver, operate and manage buildings.

In September we had a more local based event looking at a project which has been promised for many years and at last is now taking shape which will greatly increase rail connectivity for Worcestershire and the surrounding areas, namely the construction of the new Worcestershire Parkway railway station. We heard from Samantha Uren, Engineering Director at SLC Rail, and she explained some of the challenges and opportunities which this project had given rise to. Fingers crossed, the new station will be completed by the end of 2019 and this will improve access to the north and the south west.

The use of Building Information Modelling and other technologies has been a key theme for HAWCE over the last few years. In April we heard from Kier Group on the steps they are taking to embrace technology on construction sites and we heard from Thomas Nhachi who is leading BIM implementation in Kier Central. Through the BIM process, Thomas is a leading influencer on collaborative working environments amongst project stakeholders, based on lean and accurate design managed efficiently through the project life cycle.

We also heard from Jason Whittall, an award winning BIM specialist at One Creative Environments (who is also a HAWCE committee member) on the practical applications of BIM. He demonstrated how virtual mock-ups can be cheaper, faster and more accurate than physical prototypes. He also shared the outcome of an R&D project that he undertook with BESA to allow useable planned maintenance schedules to be delivered directly from a model, in order to provide a valuable hand over for clients, almost as a bi-product of the BIM process.

In terms of products, we heard from Andy Goodwin, the Managing Director of B&K Structures, about the use of cross laminated timber (CLT), its advantages and disadvantages, and where it is appropriate to use it in construction.

We also had a presentation from Trudi Sully, Associate Director for Construction and Infrastructure, of the Manufacturing Technology Centre, Coventry, on how manufacturing technology is set to transform how we procure, design, supply and install buildings and other structures in the not too distant future.

Environmental issues are vitally important and following up from presentations in previous years on ecological issues, we had an entertaining and informative presentation from Howard Gray of Green Blue Urban on sustainable urban drainage and particularly the correct use of tree planting in urban environments which can greatly contribute towards not only mitigating flood risk, but also the appearance of our urban landscapes and even mental wellbeing. He highlighted the way that trees were frequently planted as part of building projects was wholly inadequate and led to many trees not thriving or even dying away. He highlighted the need for early involvement of urban landscapers in construction projects and how to properly implement and design tree planting schemes.

Looking forward, our next event is a joint one with the CIOB involving a tour of a new cyber security centre being constructed by the Worcestershire headquartered contractor, Speller Metcalfe. We hope to do further joint events with the CIOB going forward and have previously done joint events with other bodies such as RIBA.

We also plan to have a presentation by the Environment Agency on flood risk management, an increasingly topical event with climate change and a matter of considerable local interest with the River Severn flowing through Worcester and other county towns.

Finally, we are also planning a presentation on the 'Get it Right' initiative, linking up with committee member Steve Green of Bouygues who chairs the Quality and Compliance Forum for Midlands CE. Improving the quality of construction is clearly a key issue for the industry to address.

Constructing Staffordshire Excellence Forum



Martin Brownsill
Chair, CSE Forum

The Constructing Staffordshire Excellence Forum (or CSE for short) holds events 3 or 4 times per year at our adopted home of Stoke-on-Trent College. The College provides a venue and administration support to the forum which helps us provide free events to our growing membership.

Our Spring 2019 event majored on 'New Trends in Residential Development'. Stoke-on-Trent City Council's Assistant Director of Private Sector Housing, Development and Regeneration's presentation stimulated lively discussion on the long decline and potential rise in Local Authority housing stock as a result of:

- affordable housing initiatives funded by private institutions;
- the lifting of the LA borrowing cap for housing;
- and LA investment in PRS housing which the City of Stoke is leading the way in.

The event was concluded with a legal view of 'Dealing with Defects' presented by Myers & Co solicitors.

Our Summer event, titled 'Unlocking Development in Staffordshire' focussed on some of the common (if not entirely unique) challenges associated with developing in Staffordshire. Whether those challenges are associated with geology, previous land uses or low sales/rental values it can sometimes be difficult to get projects away. We had a double headed presentation from: Hydrock on the risks and opportunities associated with brownfield sites; and Stoke Council on Investment, Planning & Regeneration initiatives to promote development.

Our Autumn event (soon to be announced) will include a detailed examination of North Staffordshire's exciting Green Energy and District Heating Network currently at pilot project stage.

We also intend to engage in the Local Industrial Strategy and make our members fully aware of CITB funding opportunities.

Our officers (below), and our wider dedicated committee, are passionate about the generation of growth in the Staffordshire construction industry and assisting the Staffordshire construction community respond to new business opportunities.

Chair – Martin Brownsill
(Poole Dick Associates)

Deputy Chair – Adrian Moss
(Lane End Developments)

Treasurer – Hannah Kennedy
(Myers & Co)

Secretary – Duncan Maydew
(Stoke-on-Trent College)

Admin support – Louise Crookes
(Stoke-on-Trent College)

Construction Clients Group



Richard Whittaker
Chair, Construction Clients Group

Welcome to Constructing Excellence Midlands, the networking and knowledge sharing vehicle that identifies best practice, development areas and recognises the best in terms of industry experts and performance, of which there are many to be found as you explore the various construction disciplines that are in place.

The construction industry within the UK produces and delivers the most fantastic projects which are globally recognised. Furthermore, in the more modest affordable housing sector, where I have worked for many years, we change people's lives through the high-quality new homes WM Housing Group provide, promoting ever longer more sustainable tenancies and contributing to developing cohesive communities where people are proud to live and work.

But why is it such hard work? Why is it so slow? And why is it so unattractive that fewer and fewer people join the industry year after year? There are many reasons and many solutions and that is why I'm proud to be chair of the Construction Clients Group (CCG), a group of like-minded people sharing solutions, sharing frustrations and sharing their pride in being part of the UK construction industry which is both rewarding and cathartic.

This year

Since the first meeting of the CCG attendance has grown by 80%, we have had presentations by:

Steve Ward of Gilbert & Goode Construction, delivering a thought-provoking presentation on ISO 18404: A Model for Lean Transformation in the Construction Sector.

Daniel Musselwhite of Beyond Consulting who shared his expertise on delay analysis, contract dispute resolution and how best to avoid getting in that position.

Jonathan Skipp and Ben Atkinson of Greenacre recruitment who presented the current position of the market in relation to skillsets, availability and routes to successfully attracting/appointing the right staff.

Our terms of reference have been agreed, reviewed, re-prioritised and are set out below, hopefully to tweak your interest, only you can decide if we have got our priorities right, only you can change those priorities by getting involved:

- a) Getting the brief right
- b) Understanding the needs of the supply chain (especially with regards to offsite)
- c) Identifying 'what is' a Project Manager
- d) **Digitalisation (BIM) requirements**
- e) **Offsite Construction**
- f) **Quality Management/Compliance**
- g) Explain the meaning of 'behavioural change incorporating procurement & risk'
- h) **Becoming an 'informed client'**
- i) Provide a 'learning and sharing' network to include, in the first instance, best practice procurement initiatives
- j) Support client members through the change agenda to achieve excellence
- k) Low energy and sustainability
- l) Space and design standards
- m) CDM compliance

Those in **bold type** will be the immediate priorities to drive the CCG forward.

Our terms of reference (we believe) are the building blocks of change:

- a) We acknowledge the need for change within the UK construction industry.
- b) We recognise the responsibility that clients hold to deliver that change.
- c) We identify Constructing Excellence principles as the direction of travel we need to take to achieve the necessary change.
- d) We seek out best practice in the areas of change we identify as required.
- e) We demonstrate and communicate said best practice.
- f) We use that knowledge to influence change and support our supply chains.

The future

Willmott Dixon have kindly agreed to host our first meeting of the new year where will have the opportunity to explore their BIM cave solution for new build and refurbishment works, Catherine Manning has also accepted an invite to deliver a presentation on Social Value and sustainability. These are two great opportunities to witness innovation at work and understand the culture change journey the construction industry is pursuing.

A current CCG member, Natalie Cropp is pulling a case study together in conjunction with a colleague in skills development based on previous experiences that won the People Development Award at the Celebrating Construction Awards

We have members who are delivering modular construction faster than traditional construction, to a high standard delivering EPC A rated new homes. This is an area that is stimulating and exciting we will be looking to learn from in the next year.

We are planning to complete an exercise in terms of what 'Becoming an Informed client' means in the eyes of the client, contractor, supply chain and end user.

With the construction industry being recognised as slow to change, working in silos, reluctance to 'fix what's not broken' and 'do what we have always done' mainly in an insular uncollaborative fashion, it makes you wonder how the disparate project delivery of such complexity produces anything. Unless of course behind the above picture there is a determined drive to the change agenda that will and is improving industry performance to produce an outstanding built environment.

Do you want to learn and share best practice?



Does your business want to position itself at the forefront of the change agenda?



Do you want to meet other like-minded people at the cutting edge of construction?



Hope you can join us at:

www.cemidlands.org/members/join-today

We look forward to seeing you in the near future.

Quality & Compliance



Steve Green
Chair, Quality and Compliance Forum

When Andrew asked the Leadership Council which Thought Leadership Groups we should have in CE Midlands, I was adamant that we needed a Quality & Compliance Group. We have all seen construction in the spotlight of the press for all the wrong reasons – Edinburgh Schools, Grenfell and defects in new build housing. However, whilst I have a personal passion to drive improvement in this area, I had not really thought through, how we were going to rally enough support to make the Q&C Thought Leadership Group viable! All too often the industry bemoans the quality we produce but then don't want to get involved in trying to improve things.

This Year

I am pleased to say that in the case of CE Midlands there was no need for concern. We now have 16 members on board with a healthy balance of Clients, Consultants and Contractors. We do have a sad absence of Supply Chain Partners and that will be one of our recruitment focuses for the coming 12 months.

Although a couple of 'exploratory' meetings were held in 2018, the full group met for the first time in February 2019 and rapidly agreed our purpose which was to;

- Capture best practice in delivering Construction Quality and to avoid reinventing any new wheels!
- Take a holistic view of Quality through design, manufacture, installation, testing and commissioning to the handover of the built asset.
- Actively encourage collaboration across all parties involved in a project, to develop a mutual understanding of how we can collectively help to deliver a quality end product.

We held our first ever event in June of this year, which was a little ambitious, given the fledgling state of the group. However, we attracted over 40 delegates including organisations such as Balfour Beatty, Bouygues UK, MACE, Midland Metro Alliance, Morgan Sindall, Wates, Waterloo Housing Group, WM Housing and Wolverhampton City Council.

The event was built around a number of the Groups Objectives for the year, so included presentations on;

- The Clients response to Hackett
- An Introduction to the Get It Right Initiative
- Chartered Quality Institute Consig work on avoiding recurring defects
- The use of digital tools to manage on site quality

The event was well received by all that attended, particularly the introduction to the Get It Right Initiative delivered by Emma McNab. Emma's interactive session included a 5 minute slot where the audience turned to the person next to them to share an error or defect that had caused them particular 'pain'. Emma did very well to return the room to order after the 5 minutes as it appeared as if many could have gone on talking about the issues for the rest of the day. This is exactly the open and honest sharing of knowledge, that the group is encouraging.

The Future

Having seen the success of the 'defects confessional', we agreed at our last meeting that we would have a similar agenda item at all our future Q&CTLG meetings. Operating strictly under Chatham House rules, all attendees are to give a brief overview of an error/defect they have encountered, its implications and how it is being prevented from occurring in the future. We then look to how we capture this and share it with the wider industry.

Following on from the CQI Consig work on common defects, we have now agreed that the Contractors in the group will circulate their quality management (ITP, WIR etc.) forms currently used for Fire Stopping, as an example of a high risk trade. The group will then investigate the opportunity to standardise the format of the forms for this trade, with a view to creating a 'best of' format that could be used throughout the industry. This consistency of format would be a major step forward in establishing a clear understanding of the key quality deliverables on a project and how they are to be managed.

The group also hope to issue their first publication later in the year, which is a guide to using digital tools to manage quality on site. There was a lot of interest in the Field View software that was demonstrated at the June event and this guide will support those new to this approach, in making the right choice on the software they select.

Our last objective is to understand, define and then promote the business benefits of clearly defining Quality to all parties concerned. In the last meeting we brainstormed the various ways in which we do currently define Quality and the next six months will be spent on promoting this aspect and the business benefits of doing it well.

Finally, at our last meeting Deborah Lawley shared a strapline from a previous employer that we all liked, so felt obliged to share it here *'Remember, today's quality is tomorrow's safety'*.



Sustainability & Innovation



Noel Street
Chair, CEM Sustainability
& Innovation Forum

While most other industries have undergone tremendous changes over the past few decades and have reaped the benefits of process, product and service innovations, the construction sector has been hesitant to fully embrace the latest sustainability and innovation opportunities open to it. This can be attributed to various internal and external challenges: the persistent fragmentation of the industry, the 'race to the bottom' culture largely driven by public procurement, inadequate collaboration between the players, the sector's difficulty in adopting and adapting to new technologies, decades of under-investment in training, the difficulties in recruiting a talented and future-ready workforce and insufficient knowledge transfer from project to project, among others.

Having been in the Industry for over 30 years I believe the Construction Industry's success will be to identify how it can Innovate and adopt Sustainable practices to address these challenges and to understand that incremental change is not an option. Instead, far-reaching challenges or radical goals need to be defined that demand disruptive out-of-the-box solutions and execution. So, can this be achieved?

The CE – Midlands, Sustainability & Innovation Forum, seeks to provide a platform to help open the door to cross-sector collaboration encouraging sustainable and innovative new materials and energy, design approaches, as well as advances in digital technology and big data.

This Year

Our starting point is good. The Midlands has a strong and thriving sustainable construction sector and this is where the Sustainability and Innovation Group of CE Midlands comes in. Starting with a series of exploratory meetings in January, April and June with a strong balance of Clients, Consultants, Academics, Contractors and collaborative research and innovation organisations, we have agreed a series of key aims and objectives to help address the barriers and gateways to innovation and sustainable practices in the industry.

Sustainability & Innovation in the Construction industry for public and private clients:

- Definition & de-risk
- Demand led innovation
- How to form part of procurement
- No more theory – just implementation
- Challenge the 'normal' and maximise the opportunity
- Cost benefit
- Sustainability & Innovation mentoring

Our first event is to be held at the end of July with 'Energy Systems Catapult' to focus on Transforming Construction - accelerating the transformation of the UK's energy system to capture the opportunities for clean growth – Smart Systems & Homes.

The attendance list is strong and we will be reporting the event outcomes in a separate correspondence.



The Future

Looking forward, we are currently discussing the opportunity to work with 'Innovation UK' to undertake a series of 'Innovathons' which are Hackathons or cross-sector day workshops to achieve Innovative solutions to issues facing the industry. Details to be issued.

The Forum will be working towards our first publication later this year entitled 'Route Map to Zero Carbon' which will be a guide to help simplify approaches and practices both on and offsite to implement zero carbon. This will be undertaken with a key sponsor and will be in parallel to the 'Major Contractors Group' of the NFB who are currently researching a similar publication focused on Contractors.

We will be undertaking to reach out and connect with the wider construction industry across the Midlands to ensure our Discussions, Events and 'Innovathons' provide a world class line up of keynote speakers, panel discussions, networking sessions, live interviews, innovation spotlights and much more.

Finally, it could be said that we stand at an industrial revolution in construction. Automation and data exchange – the fourth industry revolution – has transformed other industries such as retail and manufacturing. New technologies are revolutionising the speed and efficiency of construction projects. The Forum will be part of this journey of innovation towards a sustainable industrial transformation.

Workshop 1:
Construction Educating Energy
(energy sector learns from construction)

Workshop 2:
Energy Educating Construction
(construction sector learns from energy)

Workshop 3:
Engaging Key Stakeholders
(share actual implementation examples)

Procurement & Productivity



Michael Hiscock
Chair, Procurement & Productivity Forum

After a positive start with a meeting in Birmingham hosted in February by Bouygues, the steering group agreed terms of reference to recognise the importance of collaborative procurement, assist buying decisions throughout the sector, share knowledge, and essentially make procurement strategies work for the industry, not try to fit the industry into a limited number of standard contract risk methodologies.

As a result of that, the group organised a procurement breakfast in Nottingham in April at which the meeting heard from several fascinating examples of procurement strategies and experience including speakers from Dudley College Alliance, Eiffage Kier, LHC, and Turner & Townsend.

The forum has focussed on procurement but recognises the importance of productivity and efficiency in the sector so we are encouraging contributions in that area too.

We have the opportunity to influence the market and provide valuable support to the industry through the knowledge sharing culture embedded in Constructing Excellence so we invite everyone to join the forum on 22 October 2019 to take this forward.

Marketing & Communications



Gemma Steadman
Chair, Marcoms Forum

The Marcoms Forum has met three times this year, and it is pleasing to explain that we have a gained momentum along the way. The forum now includes a great assortment of Contractors, Manufacturers and Supply Chain with a strong discipline in the Marcoms and Communications arena. Within the forum, the passion is high to support improving the image of the Construction Industry, a major focus is therefore to support increasing the CE Midlands membership.

The key priorities are to provide a relevant monthly newsletter, provide a monthly blog and compile and deploy a social media strategy.

The terms of reference have been clearly defined to focus the ambitions:

- 1 Demonstrate, communicate and showcase 'best practise' examples and knowledge created by the other CE Midlands Thought Leadership Forums
- 2 Promote CE Midlands 'Benefits of membership/involvement', outputs and events
- 3 Grow membership of CE Midlands and its clubs
- 4 Promote CE Midlands members via PR and marketing events and activities
- 5 Manage and promote the CE Midlands Adopt a School Scheme
- 6 Improve the image of the construction industry through delivering diversity, inclusion and improved knowledge in mental health and wellbeing
- 7 Be at the forefront of the digital media
- 8 Manage CE Midlands regional events e.g. Annual Summit, Events and Awards

Social media activity is growing, and members are asked to engage with us through our Twitter and LinkedIn networks.



Digital & Offsite

How do we make construction digitally ready for the next generation to attract tomorrow's construction professionals and deliver a smart built environment?

Terms of Reference

- 1) We acknowledge that digital & offsite solutions will play a vital role in driving the change agenda.
- 2) We recognise that a change in culture is required to successfully deliver the digital and offsite agenda.
- 3) We will identify and define the benefits of digital and offsite technologies

- 4) We will showcase/communicate/ demonstrate the business benefits
- 5) We will educate and support the entire supply chain as they adopt digital and offsite technologies
- 6) We act as the forum for those interested and/or involved in the digital and offsite sector across the Midlands

Priorities

- 1) Education of business benefits
 - a) Why change?
 - b) What to change?
 - c) How to change?
 - d) When to change?
 - e) Where to change?
 - f) Who must change?

- 2) RIBA Plan of Works to be used to identify how/where digitalisation fits and the benefits contained therein.
 - a) Brief
 - b) Design
 - c) Construct
 - d) In use
- 3) Secretariat to be provided by One Note
- 4) Podcast/Vidcast on 'Why join CE Midlands' to be explored
- 5) Share knowledge / minutes with CESW

Mental Health & Wellbeing

The latest addition to the CE Midlands Thought Leadership Forum is the Mental Health & Wellbeing Group that was launched in July 2019.

The ever-growing concerns over mental health issues within the construction sector made this group an essential addition to our Thought Leadership Forums.

Some excellent examples of best practice from HS2 and Morgan Sindall have already been recognised for others to share. At the time of writing we are looking for a chair to take on this vital work.

Full list of finalists and winners from the Celebrating Construction Awards can be found here:
West Midlands: <http://west.celebratingconstructionawards.org/2019-results>
East Midlands: <http://east.celebratingconstructionawards.org/2019-results>

Celebrating Construction Awards



West Midlands

It was a night full of celebrations at this year's West Midlands Celebrating Construction Awards. Over 500 industry leaders gathered at the ICC, Birmingham on Friday 12 April 2019, to celebrate and acknowledge the best in the region's innovative construction projects and talented individuals.

Client of the Year
Regal Property Group
for The Bank

Innovation Award
Innovaré Systems
i-FAST the Next Generation of SIP Technology

Integration and Collaborative Working Award
Midlands Metro Alliance
'Transforming the West Midlands through alliancing and collaboration'

Offsite Project of the Year
IDP
St Clair Gardens – Recovery Mental Health Centre for Mind

People Development Award
Midland Metro Alliance

Preservation and Rejuvenation Award
whg
Warewell Close

Project of the Year – Building Projects
Central Learning Partnership Trust
Heath Park School Art and Media Centre

Project of the Year – Civil Engineering
Cundall
Larkhill Service Families Accommodation Project

SME of the Year
Probuild360

Sustainability Award
Wates Construction
The Bank

Young Achiever of the Year
Wesley Belle
WM Housing Group

East Midlands

Client of the year
Nottingham City Council

Digital Construction Project / Initiative of the Year
Waldeck
Whole-lifecycle Asset Management Solution

Health and Safety Award
J Tomlinson

Innovation Award
Waldeck
Digital Reality Capture Solution

Integration and Collaborative Working Award
Woodhead Group
National Space Centre Launch Pad

Offsite Project of the Year
EOS Facades
Sarah Swift Building, University of Lincoln

People Development Award
Butler & Willow

Preservation and Rejuvenation Award
JMS Engineers
Holy Trinity Church, Leicester

Project of the Year – Building Projects
Interserve Construction
Cripps Health Centre

Project of the Year – Civil Engineering
Aarsleff Ground Engineering
Rochdale Riverside

SME of the Year
Anderson Green

Sustainability Award
Woodhead Group
Research Acceleration and Demonstration (RAD) Building

Value Award
Woodhead Group
National Space Centre Launch Pad

CE Midlands

Creating an Industry of Opportunity

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

| Objectives | Forums | Clubs |
|--|--|--|
| <ul style="list-style-type: none">• Sharing• Influencing• Networking | <ul style="list-style-type: none">• Construction Clients Group• Quality & Compliance• Marcoms• Procurement & Productivity• Innovation & Sustainability• Digital & Offsite• Mental Health & Wellbeing | <ul style="list-style-type: none">• Birmingham• Black Country• Coventry & Warwickshire (FoRCE)• East Midlands• Hereford & Worcester• Shropshire• Staffordshire |

Benefits of Membership

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

- Your chance to influence the change agenda / industry / government
- Networking
- Learn and share best practice principles
- Knowledge transfer
- Enhance profitability / productivity
- Improve understanding
- Access to tools
- Peer intelligence
- Increased business opportunities
- Discounted access to conferences, seminars and workshops
- Raise profile in the region
- Influence the change agenda / industry / Government

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. Those who truly believe in this will value it and be prepared to pay into the CE pot to ensure it happens as is proved by those already engaged. Your contributions will allow us to provide deliverables that will positively improve our industry with documents like our *Development Finance Guide* and *Legal Guide to Offsite Manufacturing* and our Adopt a School campaign which sets out to promote construction as a career of choice and improve our image at the same time.

National Members

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

Any national member of Constructing Excellence has access to all regional activities and events and clubs managed from the Midlands centre, i.e. Black Country Club. 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 Midlands has access across the Midlands events, activities and clubs managed from the Midlands Centre (i.e. Black Country Club). Within your regional membership is an entitlement for one individual from your organisation to also join the individually administered Club of their choice.

Membership

Membership rates start at £220.50 and are set according to industry spend (clients) or business size (contractors/ suppliers/consultants).

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

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

Club Members

Club Membership within the Midlands falls into two categories:

1 Clubs managed from the Midlands centre i.e. Black Country Club.

Membership Fees:
Organisations £220.50
Individuals £115.25

2 Self-contained clubs i.e. Birmingham, Coventry & Warwickshire (FoRCE), East Midlands, Hereford & Worcester, Shropshire and Staffordshire.

Membership fees are set by each individual club.

Midlands Clubs are encouraged to publicise their events and activities through the CE Midlands website to ensure as wide an audience as possible.

In Summary

National Members receive Forum membership and national, regional and Black Country Club discounts as though they are regional and club members.

Regional Members receive Forum membership and regional and Black Country Club discounts as though they are club members.

Club Members only receive discounts for their OWN clubs.

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



National Members





**CONSTRUCTING
EXCELLENCE**
Midlands

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