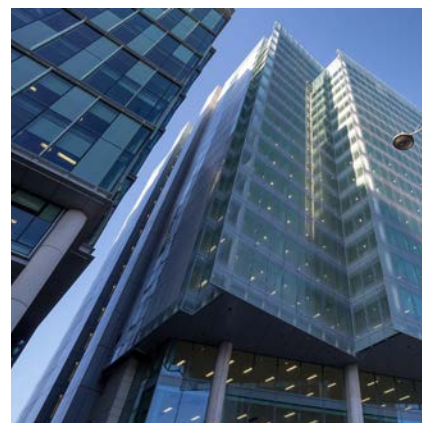


ANNUAL REVIEW 2020

**CONSTRUCTING
EXCELLENCE**
Midlands





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Constructing Excellence Midlands
c/o Harrison Clark Rickerbys Limited
63 Church Street, Birmingham B3 2BP
info@cemidlands.org
www.cemidlands.org

Design: **Walker | Jansseune**



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Chairman's Report

2020 has been challenging personally and professionally for many of us; a year no one could have predicted. Against the backdrop of a global pandemic, BREXIT and climate emergency, CE Midlands and our industry has not only kept going, but also adapted to change and new ways of working. **Uma Shanker**



We have seamlessly become a digital entity with our online webinars hosted by LeadersMeets covering many topics and engaging with more than 2,500 people. Our Board and Theme Group meetings are now digital with greater engagement than ever before, even managing to find time for some satirical light-hearted fun, including guest appearances online from 'Donald Trump' and 'Boris Johnson'. The year was topped off with a fantastic and entertaining Annual Conference and Awards event. We are likely to carry on working in this way for a few more months yet. However as we start to see an end to this pandemic, I do look forward to the day when we can all meet up in person for such special events.

During the pandemic we have taken the lead in finding new ways to continue to operate safely. The industry led collaboration sitting behind the [Construction Leadership Council's Site Operating Procedures](#) ensured our people worked in line with all the latest guidance, whilst the [Roadmap to Recovery](#) clearly signposts the way forward. The Roadmap to Recovery echoes the CE ethos of collaboration and supply chain integration, an industry led endorsement of our principles. [The Handbook on Transforming Construction for a Low Carbon Future](#) developed by the NFB Major Contractors Group led by our own Mark Wakeford is a great tool for contractors to step up to the plate to deliver on Net Zero ambitions.

Despite the challenging times that lie ahead, there are positives that must be recognised. The government's 'Build Build Build' message along with 'Build Back Better, Build Back Faster, Build Back Greener' are all positive endorsements and stimulants for our industry and signpost the part that we can all play going forward.

We have launched our new website and are in the process of engaging specialist PR support to provide us with the right platforms to connect with members, stakeholders, and influencers alike and help position CE Midlands as a key player in East and West Midlands. We are playing a pivotal part in delivering the [Value Toolkit](#) and are now in a position to relaunch G4C – the young professional voice of the UK built environment and infrastructure industry.

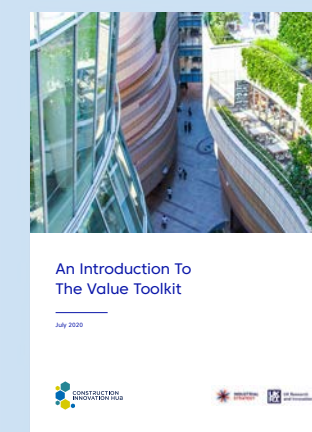
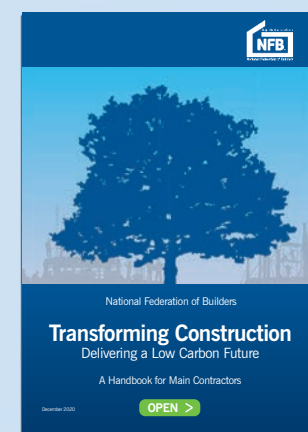
My thanks must go out to everyone who has supported us in an extremely difficult year. I hope that we have lived up to your expectations given the difficulties faced and rapid change agenda. The Board, and all of the Theme Group and Club Chairs have been instrumental in the way we have performed – I thank you all for your dedication and hard work. A final thank you must go to the management team led by Andrew Carpenter. The diligent and selfless approach adopted by the team has been breath taking.

As Chair I hope 2021 will be a far kinder year than 2020. There is huge investment going in with major infrastructure programmes in HS2, Roads, Rail, Energy and Water...and on the back of that will follow the investment into the built environment...add to that Coventry City of Culture and 2022 Commonwealth Games.

The depth and breadth of knowledge we have in the tremendous talent pool operating out of some world class organisations be they in manufacturing, consultancy, construction or academic institutions is world class.

We don't know exactly where we will be in the next months and years down the line but now is the time to seize the moment and build on the new norms to change our sector and region forever. We must be determined and driven, and look to leave a positive legacy on this period of lockdown.

I hope the changes implemented in CE Midlands and future changes will put us in a great position going forward where we can deliver even more value to our members and the wider industry.



Chief Executive's Report

Never have I been required to write an annual report against a backdrop of what we have all endured during 2020. Little did I think at our November 2019 AGM that I would be reporting on such an unprecedented set of circumstances only twelve months later. **Andrew Carpenter**

However, after a difficult few weeks back in late March and early April 2020 the construction sector has stood proud as a 'best practice' sector for others to follow. This has been achieved by the publicly acclaimed building of the Nightingale Hospitals across the UK and the way the industry has come together, under the Construction Leadership Council, to show the Government we can collaborate and integrate through the provision of the *Roadmap to Recovery*, *Site Operating Procedures* and so on. In fact, with our national array of regions and clubs the *Roadmap to Recovery* has given CE added meaning and impetus as it takes us back to the days of Egan and Latham when the need for the industry to collaborate and integrate was first identified.

After just a few months of business as usual in early 2020 we obviously took our events and activities online and I would like to thank my team for the manner in which they have adapted to the 'new norm'. In addition I pay tribute to our chair, Uma Shanker, and the entire board for the manner in which they have rallied to meet more regularly to give me the day-to-day support needed to keep CE Midlands going through the coronavirus pandemic. I also thank the organisations who renewed their membership throughout 2020, despite the difficult times. All those who felt unable to re-join in 2020, for understandable reasons, have indicated they will be back in 2021 for which we are most grateful.

Ironically through our online webinars, workshops, and meetings we have seen a significant increase in those attending our events and activities. We have had over 3,000 attend our regular webinars and numbers at our Theme Group meetings have doubled. I would like to place on record our sincere thanks to Howard Betts and John Savage of LeadersMeets for managing and running our weekly webinars. This will obviously influence the programme in 2021 as more and more people favour the online meeting opportunity.

In 2020 we have seen a series of Theme Group chair appointments and I would like to thank all those listed below for taking on or renewing their new roles as well as expressing my thanks to those who are outgoing:

- **Richard Whittaker**, Citizen Housing, continues as chair of the Construction Clients' Group.
- **Ian Griffiths** of Shakespeare Martineau, taking over as chair of the Procurement & Productivity Theme Group from Michael Hiscock of Wright Hassall. The launch of the Procurement Best Practice 'How to' Guide on 5th November 2020 was undoubtedly the highlight of this group's year.
- **Noel Street**, 3D Reid, continues as chair of the Innovation & Sustainability Theme Group.
- **Dhiran Vagdia**, Vagdia Holmes, taking over as chair of the Smart Construction (Digital & Offsite) Theme Group from Rob Umphrey of Deeo.
- **Steve Green**, ex Bouygues UK, continuing as chair of the Quality & Compliance Theme Group.
- **Paul Chatwin** of Cundall, who has agreed to be our inaugural chair of the Health & Wellbeing Theme Group. The launch of the Mental Health Best Practice 'How to' Guide on 5th November 2020 was undoubtedly the highlight of this group's year.

Our club network continues to be the bedrock of our success and I thank all those involved for their endeavours during very trying circumstances. The main element of club membership is of course networking, and this has become very difficult during 2020. The support all club chairs have given the board and me is critical to our future and most appreciated. In particular I pay tribute to the work of Keith Blizzard and Uma Shanker in the setting up of a new Birmingham and Black Country Club.

We have seen the launch of the Midlands G4C group during 2020 and our thanks are due to Georgia Williams of EKFB for leading on this. This young person's group is vital to the future of our industry in general and CE Midlands and we look forward to reporting on their spectacular success this time next year.

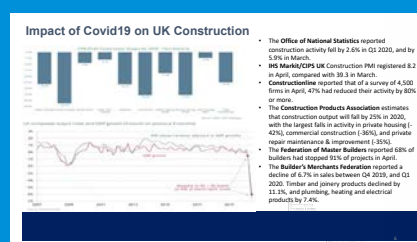
It was with huge disappointment that we were forced to postpone the physical 2020 awards. However, the online awards that took place on 4th December 2020 appeared to have been a huge success judging from the response received. The shortlist was of a very high quality and we thank those who entered and our sponsors for their continued support during these trying times. When the 2021 awards do take place in September next year, I am sure we will have the biggest CE Midlands party ever experienced!

I am delighted to say that our relationship with CE National and with other CE regions continues to grow. Our National Chief Operating Officer, Alison Nicholl, has been working hard to secure an influential position for us on the national stage and in the last twelve months secured our place as official Adoption Partners for the Construction Innovation Hub in their efforts to positively disrupt the UK construction industry. We are involved currently in the roll out of the Value Toolkit across the Midlands region. I cannot mention our CE network without paying tribute to my Welsh counterpart, Milica Kitson, who retired in August 2020. I have worked alongside Milica since the Egan Report of 1998 and have always

found her to be totally committed to the principles of Constructing Excellence and an inspirational leader. She will be a difficult act to follow in our neighbouring region of Wales.

Finally I'm delighted to say that we have a new web site, thanks to Brace Consulting and Emma Hannam and we are confident this will raise the profile of CE Midlands and increase the value we are able to offer our members.

Now more than ever we need a strong and successful CE Midlands to ensure the post COVID-19 construction industry is not the same one in which we went in. Together we can ensure a collaborative culture, integrated supply chains and lean processes. CE is the movement to deliver this important agenda and I thank you all for your time, dedication and determination as we learn and share knowledge to implement the positive change we all crave.



Industry Recovery Plan	
Timeline	Key Actions
Phase 1 (1-6 months)	1. Demand and Pipeline - Demand and supply side measures to increase workload across infrastructure, construction, housing and domestic, new build and fit. Develop a robust pipeline of work across the whole construction ecosystem, including contracting, SMEs, merchants and manufacturers.
Phase 2 (6-12 months)	2. Productivity - New approaches will be needed to compensate for the loss of productivity due to the requirement to implement Government guidelines across construction and the built environment.
Phase 3 (12-18 months)	3. Professionalism - Investing in training, collaborative business models, better apprentices and payment.
Phase 4 (18-24 months)	4. Transformation - Foster economic growth through the adoption of digital and manufacturing technologies to consistently deliver low carbon, sustainable and better quality outputs and outcomes.
Phase 5 (24-36 months)	5. Water - Adopting proven water models and approaches across the industry and clients to deliver better value and whole life performance.
Phase 6 (36-48 months)	6. Partnership - Stronger partnerships between the industry and its clients, supply chain firms, investment in supporting the workforce.

CEM Board

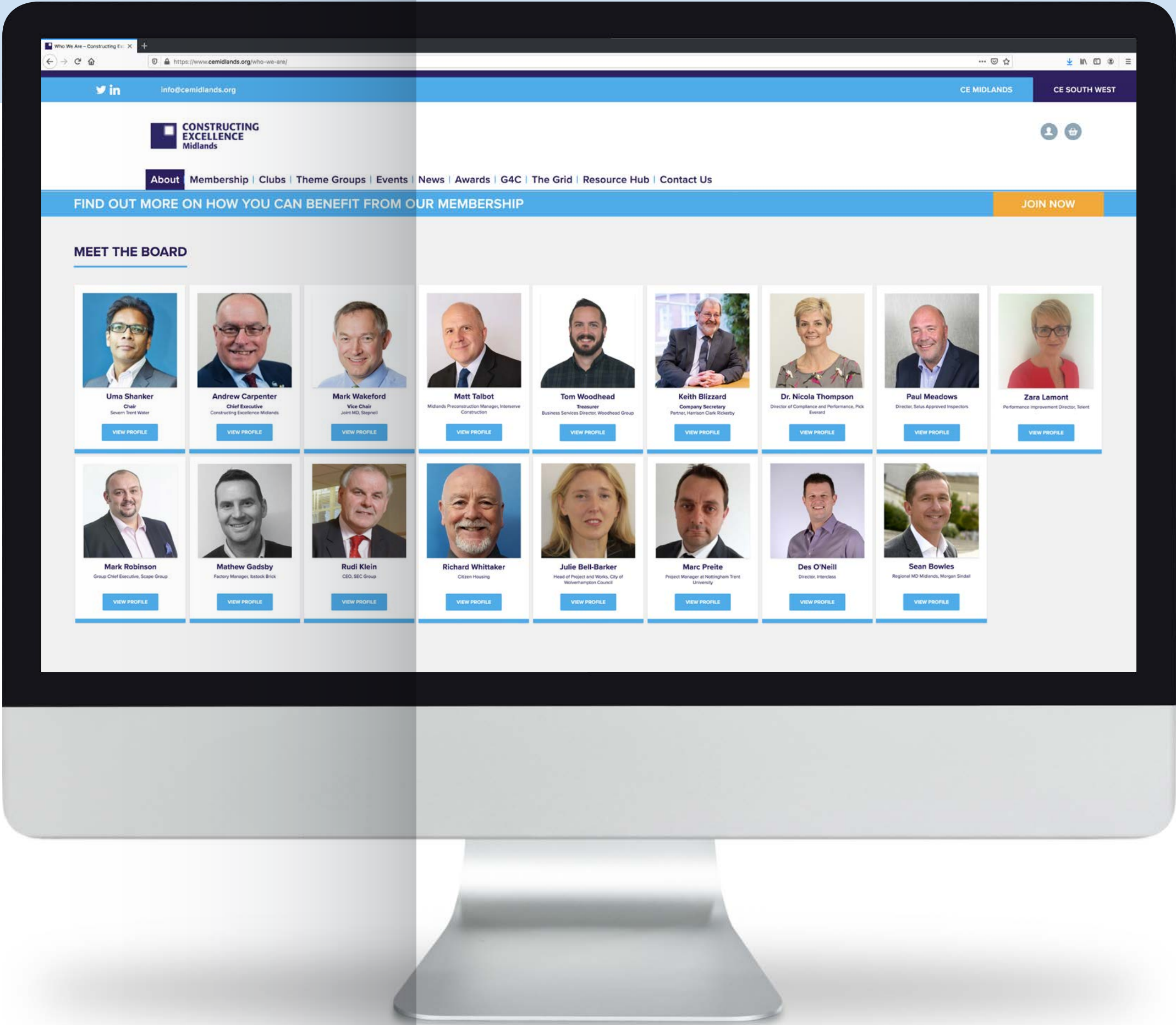
The CEM Board on our new website at [cemidlands.org](https://www.cemidlands.org)

Top row

- Uma Shanker Chair
- Andrew Carpenter CEO
- Mark Wakeford Vice Chair
- Matt Talbot
- Tom Woodhead Treasurer
- Keith Blizzard Secretary
- Dr. Nicola Thompson
- Paul Meadows
- Zara Lamont

Bottom row

- Mark Robinson
- Mathew Gadsby
- Rudi Klein
- Richard Whittaker
- Julie Bell-Barker
- Marc Preite
- Des O'Neill
- Sean Bowles



LeadersMeets



Our mission was (and remains) to promote, encourage, and facilitate ‘conversations that matter’ where adults can learn through the sharing of their thoughts, ideas and experiences through short, pertinent, and focused discussions, interviews and interactive webinars. **Howard Betts**



We believed that such a dynamic approach that maximises the use of modern technology would mean that members would not need to leave their place of work to be able to access each of the regular ‘conversations that matter’ and could sign in from anywhere via use of their smart phone tablet, phone or laptop. Significantly this would increase the opportunity to learn whilst reducing travel that in turn would lower CO2 emissions whilst also increasing time that could be more effectively spent in improved productivity.

Additionally, members who were unable to join in one of the ‘conversations that matter’ and thus miss out on the learning opportunity would be able to watch or listen again by visiting our website at a place and time of their convenience.

Bold aspirations, but how did we do?

Whilst the old ‘naval proverb’ that ‘it’s an ill wind that bloweth no many any good’ is often a true maxim, the opportunity presented by the unfortunate COVID-19 lockdown in March 2020 was one that needed to be grasped.

Through the initiative of Andrew Carpenter and the LeadersMeets team, we very quickly established twice weekly ‘conversations that matter’, set up for midday on a Tuesday and a Friday. They soon became a CE fixture running from late March through to July for not just CE Midlands members but significantly also members from CE Wales, CE South West, CE North East and the Structural Timber Association.

In the period from March to July some 2,100 people registered and attended one or more of the ‘conversations that matter’ – indeed many attended multiple sessions with one person totalling seventeen. These events have proved highly popular, with attendance averaging some 55 people per session. However, significantly as many people again, if not more, have headed to [LeadersMeets.com](https://www.leadersmeets.com) to watch/listen to the recording as well as view the presentations.

A month break was taken in August and with a return to work anticipated it was decided to return in September onwards with just one a week ‘conversations that matter’ at midday on a Friday. Additionally on the last Friday of each month a ‘State of the Nation’ session with a panel member from each of the four CE members was introduced. In the time since restarting, the popularity has grown with a further 400 people having registered.

**MONTHLY
STATE
OF THE
NATION
PANEL DISCUSSION**



This should be no surprise, for in a world that is facing a major pivot in where and how work will be affected, short, pertinent, and relevant peer-to-peer learning can play a vital role. Many people have recognised the crucial need to keep their knowledge and skills up to date. To meet this need this partnership has added other additional online sessions such as specialist topic workshops, AGMs, Summits and the 2020 Awards ceremonies.

With more and more businesses moving towards making remote / homeworking the norm and 2021 being described as the year of ‘digital transformation’, there are huge implications for leaders.

Learning has never been more important if leaders are to grasp and maximise upon the rapid cultural and behavioural change that COVID-19 has brought in its wake. Transformation and transition will become the norm over the coming decade and to support the need for continual professional development any attendee on one or more of our hosted events will soon be able to sign up to download a Certificate of Attendance to evidence their ongoing learning.

At LeadersMeets we are looking to build on what we have jointly achieved in the partnership with Constructing Excellence in the past year by enhancing how and what we offer as technology advances. Importantly we look forward to working with you the members who attend and make the events we host successful in the coming year. To continually seek to improve what we do please give us at [LeadersMeets.com](https://www.leadersmeets.com) your feedback.

**ENCOURAGING GREATER
ETHNICITY
AND DIVERSITY
OF THOUGHT IN
CONSTRUCTION
WITH BOLA ABISOGUN**



**BUILDING
EQUALITY
LGBT+ TOOLBOX TALK
FREE WEBINAR
WITH LUKE IVES**



**WELSH
GOVERNMENT'S
INNOVATIVE HOUSING
PROGRAMME
AND MMC STRATEGY**



Marcoms

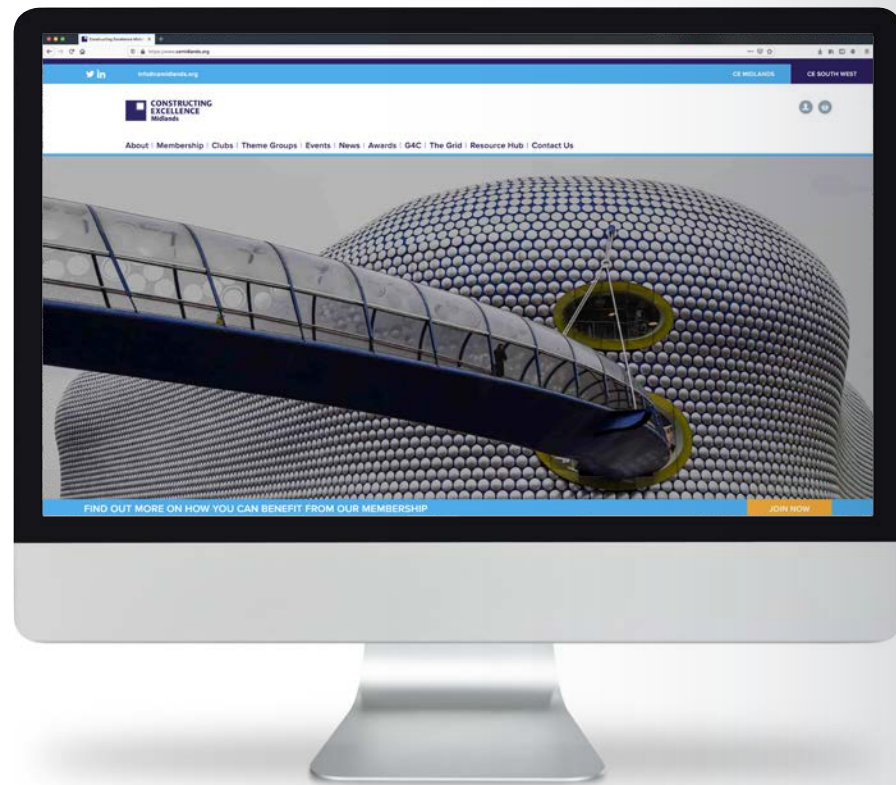
The most significant change in our events and activities this year is of course the impact of lockdown, leading to a move online. During the period we had huge support for our online webinars, workshops and Theme Group meetings and it has kept us busy both promoting these on LinkedIn and Twitter, in our weekly e-shots and then with the necessary follow-ups. **Emma Hannam**



The most significant change in our events and activities this year is of course the impact of lockdown, leading to a move online. During the period we had huge support for our online webinars, workshops and Theme Group meetings and it has kept us busy both promoting these on LinkedIn and Twitter, in our weekly e-shots and then with the necessary follow-ups.

Both our LinkedIn and Twitter pages have seen a good boost in followers and engagement this year and we hope the trend will continue. If you do not do it already, please do remember to 'Like', 'Share' and 'Comment' as much as possible on our social media posts. It is hugely helpful in promoting the CE Midlands brand and getting the word out about what CE Midlands has to offer.

Our monthly newsletter continues to provide useful information and the feedback received has been most positive, for which we thank you. In the year ahead we look forward to regular updates in the newsletter on the ongoing collaboration between our Innovation and Sustainability Theme Group and The Grid, which is an online platform to encourage innovation and sustainable design and construction. Noel Street will explain this in more detail on the Innovation and Sustainability Theme Group update later in this review.



The most exciting news this year has been the creation of our new website, which was officially launched at the CE Midlands Summit on November 5th 2020.

We used Brace Creative web developers, as they already had a good understanding of our organisation from the inside, having created the Gloucestershire Club website. Director Nick Bracey is an active member of the CESW Gloucestershire Club. We can't recommend them highly enough if any member or supporter has a need for their services.

The result is a slicker, more user-friendly website with our events and news featuring more strongly and our Clubs and Theme Groups being easily accessed. Our new website will allow our members to update their company profiles and will give a space for member companies to show job vacancies too.

We hope that members will also be inspired to send in Member Blog pieces so that we can continue to shout about the best and brightest ideas, innovations and projects in the Midlands construction industry.

The team has worked hard on promoting the Awards this year and while we have obviously faced challenges due to COVID-19 restrictions we had a wonderful group of sponsors and a very exciting shortlist!

2020 has been a good year for Marcoms, all things considered, and certainly social media and working online has come into its own even more during lockdown.

Now that we've got the hang of Zoom calls and Team meetings, anything is possible!

The COVID-19 pandemic has put the construction sector in the spotlight and the use of off-site construction seems even more relevant.



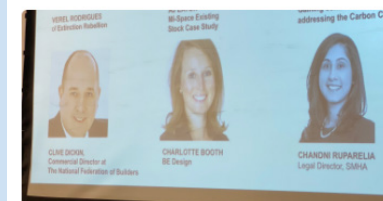
Top media Tweet earned 3,802 impressions

Noel Street of member company @3_D_Reid and chair of our @cemidlands Innovation & Sustainability Thought Leadership Theme Group gets our Towards Net Zero conference underway with thanks to our hosts @SHMALaw #NetZero #cemidlands pic.twitter.com/iwKcT8j5K7



Top Tweet earned 4,575 impressions

It's an eminent line up of speakers today for our Towards Net Zero Conference @cemidlands @SHMALaw @3_D_Reid @MidasGroupUK @wsp @ExtinctionR @B_E_Design @hoarelea @nfbuilder #cemidlands #NetZero pic.twitter.com/KyMG52cJH5



Some of our top Tweets this year

Top Tweet earned 1,630 impressions

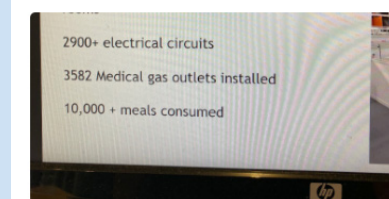
A huge thank you to all of our 2020 Award Sponsors!

@ballandberry @Hadley_Group @morgansindall @ibstockbrick @WoodheadGroup @ScriptandGo_Ltd @STAtimber @ViewpointcsUK @AcivicoGroup @InnovareSIP @MyBCU @Stepnelltd @Wrightthassall @WSP_UK @3_D_Reid @rlb_uk @Xtratherm @PickEverard pic.twitter.com/YHcwqbdA3i



Top Tweet earned 2,160 impressions

A fantastic set of statistics as provided by Vince Kesterton of Interserve speaking about them constructing the Birmingham Nightingale Hospital @SHMALaw @cemidlands @interserve @NightingaleBham pic.twitter.com/hPaQqXR9so



Top Tweet earned 2,465 impressions

Don't miss this excellent webinar THIS Friday!

Friday 5th at Midday

'Birmingham's Climate Emergency Case Study' with Maria Dunn

bit.ly/cws-050620

@BhamCityCouncil pic.twitter.com/8OcZJq9AB4

BIRMINGHAM'S CLIMATE EMERGENCY CASE STUDY FREE WEBINAR WITH MARIA DUNN



Top media Tweet earned 1,316 impressions

Net Zero Conference & Future Skills Requirements Workshop - mailchi.mp/31e479456f81/c... pic.twitter.com/21g1xZvXlk



4 4

Club Reports

Birmingham & Black Country

East Midlands

Shropshire

Coventry & Warwickshire

Herefordshire & Worcestershire

Staffordshire

For obvious reasons, 2020 was a very difficult year for our Midlands 'Best Practice' Clubs. With networking being the main activity of any 'Best Practice' Club the coronavirus negatively impacted their ability to provide events and activities and understandably the emphasis therefore changed to members being directed to the regional online webinars and Theme Groups. If you add the fact that many club members were on furlough for long periods and others made redundant this added to a very difficult year for our club network. Nevertheless, we pay tribute to the determination and dedication of those that were able to keep this incredibly important part of our movement alive and well during the pandemic. Without exception it is the intention of all club committees to breathe new life into their activities in 2021 and once again play an integral part in the UK construction Industry change agenda as we seek to deliver the *Roadmap to Recovery*. **Andrew Carpenter**



Andrew James
Chair

Over the last 12 months HAWCE has provided presentations to members including in relation to bio-diversity net gain and how the industry is responding to the Hackitt Report, albeit over the last few months due to Covid we have had to curtail our activities. Even so, during the height of the crisis we continued to keep our members informed of important issues including the CLC guidance on site working, and latest advice on how to deal with issues on site and under contracts.

Should you wish to receive more information please do contact our chair Andrew James at ajames@hcrlaw.com

or join direct by visiting:
www.cemidlands.org/join-now/

As we, like the rest of the country, seeks to bounce back from what has been a challenging 12 months, we have a number of events in the pipeline for 2021 including:

- 1** The future of the office market and the impact on the built environment of Covid-19 and changes to working patterns;
- 2** The Fire Safety Bill;
- 3** How we get to net zero carbon?;
- 4** The Get it Right Initiative and how to reduce defects in construction and associated wasted time and costs.

Subject to the latest Government restrictions, these are likely to be virtual events for the first few months of the year; we also hope to be able to put on our popular summer barbecue and a quiz later in the year.

I would also like to report on the success of two of our members, namely One Creative Environments (a multi-disciplinary professional services firm), and the well-known building contractor, Speller Metcalfe, who both won awards at the recent Constructing Excellence Midlands Awards: congratulations to them both.

Finally, I would also like to mention that whilst the industry has had a difficult time, many sectors have had an even worse time, and in particular charities.

A local hospice which is close to our hearts, St Richard's Hospice, was given a £1,000 donation by HAWCE this Christmas. St Richard's Hospice looked after one of our former committee members, Bill Munn, very well during his illness. Bill Munn was formerly at Thomas Vale (now Bouygues) and Speller Metcalfe and was a committee member for over 10 years before he sadly passed away.

The Hive building in Worcester



Theme Group Reports

Construction Clients' Group



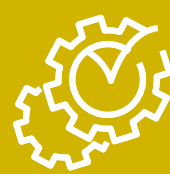
Procurement & Productivity



Health & Wellbeing



Quality & Compliance



Innovation & Sustainability



Smart Construction



As we end the year, the Construction Clients' Group has discussed and been stimulated by a range of top class speakers, all subject matter experts in the key themes that we set out as our key priorities for the year when we had our real world meetings, prior to adapting to the world of virtual meetings and events.

Those speakers covered topics that became so important in such challenging times, social value investment is essential at any time but the support we place in the communities we work will hopefully help those communities recover more quickly. It very easy for our industry to become adversarial, having experts present and producing support papers on 'avoiding disputes' pre-COVID alongside the knowledge sharing opportunities of real-life, supported clients in responding quickly and collaboratively in many areas to the challenges of this year. The road to recovery will rely on 'new ways of working', presentations on 'modern methods of construction (MMC) and InnovationUK grants to introduce further efficiency in delivering MMC construction projects will help industry recover and evolve for the better as we embrace the opportunities presented by the 'new normal'.

There has been a recognition, strongly highlighted through the COVID experience, that we as clients to the construction industry have a fundamental role to play in getting the right type of recovery for us and our supply chains. This is all to make sure that the recovery moves us forwards to a procurement environment that takes this golden opportunity to work through the current challenges to collaborate for a better and more integrated supply chain for the massive challenges we face for the future.

The evidence from the past shows the clients' pivotal role and concludes that we must resist any temptation by procurement teams to go for single stage lowest price tendering. If we do this, the group feels and fear that we will get the adversarial construction industry we deserve. To this end, a major piece of work with Nottingham Trent University to create a new guide for clients around best practice in procurement and integration has been commissioned and builds on the great work and new experience since the Client Commitments best practice guide was first published.

The onus on us as clients is to truly understand the need we are seeking to address through the construction, to define what success is and to procure the team and supply chain that best delivers this. The move to virtual meetings has boosted numbers coming to the meetings and benefitting the network. The chat tools available in these platforms has allowed for connecting virtually during sessions and to discussing and questioning the presentations. This has given a rich supply of feedback to the CESW team enabling us to better tailor to the needs of the CCG members.

As we look forwards to a world where most of what we have ever commissioned as clients now needs to be retrofitted and anything new really needs to be of the highest quality, fit for purpose and right first time to avoid adding to the enormity of the retrofit challenge, we need more than ever to collaborate as clients. Indeed the stakes have never been higher for failure to collaborate.

The work we have started in 2020 creates that stable platform to build for the future. So to conclude, our group's mission is 'To provide high-impact leadership in encouraging and supporting collaboration with a particular emphasis on improving procurement and raising productivity' and in 2020 we have certainly moved forwards with practical tools and inspiring debate toward this goal. I want to thank all the speakers and the contributors, the existing and new members and all those who support the group for making this year both enjoyable and productive amidst the backdrop of unprecedented challenge.

Key themes for 2020

- Climate action
- The retrofit agenda
- Modern methods of contracting
- Mental health
- Skills and training for the future



Mental health has come to the foreground as an issue this year, driven in particular by the demands placed on us all as a result of the COVID-19 situation.

I want to start by saying thank you, to all who took part in the Health & Wellbeing Theme Group this year. Your input and contributions resulted in a variety of activities and knowledge sharing.

I encourage those that may be reading this article to join in the group in the new year. If you are aware of a colleague who has an interest in health and wellbeing, then maybe you could point them in our direction too.

Just so you have a flavour of what topics were presented and discussed during the eventful 2020 year, these included:

Making the Business Case – Health and Wellbeing relating to certification schemes such as the WELL building Standard, FitWell and BCO’s Wellness Matters – these standards influence the design of the built environment.

Understanding the Conditions for Successful Mental Health Training for Managers presentation by the Institute for Employment Studies.

Maximising Motivation While Working From Home presentation by Dr Andrew Dewar.

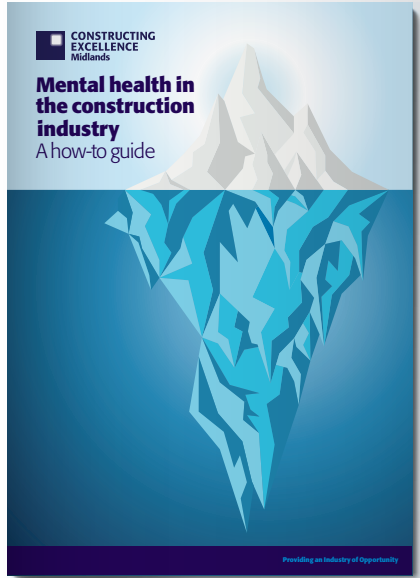
This year we had intended to hold a half day conference. This would have been our first public facing event and we had ex-Premier League referee and now Wellbeing Leadership Coach, Matt Messias ready in the wings to provide what I am sure would have been a great Keynote Speech.

At the event we intended to launch the *Mental health in the construction industry, a how-to guide*. This guide is by far our greatest achievement for the group this year and I would like to sincerely thank Dr Emmanuel Aboagye-Nimo and Nick Lawrence for pulling this document together.


There is not much more that I would like to add at this stage apart from to say the obvious.

Let’s not strive for good mental health and wellbeing or good physical health and wellbeing but think about how we can control our own environment to be great (physically and mentally). Keep a keen eye out for family, friends and colleagues, whether we are office based, or site based, mental health and any stigma attached can impact us all. So please look at the ten logos taken from the how-to guide and pause to have a think.


Hopefully I will see you in the new year at our 2021 Theme Group meetings.




Due to the complexity of mental health, it is important that a holistic approach be adopted to manage it. The Mental Health Foundation recommends the follow 10 steps:



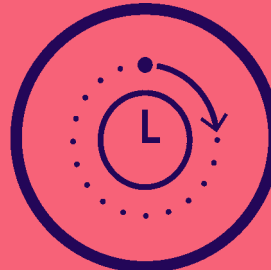
Talk about your feelings



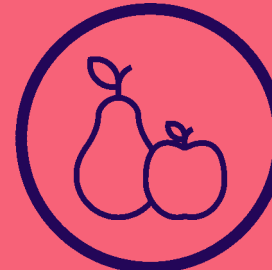
Ask for help




Keep active




Take a break




Eat well




Do something you're good at




Drink sensibly



Accept who you are



Keep in touch



Care for others



2020 was not the year we had planned for and whilst COVID-19 has brought much despair, it's also brought a renewed focus on the environment, health and wellness, both in the workplace and in the work-at-home environment. Cleaner air and smog-free city skylines have all been a part of this reduced-activity era and, although temporary, people appear to no longer be willing to sacrifice the environment for their day-to-day comforts.



Matters of building policy have become public discourse and in February, before the lockdowns started, we held a very successful 'Towards Net Zero' event which highlighted and discussed the acceleration of transition to Net Zero Carbon the industry needs to operate to meet new construction standards as more investors are requesting Global Real Estate Sustainability Benchmark (GRESB) reports (<https://gresb.com/>), and sculpting their portfolios around GRESB standards. Tenants themselves have adopted that same language, asking about WELL standards (<https://www.wellcertified.com/health-safety>) and basing their decisions on the ins and outs of sustainable solutions as private and public sectors work towards common goals.

The group continues to meet virtually during 2020 and have set the following into motion:

The GRID – Sustainability & Innovation

A key S&I Forum objective has been to develop a 'Midlands Route Map / Pathway to Zero Carbon' and in November 2020 we set-up Sustainability & Innovation area on **The GRID**. The GRID is an innovation and opportunities exchange where corporate challenges are posted by leading names in the region which can lead to investment or supplier contracts. The Grid is a project between Innovation Alliance West Midlands, West Midlands Combined Authority, Aston University, and Goldfish Ventures, an innovation agency.

The S&I area of the GRID will be a virtual platform of knowledge, information, discussion, innovation and opportunity for construction industry businesses, innovators, academics and authorities across the Midlands to meet, connect, collaborate, share knowledge and experience in order to help businesses re-image and re-shape their products, processes and services to achieve net zero carbon.

Please log in, explore, connect, and find new pathways and opportunities to enhance the growth of your business to zero carbon. the-grid.com

5G Ecosystem – Green Innovation

We have teamed up with Wolverhampton University and the Structural Timber Association to be a 'Challenge Setter' for the '5G Ecosystem - Green Innovation' 5spring Accelerator focus challenge in partnership with Wayra (<https://www.wayra.uk/programs/5spring>) seeking to unlock growth, deliver efficiencies and change people's lives for the better.

The challenge will help to achieve the West Midlands Combined Authority's decarbonisation goals through exploring innovative ways to help the reduction, recycling and repurposing of the high levels of waste generated through Construction, Renovation and Maintenance. More news to follow early in 2021.

Now, 9 months since the Covid-19 roller coaster ride started, never has so much changed and changed so radically in the way we work and live. 2021 will be a transformational year and our Forum will continue to encourage collaboration to influence and enable sustainability and innovation. Our work with **The GRID** and **5G Ecosystems** will help enable CE-Midlands members, public organisations, businesses, academics, entrepreneurs and innovators to reset their dials to a new way of working towards a cleaner, greener future. **A Pathway to Zero Carbon.**



What an *interesting* year! Like so many groups and businesses in the last 12 months, as COVID hit us we had so pivot to online meetings via Teams. Interestingly this saw our attendance almost double compared to the previous face to face sessions. Although primarily established to drive quality and compliance improvements, the group took the opportunity whenever we met to use our meetings as an opportunity to share innovation and best practice in the face of the pandemic.

This Year

We continued to pursue our original objectives, but also to add a learning dimension to the meetings, we invited a series of guest to present to our members such as;

The Construction Products Association
– Response to Grenfell

Martin Milner, Milner Associates
– The Technical Aspects of Fire Breaks in buildings

Jon Hughes, Turner & Townsend
– CDM obligations and the response to COVID

Alongside these presentations the group continued their alignment with the Get It Right Initiative with regular updates at each meeting. This relationship was further galvanised by a joint event organised with our CESW Q&C colleagues in November, when Cliff Smith Board Member at GIRI, delivered a presentation explaining the strategy behind GIRI. This event created a lot of interest with all attending recognising the importance of the work GIRI are doing to reduce error in the construction industry.

In the final meeting of the year, we rationalised the groups original objectives by removing those that were complete, had been taken on by others of were no longer relevant. This also saw the addition of an objective to raise awareness around the Building Safety Bill.

The initial step in this was process was the LeadersMeets webinar held on 11th December where over 100 delegates registered to hear Julie Bell-Barker, Richard Cymler and Steve Green share their thoughts on the draft Bill and its potential impact on the industry.

The Future

Building upon our collaboration with CESW, we have now agreed a template to capture Quality Alerts across the 2 groups. It is hoped that these can be used to share the learning from the Quality Confessionals that we hold at every meeting, whilst maintaining the anonymity of the source. These will be published on the combined website.

So, moving into 2021 we now have the 2 objectives to concentrate on, raising the general awareness of GIRI and the Building Safety Bill. This will be the focus of our first meeting on 27th January when we will also have our first guest speaker of 2021 presenting to us from Australia! This is a consultancy that takes single point responsibility for managing the complex mix of architect, structural engineer, specialist façade designer and supply chain. Anyone who has been involved in projects with complex facades will recognise the significant benefit that such an approach offers.





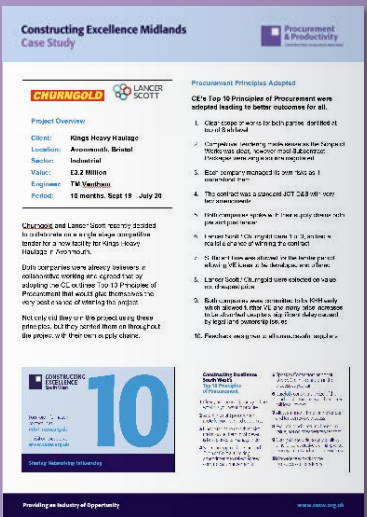
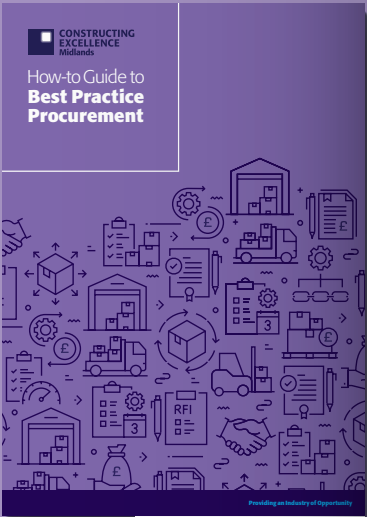
As I found myself in my day job regularly asking other parties' representatives why they were applying a lump sum all risk strategy by default and teasing out exactly what risk they were trying to address, and frequently receiving the answer "that's our standard position", it was with great pleasure two years ago that I accepted the invitation from the newly relaunched Constructing Excellence Midlands to chair this Theme Group and facilitate CEM members' contribution to collaborative ways of working which starts with procurement.

Activities within the Group have included fascinating talks from members including social value analysis, case studies and experience of Integrated Project Insurance projects in education, and Ann Bentley's update from the Construction Leadership Council on the critical role of procurement in Building Back Better.

As I write this, the industry is analysing the Construction Playbook and the Government's commitment to construction in 2021 and beyond, which will provide food for thought in the months to come. This Theme Group has also adopted the Constructing Excellence spirit of collaborative working to bring members together to share knowledge resulting in the publication of the *Guide to Best Practice Procurement*. I would like to thank all the authors and contributors that have given up significant amounts of time and worked well together to create what we all believe is a useful document to stimulate new ways of approaching procurement.

As a judge in the recent CE West Midlands Awards, it was exciting to see great examples of innovative procurement methodology and collaborative working and frankly the Future Leader Award was almost impossible to choose as the standard was so high, so the industry is in safe hands moving forward.

As my time as chair of this Theme Group comes to an end, I would like to thank Andrew Carpenter and the CEM team, wish my successor Ian Griffiths of Shakespeare Martineau the very best, and hope that all members and families stay safe as the Construction Industry continues to pull us through turbulent events.



The Region's Smart Construction Theme Group has had somewhat of a rebirth this past year. The Group's membership has been diverse and rich, but due to the shift in working patterns, fluctuating workloads, and no doubt furlough(!) – maintaining continuity and work streams has been a challenge for all.



Having said that, the group and its conversations remain characteristic of the industry – solution focussed and output driven, when required.

Meeting online has helped release the boundaries of geography and travel, and consequently generated a great mix of members from across the region, and from different company backgrounds.

The group has been discussing a number of themes and ideas, including discussions around the national broadband infrastructure, acquisition and manipulation of big data and offsite construction, to name just a few. Other interesting seeds of conversation have included robotics in construction, automated fabrication systems, and using HS2 to showcase best practice.

Of these discussions, the latest to be driven to a measurable output has been something that the South West had already started, a wide-reaching initiative around modular and offsite solutions. Our work in this respect will be to consider how best to join up the good work already done, using the businesses in our region to showcase capacity and services. Providers and supply chain partners are encouraged to get in touch, to see how the works in hand may help market their technology, and ultimately their businesses.

Presentations this year have included the Proptech long edit film/social media/podcast, by SCAPE and a reflection on the design and construction journey on the Nightingale Hospitals, by the Waterman Group.

We look forward to maintaining our active involvement with the Emerging Realities Conference, once we are all allowed to meet in person, and similarly, planned tours and site visits will be re-organised, when safe to do so.

The group continues to share knowledge and showcase best practice. As the group's agenda steadies and looks forward, members and guests should expect the conversations to continue encouraging knowledge transfer, and showcasing the good work of others.



West Midlands Winners & Sponsors



The date of the awards this year moved several times due to the COVID-19 restrictions. We were very keen to hold a physical event but as challenges have continued it was eventually decided to hold an online event on 4th December 2020. This enabled our West Midlands Regional winners to go forward to the National Awards and not impact next year's West Midlands Awards. We had a wonderful group of sponsors and an exciting shortlist. Project nomination images make up this Annual Review cover collage.



Achiever of the Year
Ann Bentley, RLB

Sponsored by



Client of the Year Award
Highways England Routes to Market: 21st Century Highways

Sponsored by



G4C Future Leader Award
Francesca Wilkinson, Willmott Dixon

Sponsored by



Integration & Collaborative Working Award
Sister Dora Skills & Simulation Suite

Sponsored by



SME of the Year Award
ProBuild360

Sponsored by



Building Project of the Year
Three Snowhill

Sponsored by



ball & berry



Conservation & Regeneration Award
Primark Birmingham

Sponsored by



Health, Safety & Wellbeing Award
Stepnell Ltd

Sponsored by



Offsite Award
Totally Modular Pilot Scheme for Citizen Housing

Sponsored by



Sustainability Award
Tanworth Lane Dementia and Extra Care Unit

Sponsored by



Special Award
Nightingale Hospital Birmingham

Sponsored by



Civils Project of the Year
Telford Central Replacement Footbridge

Sponsored by



Digital Construction Award
One Creative Environments Ltd 'The Virtual Mock-Up'

Sponsored by



Innovation Award
Utilising BIM within the building operational phase

Sponsored by



People Development Award
ENGIE Learning and Development

Sponsored by



Value Award
Beatrice Shilling Building

Sponsored by





East Midlands Winners & Sponsors



The date of the awards this year moved several times due to the COVID-19 restrictions. We were very keen to hold a physical event but as challenges have continued it was eventually decided to hold an online event on 4th December 2020. This enabled our East Midlands Regional winners to go forward to the National Awards and not impact next year's East Midlands Awards. We had a wonderful group of sponsors and an exciting shortlist. Project nomination images make up this Annual Review cover collage.



Achiever of the Year
Mark Robinson, Scape Group

Sponsored by



Conservation & Regeneration Award
The Silverstone Experience

Sponsored by



Health, Safety & Wellbeing Award
Stepnell Ltd

Sponsored by



Offsite Award
New Build Prison at Wellingborough

Sponsored by



Sustainability Award
Oundle School Sports Centre

Sponsored by



Building Project of the Year
De Montfort Mews Student Accommodation, Leicester

Sponsored by



Digital Construction Award
New Build Prison at Wellingborough

Sponsored by



Innovation Award
Keyhouse Group

Sponsored by



People Development Award
Willmott Dixon

Sponsored by



Client of the Year Award
Ministry of Justice for Wellingborough Prison

Sponsored by



G4C Future Leader Award
Michael Broadhurst – Robert Woodhead Limited

Sponsored by



Integration & Collaborative Working Award
New Build Prison at Wellingborough

Sponsored by



SME of the Year Award
Salus Approved Inspectors

Sponsored by



National Members



Regional Members and Industry Partners

A

3D Reid Birmingham Ltd

Acivico

Altran

Arron Iliffe

Ashfield Council

Aston University

Autodesk

B

B&K Structures Ltd

Balfour Beatty Construction Services UK

Ball and Berry Ltd

Baxter Williams

Birmingham City Council

Birmingham City Council, Housing Dev

Black Country Chamber of Commerce

Black Country Consortium

C

Charlotte Booth (BE Design)

Citizen Housing/West Mercia

Construction Coach representing CIC

Content with Media Ltd

Corporate Architecture Ltd

Coventry City Council

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Curtins Ltd

D

David Hampson

Deeo Design & Engineering

Dolman Timber Products Ltd

DRG Interior & Building Solutions

Dudley Metropolitan Borough Council

E

EdgePS Ltd

Edward Johnson (Fishbone Solutions)

Efficiency East Midlands Ltd

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G

G.F. Tomlinson Building Ltd

Gad Arch Design Services

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Harrison Clark Rickerbys

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I

Ibstock PLC

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J

James Jones & Sons Ltd

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KPMG

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Lincolnshire County Council

M

Mark Bessey (Sir Robert McAlpine Ltd)

Marsh Ltd

MB Glass Supplies Ltd

Midland Metro Alliance

Mobile Trade

Morgan Sindall Construction & Infrastructure Ltd

MWH Treatment Ltd

N

National Federation of Builders Ltd

Nottingham City Council

Nottingham Trent University

P

Pagabo

Paul Fenner (BDO LLP)

Phil Lamarre (Chapman BDSP)

Pippa Thomas (Freeman Clarke)

Q

Quadrant Building Control

R

Robert Woodhead Ltd

Roe Timberframe Ltd

S

Sally Wilson (Institute for Employment Studies)

Salus Approved Inspectors

Sandwell Borough Council

Seddon

Severn Trent

Shakespeare Martineau

Shropshire Council

Site Diary

SMB Group

SMD Ltd

Stafford Borough Council

Staffordshire County Council

Stepnell Ltd

Steve Green (J13 Consulting)

Stoke & Staffs LEP

Stoke on Trent City Council

Stride Treglown

Stuart Bale (Sir Robert McAlpine Ltd)

Stuart Homes (Sir Robert McAlpine Ltd)

Sustainability West Midlands

T

Technical Design Services Group

Telent

Totally Modular Ltd

U

University of Lincoln

V

Vagdia & Holmes Ltd

Veritas Consulting Ltd

Viewpoint Construction Software Ltd

Vinci Construction UK Ltd

Virtechs Ltd

W

Warwickshire County Council

Waterman Structures Ltd

Wates Construction Ltd

West Midlands Combined Authority

Willis Consultancy

Wolverhampton Council

Wright Hassall LLP

X

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What is Constructing Excellence?

Creating an Industry of Opportunity

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

Objectives

Sharing
Influencing
Networking

Theme Groups

Construction Clients Group
Health & Wellbeing
Innovation & Sustainability
Procurement & Productivity
Quality & Compliance
Smart Construction

Clubs

Birmingham &
Black Country
Coventry &
Warwickshire
East Midlands
Herefordshire &
Worcestershire
Shropshire
Staffordshire

Benefits of Membership

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

- **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**

Along with discounts to CESW events, the most benefits are gained by active involvement in the work of CEM, particularly the Theme Groups, and with this in mind we would urge members to join the groups.

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 has 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 Midlands centre, i.e. Birmingham & Black Country, Coventry & Warwickshire, East Midlands, Herefordshire & Worcestershire, Shropshire and Staffordshire 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 Midlands has access across the Midlands events, activities and clubs managed from the Midlands Centre (i.e. Birmingham & Black Country, Coventry & Warwickshire, East Midlands, Herefordshire & Worcestershire, Shropshire and Staffordshire Clubs). Within your regional membership is an entitlement for one individual from your organisation to also join the individually administered Club of their choice (i.e. Birmingham & Black Country). Regional membership does NOT entitle its employees to discount from National events where published. Membership rates start from as little as £120 for individuals / £240 for companies and are set according to industry spend (clients) or business size (contractors/suppliers/consultants). Full details can be found at:

www.cemidlands.org/join-now/

When members join (National or Regional) they are asked if they would like to become members of any Theme Groups. These various groups are:

- **Construction Clients' Group (clients only)**
- **Health & Wellbeing**
- **Innovation & Sustainability**
- **Procurement & Productivity**
- **Quality & Compliance**
- **Smart Construction**

Regional members can display their company profile and logo on the CEM website and will have access to the members area of the website.

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- * Regional membership does NOT entitle its employees to discount from National events where published.

Club Members

Club Membership within the Midlands falls into two categories:

- 1 Self-contained clubs i.e. Birmingham & Black Country. Membership fees are set by each individual club.
- 2 Clubs managed from the Midlands centre i.e. Birmingham & Black Country, Coventry & Warwickshire, East Midlands, Herefordshire & Worcestershire, Shropshire and Staffordshire. Membership Fees: Organisations £240, Individuals £120.

- Club Membership does not include participation in any of the Theme Groups.

- * Club membership does NOT entitle its employees to discount from National or Regional events where published. Club members only receive discounts for their OWN club events.

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

In Summary

National Members receive National, Regional and Birmingham & Black Country, Coventry & Warwickshire, East Midlands, Herefordshire & Worcestershire, Shropshire and Staffordshire Club discounts as though they are regional and club members.

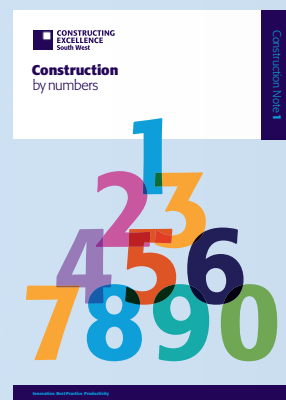
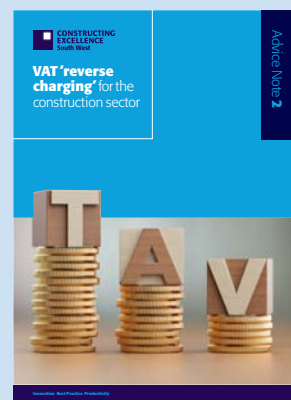
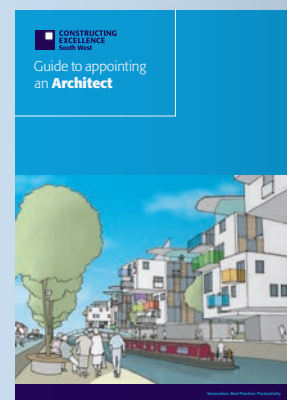
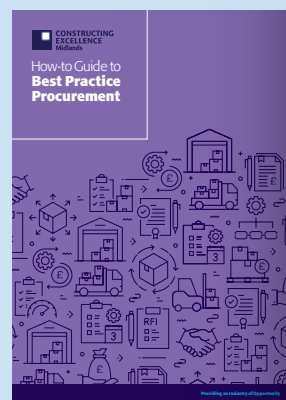
Regional Members receive regional and Birmingham & Black Country, Coventry & Warwickshire, East Midlands, Herefordshire & Worcestershire, Shropshire and Staffordshire Club discounts as though they are club members.

Club Members only receive discounts for their OWN clubs.

With the launching of our new website memberships will be managed via the website and will renew annually on the anniversary of joining.

To join, visit:

www.cemidlands.org/join-now/



Constructing Excellence Midlands publishes a wide range of guides and advice notes on best practice principles

Constructing Excellence Midlands

c/o Harrison Clark Rickerbys Limited
63 Church Street, Birmingham B3 2BP

info@cemidlands.org
www.cemidlands.org



CONSTRUCTING EXCELLENCE Midlands

