

Diploma
in Collaboration
in Construction
2023



**CONSTRUCTING
EXCELLENCE**
Midlands

Academically benchmarked by



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Collaboration
Leadership
Psychology
Sustainability
Process
Value
Integration
Design
Compliance
Management
Contract
Smart

What's In This Document?

Diploma Academic Accreditation

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The University of Wales Trinity Saint David (UWTSD) feel very privileged to be working with Constructing Excellence Midlands to enable academic benchmarking of the innovative 'Diploma in Collaboration in Construction' provision.

Constructive collaboration is the first step towards a better industry in general, significantly improving trust and enabling far more interaction between different a wide range of teams and companies. We fully recognise that construction projects are becoming more complex. Effective collaboration is increasingly becoming a key factor in completing projects on time and within budget while delivering a quality product for our clients. The University identifies collaboration as also leading to many benefits like adoption of new innovations, while still delivering time, and cost-savings for the client.

Good project collaboration is more than just everyone completing tasks on schedule. It involves building a strong relationship with all stakeholders based on trust and respect to work together to successfully complete a project. Being able to cooperate and coordinate efforts to improve productivity is essential.

By collaborating with Constructing Excellence Midlands, The University of Wales Trinity Saint David have academically benchmarked this provision. This allows us to identify and recognise the level of academic learning being met by those attending and completing this innovative programme. We feel that by supporting this exciting provision, innovation and best practice within the construction sector can be distributed widely through clear channels of collaboration, knowledge sharing and networking.

Gareth Wyn Evans

Head of the Construction Wales Innovation Centre at University of Wales Trinity Saint David



There can be no doubt that the need for collaborative working within the UK construction industry has never been greater. Report after report since the mid nineties have outlined the necessity for collaboration to replace the traditional adversarial culture and for integrated supply chains to replace the fragmented nature of the sector. More recently Dame Judith Hackitt commented in her review following the Grenfell tragedy:

“We need to maintain the spirit of collaboration and partnership which has been a feature of the review process to date. In a sector that is excessively fragmented, we have seen during this review a will to work together to deliver consistent solutions. This will be especially important going forward to change culture.”

With the economy expected to go into recession in late 2022 the need for our industry to adopt lean principles is essential and to be able to do this we must adopt a collaborative culture. The only way we can deliver 'more for less' or to get a 'bigger bang for our buck' is to have integrated collaborative supply chains. This level five diploma, academically benchmarked by the University of Wales, sets out to deliver the tools and techniques individuals will need to ensure that this essential collaborative culture can be delivered.

One client recently commented, 'the UK construction knows the word collaboration but doesn't have the necessary behaviours and culture to deliver it'. Delegates undertaking this diploma course will add additional important skills in collaborative working to the advantage of themselves, their organisation and any projects on which they are involved. Clients will want their supply chains to have these skills and supply chain members may use them to win work. This diploma course provides you with the chance to be an early adopter in this critical area.

Andrew Carpenter
Chief Executive
Constructing Excellence Midlands



What are we proposing this Diploma will achieve?

The Course Proposal

CE Midlands will deliver a ten month online course on one half day a month followed by additional reading material, homework and an indication how what has been learned will be included in the delegates' day-to-day activities on the following topics:

Introduction to the Principles of Collaboration and Integration in Construction Marc Preite, Sherwood Forest Hospitals, NHS Foundation Trust	1
Leadership & Team Management Vaughan Burnand, VEB Lean	2
ISO44001 Collaboration to include Behavioural Science & Psychology Howard Betts, LeadersMeets	3
Lean and Continuous Improvement, Process and Value Stream Mapping Richard O'Connor, Aspen Global	4
Value Toolkit to include the Construction Playbook Rob Faro, T Clarke	5
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Smart Construction (Digital and Offsite) David Emery, Supply Chain Sustainability School	7
Quality and Compliance Steve Green, Bowmer + Kirkland	8
IPI Initiative Louise Lado-Byrnes, IPIInitiatives	9
Collaborative Forms of Contract John Kelly, Freeths	10

Tutors may change due to circumstances beyond our control

How will the Diploma help the delegates and construction?

The Course Benefits

Aims to create

The next generation of leaders
New behaviours
Positive disruption
Technology-led approaches

Individual

Tools and techniques
Networking with industry peers
Developing new contacts
Develops mutual understanding within the team
The chance to enjoy working within the construction sector

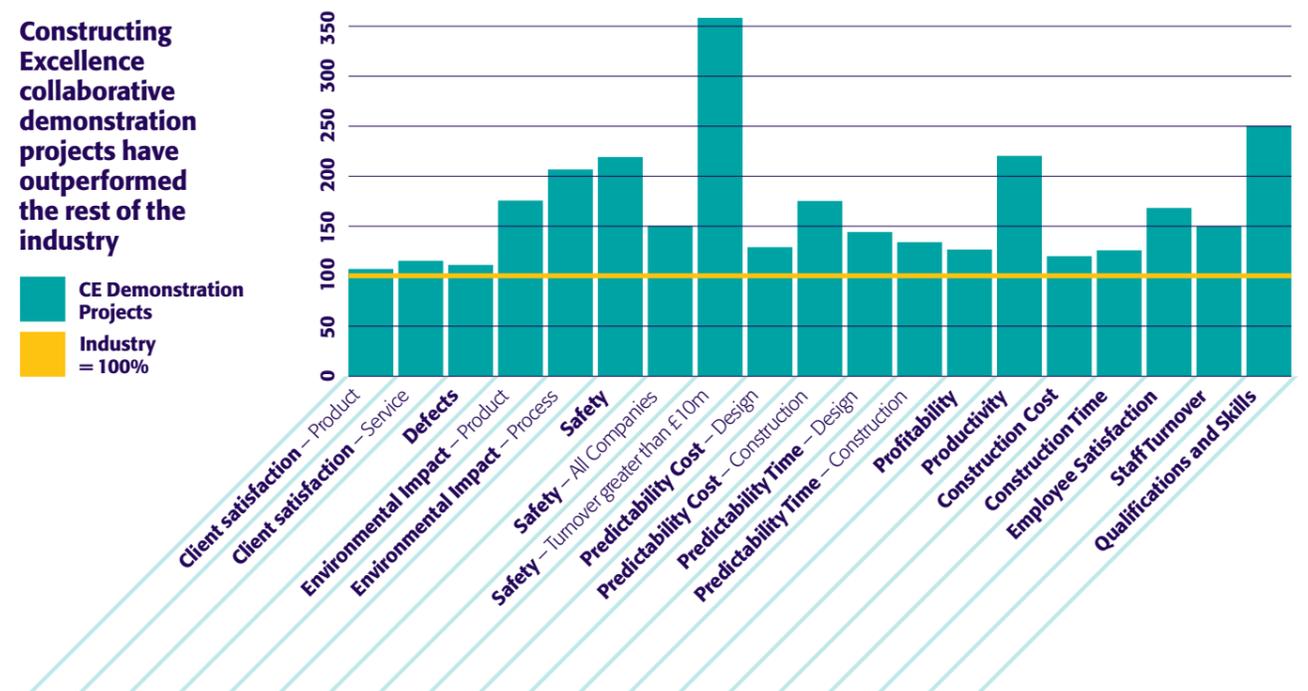
Employer

Preparedness of future leaders
Positive response to gap analysis in collaboration
Show potential clients you have staff with accredited collaborative skills

Industry

Fulfil need identified by clients
Highlight financial and other benefits as shown below
Galvanises pockets of best practice into one diploma
Ability to deliver on industry reports e.g. *Hackitt Review*, *Construction Playbook* and *Value Toolkit*

Constructing Excellence collaborative demonstration projects have outperformed the rest of the industry



Courses and Tutors

“Excellent session. Most relevant to my work thus far. Steve was very inclusive and helped bring some good discussions.”

“Really enjoyed the module and have taken a lot of ideas away and want to see how I can implement them, within the context of work we undertake. Like a few people mentioned at the end, I would love to here if you had examples of how integration has worked on smaller projects where it is a lot more tempting to pick the traditional. Again, really good presentation. Great to have multiple speakers bringing their expertise.”

1
Introduction to the Principles of Collaboration and Integration in Construction
Marc Preite Sherwood Forest Hospitals, NHS Foundation Trust

This diploma equips delegates with a set of collaboration tools, along with the knowledge of when and how to use them, which is not available anywhere else. The course provides a unique learning opportunity, where clients, consultants and the entire supply chain go through the learning process, together.

On this course you really will develop mutual understanding across all parties, which is the vital ingredient to a long-term collaborative relationship. Arguably there is as much value in the collaborative learning process, as there is in the learning itself.

Marc's experience has included several collaborative service improvement projects for multiple clients such as major housing associations and NHS Trusts. He was one of the national leads on a two-year journey where 20% savings were realised across cost, time and value and increased customer satisfaction to new highs on the delivery of capital and responsive programmes. Marc has lived and breathed collaboration since learning, practising the behaviours, skills, and tools contained within this diploma.

In the first module of the diploma Marc will give an overview of each of the modules and their importance and cover the common issues running through them such as:

- Current issues/factors
- Risk
- Culture and behaviours
- Why it goes wrong
- Common barriers
- Cost versus price
- Value and waste.

2
Leadership & Team Management
Vaughan Burnad
VEB Lean

With over 40 years' experience in the construction industry, over half of that time in senior leadership roles in companies and the industry as a whole, Vaughan was CEO for Shepherd Construction, Chairman of Constructing Excellence, Chairman of Health and Safety for the Major Contractors Group and CIOB respectively over a period of 10 years.

In this module Vaughan will cover:

- Introduction to leadership at all levels within an organisation
- Key attributes of leaders
- Benefits of leadership training
- Key leadership issues including: - Vision - Values - Strategy - Leadership vs management - Attributes of great leaders - Leadership styles - The key role of leadership - Levels of work - Maslow's Need Hierarchy - Hogan Leadership - Communication - McKinsey's 7S - Change management - Handy's Hexagon Contract and social value.

The module is based on Vaughan's own experience in establishing strong leadership and sustainable culture. Leadership is a lifetime issue and the module is to kick start the delegate's enthusiasm and approach to leadership and assist them in developing their own response within their own circumstances.

3
ISO44001 Collaboration: It's about mindset
Howard Betts
Executive Development

Howard has over 35 years' experience in the field of leadership and organisational development having in this time worked with many leading organisations and brands both nationally and globally. He is the senior partner of Executive Development and co-founder of LeadersMeets Ltd.

This module will look at the key psychological and behavioural factors that impacts collaboration between people and organisations through the lens of 'mindset'. Mindset is extremely influential, for it reflects the beliefs and attitude we have about situations, other people, our organisation, and other organisations – what psychologists refer to as 'objects'. Our mindset impacts the actions that we take; our behaviour; the quality of our relationships; the interactions we have; and crucially in this context, the way we chose to collaborate, or not, with others and thus the quality of our collaboration.

This module will cover:

- Beliefs, Values, Attitude, and Behaviours – our 'Frame of Reference' ;
- Six common behavioural areas where mindset impacts collaboration;
- Collaborative Behaviours – a 'Competence' approach (ISO 44001);
- Communication – Johari Window
- 'Friction' – Interference Factors and NVA (Non Value Activities) that impact Performance and Collaboration ;
- Behavioural 'Gaps' – a 'Mission' approach to Collaboration.

4
Lean and Continuous Improvement
Richard O'Connor
Aspen Global

Presently a Director at Aspen Global, Richard is a recognised lean practitioner, trainer and coach. In 2002, he successfully led the DTI lean construction pilot and supported the creation of the CLIP programme with BRE. Since then, Richard has held lean manager and director roles in leading UK construction companies and has worked as a consultant helping many construction clients, designers and contractors to achieve impressive improvements in project delivery performance.

In the lean continuous improvement training module Richard will cover:

- Introduction to lean principles, processes and practices
- Benefits of lean construction
- Key lean processes including - Lean collaborative planning - Visual management - 5S workplace organisation - Date collection, analysis and root cause problem solving - Work observation and productivity improvement
- Other lean processes / practices including gema walks, standardised work, quick changeover, value stream mapping
- Case studies to demonstrate how key lean processes have helped to 'raise-the-bar' on project delivery performance
- Barriers to success and how to overcome
- Action planning to apply lean to your place-of-work and projects.

5
Value Toolkit to include the Construction Playbook
Rob Faro
T Clarke

Rob is Director for UK South and Healthcare UK at TClarke. He has a focus on leadership and development within the construction industry and the positive impact that true collaboration and the use of technology could transform the industry.

Rob will address issues of:

- Construction's influence on the wider economy and the importance of delivering outcomes
- Philosophy of value and forerunners to the Value Toolkit and Construction Playbook
- The Construction Playbook – overview and detailed implementation
- The Value Toolkit - Client approach - Value definition and value-based procurement - Ongoing measurement of value.

In developing the Value Toolkit the industry has seen many examples of construction projects failing to deliver business-plan objectives. This is often due to a poor understanding of outcomes and value, and too much haste to get to a solution, rather than understand the problem. The Construction Playbook and the Value Toolkit resolve this by putting the delivery of outcomes at the centre of all decision making.

6
Design for the Environment
Noel Street
Places Development Consultants

Noel has recently set up TriPlaces Developments, following over 35 years working as Director of major architectural and multi-disciplinary practices including 3DReid, AHR, Corstorphine & Wright, RPS and Atkins. He brings extensive experience of developing and managing client relations, project programming, managing and delivering positive outcomes on large scale, complex projects and frameworks across all project phases of Public and Private Sectors in the UK.

This module will provide the following:

- Introduction to sustainability and the role of construction in tackling climate change
- Understanding and reducing energy consumption and carbon emissions in the built environment
- The impacts that materials and the supply chain have on emissions
- The importance in considering the built environments impact on health and wellbeing.

The built environment accounts for a significant portion of the world's greenhouse gas emissions. But how much? How can we influence the built environment to reduce its fair share of consumption and emissions? How can we adapt our buildings for the inevitable impacts off climate change? And, how do we make sure that buildings are healthy and consider our wellbeing?

This module will aim to provide the participant with the general knowledge surrounding these questions.

7
Smart Construction (Digital and Offsite)
David Emery
Supply Chain Sustainability School

David Emery has provided BIM-related specialist advice and consultancy services to a range of clients, including some of the biggest construction companies in the U.K. and has delivered presentations, training and workshops to more than 1,500 businesses.

David is a consultant with the Supply Chain Sustainability School and is that organisation's B.I.M. and Offsite specialist. David also helped deliver another CITB-funded project entitled 'Delivering a Digital Mindset', working with the likes of Tideway, Skanska, Costain and UCL.

In this module we will look at the following:

- What do we mean by offsite and MMC?
- What will offsite mean to the designer, the QS, the procurement lead, the logistics team, the site manager and the project manager?
- What are the characteristics of a digital leader?
- The business case for digital
- Cyber security
- Digital adoption – the construction site of the future.

The successful 21st century construction project will result from a combination of innovative thinking, collaborative working and technological advances. This module will help you understand some of the opportunities that are available and how to instigate change in your organisation.

8
Quality and Compliance
Steve Green
Bowmer + Kirkland

Steve has recently joined the Frameworks Team in Bowmer + Kirkland, following over 40 years in construction. Working for both national and regional contractors in Commercial, Design Management, Procurement and Business Improvement roles, Steve has a wealth of experience from a multitude of perspectives.

In his interactive session Steve will address:

- Some quality roles and definitions
- What happens when we get it wrong?
- How much does poor quality cost the industry?
- How does it go wrong?
- How can we prevent it going wrong in the future?
- Behaviour and culture in quality – making change 'stick'
- What will you do differently tomorrow?

Combining Design Management, Commercial and Business Improvement skills, Steve is passionate about connecting up the dots, both within and across businesses, to deliver a collaborative approach to quality. Delegates will be equipped with the necessary knowledge and skills to understand both the real cost and root cause of error. The ability to spot in advance where the risks to poor quality lie in a project and how to avoid them. Following the course, delegates will be equipped to work collaboratively in reducing error and thereby improving productivity across the industry. Whether Client, Consultant, Tier 1 or Tier 2, we all have a role to play in changing our behaviour in regard to quality.

9
Integrated Project Insurance (IPI) Initiative
Louise Lado-Byrnes
IPInitiatives

Louise is a Director and owner of IPInitiatives who developed the IPI Model. She has a background in main contracting in her earlier career, worked at board level of a national contractor, from a degree in construction management and design, and latterly Collaborative Consultancy.

IPInitiatives own the IPI Model and Alliance Contract, using Insurance Backed Alliancing (IBA). It is named in the Government Construction Strategy as a new model of construction. IBA is a positive disruptor in the industry for procurement, and delivery. The aims of the model are being exhibited daily with real changes in behaviour and a true no blame collaboration liberated by getting rid of contractual and insurance barriers. In terms of the effect on how businesses work in the digital age, it removes the contractual and insurance barriers and negates the need for PII. Louise has witnessed the freedom and innovation this permits in design and delivery over three trial projects where federated models and shared platforms, digital twin etc are used and shared from day one. Louise's module will cover the following:

- Introduction
- Introducing IPI - Building an alliance - How the insurance works - The process
- Key differences
- Alliance contract
- Suppliers and constructors integration from day 1
- Behavioural differences – contractual impacts
- Commercial considerations
- Client and alliance benefits

10
Collaborative Forms of Contract
John Kelly
Freeths

Presently a Director at Freeths LLP, John has over 39 years of experience in the construction industry and has occupied many roles, from project manager, to chartered quantity surveyor before re-training as a construction specialist solicitor in 1999. In these roles, John has worked for industry leading firms, including Gardiner and Theobald, Turner and Townsend; Beachcroft Wansborough and Freeths LLP.

Whilst technically a dispute lawyer, John's particular role within his current firm is to assist on live problem projects with a view to steering them towards a better outcome.

John will address the issues of:

- Does Collaborative Procurement need a contract?
- What types of Contract support collaborative procurement?
- What standard form contracts support collaborative procurement?
- How does a Framework Alliance Contract Operate?
- How does a Team Alliance Contract Operate?
- What are the causes of disputes in construction contracts and how can Collaborative Procurement reduce disputes?

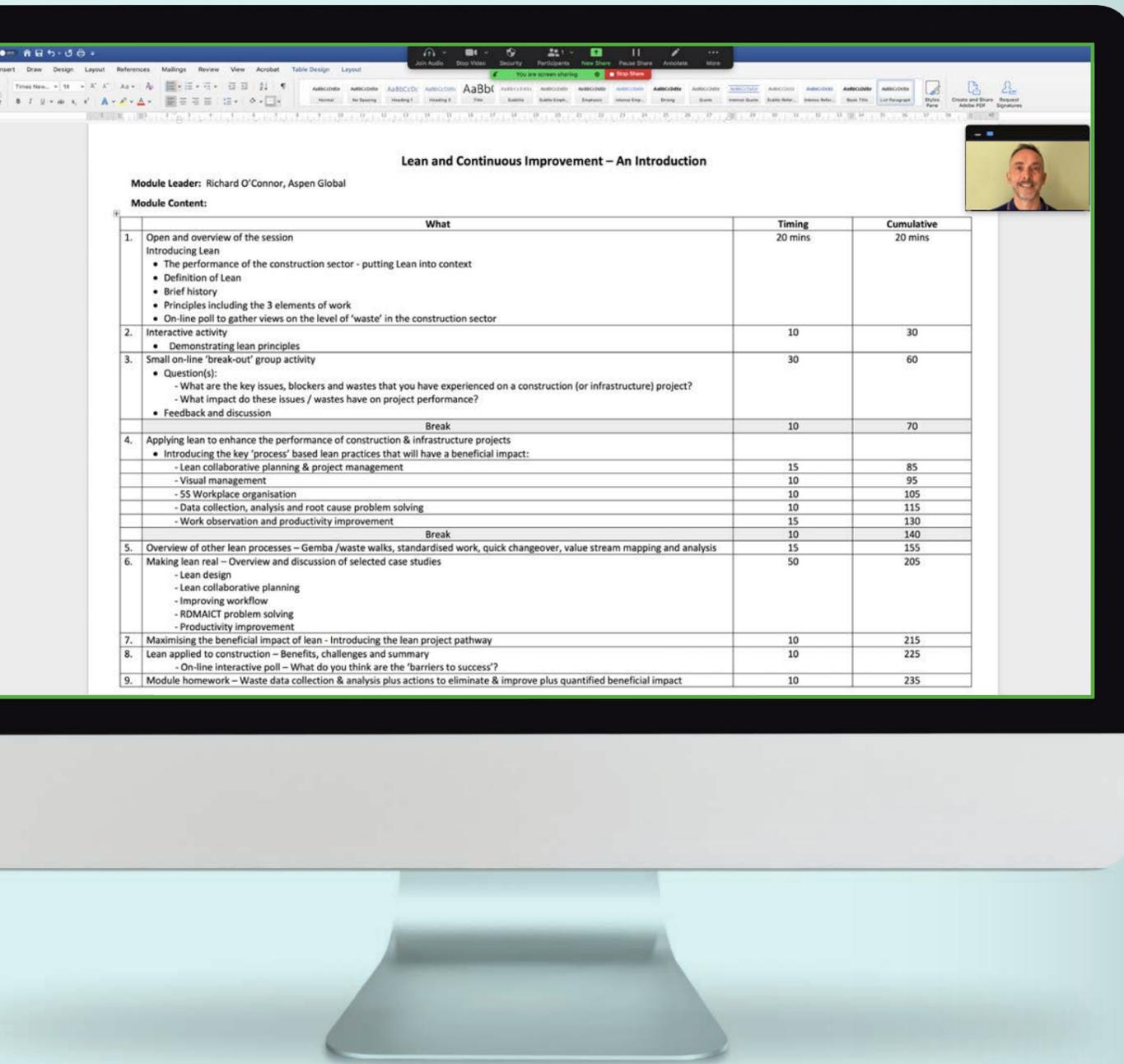
John has observed over the years how construction disputes often have a common DNA with predictable driving factors that cause disputes. John believes these driving factors can be addressed by collaboration and will explore and set out how such measures can be reflected within a legal framework.



Example Course Module

“Coming from architectural consulting in to an MC organisation – it’s again refreshed the desire/need to promote the topics discussed earlier in our conversations with clients etc. It has also encouraged me to be more open about what our employer could do to support wellbeing and the needs of staff. Thanks.”

An impression of what a module might look like for delegates on the fourth section of the course, Lean and Continuous Improvement.



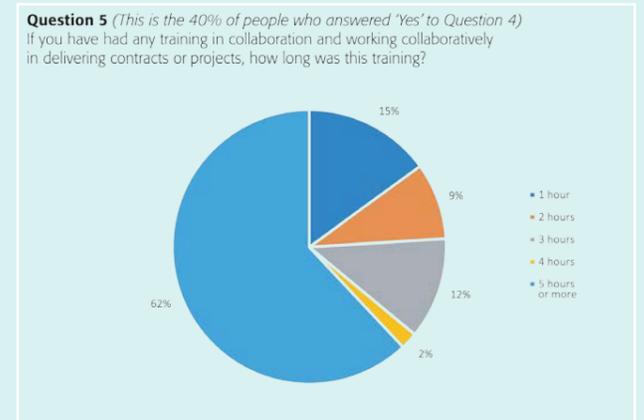
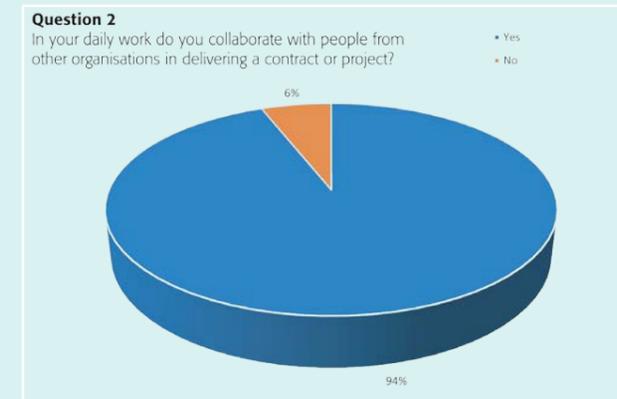
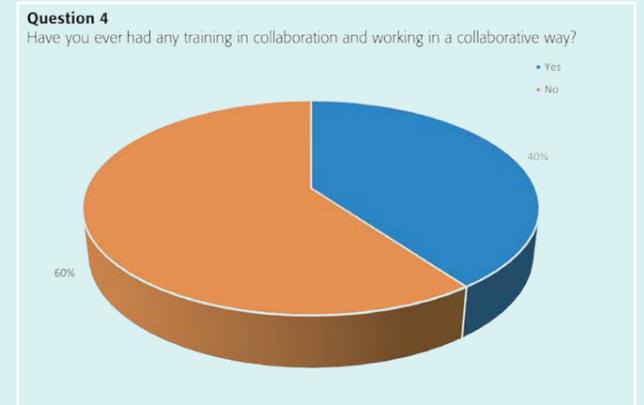
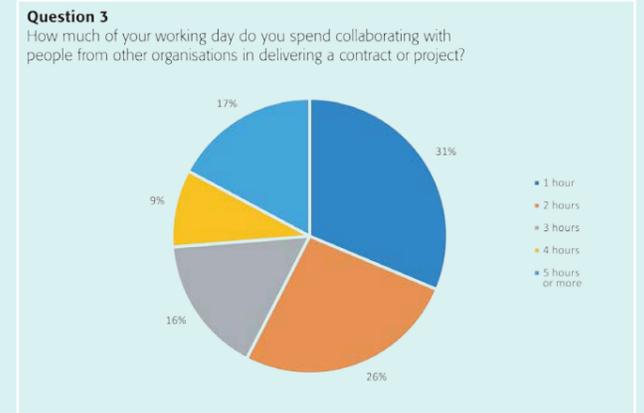
Survey On Collaboration

The purpose of the short survey was to find out:

- How important Collaboration and Working Collaboratively is;
- Ascertain how much time is spent in Working Collaboratively in delivering successful contracts and projects;
- Whether they had undertaken any training in Collaboration and Working Collaboratively; and
- If so, how long was this training.

Process

The people contacted were from a data base of those who had attended one or more of the CE Zoom webinars hosted by LeadersMeets between 2020 and 2022.



Diploma Case Study

Ele George is the founder of elevate, a sustainable construction consultancy SME. She is a sustainability consultant and environmental engineer who specialises in off-site systems and modern methods of construction (MMC). Her current focus is on the applications of retrofiting.

Ele completed the 2021-22 Diploma in Collaboration in Construction.

elevate
future of the built environment



"I signed up to the diploma because I wanted to broaden my knowledge on collaborative practices within the construction sector.

"My main client is Energiesprong, for whom I fulfil the role of collaboration hub manager. The diploma is highly relevant to my work with the client, and therefore I was eager to learn more about creating a culture of collaborative working through the modules and apply the learnings accordingly.

"The sessions throughout the course were sufficiently in-depth and delivered to a high quality. They included details on each topic on collaboration in construction without being too long that it took a significant time out of my working day.

"Rather than a specific module, what I found most insightful is that there were several reoccurring themes running through each section.

"One such theme was that value-based decision making brings about the best outcomes for all – the construction workers, the client and the building users. Traditional cost-based decision making is the old approach, but for the best outcomes we must collaborate and embrace a new values-based approach, which is importantly stressed in the diploma.

"The importance of going digital was also a prominent item in the course content and group discussions. The golden thread of information is vital if we are to fulfil our aspirations to build more sustainable and quality buildings and adopt circularity approaches.

"Furthermore, off-site and MMC were repeatedly cited as ways that we can build better, but this approach in itself requires a high degree of collaboration. What we haven't yet addressed in the sector is how we can sufficiently respond to insure, fund and certify these new approaches. The technology is present but the financial support must catch up.

"One key takeaway from the diploma has been a personal realisation that most of the sector still needs to get on board and adopt an MMC-focused approach. While I am already advocating for this uptake in my role, I may be working in an echo chamber. The course has helped me to be more conscious that further education and conversations across construction supply chains need to be had.

"I would highly recommend this diploma people working across all specialisms in the industry. The course has been a great way to understand from a board range of construction professionals how and why we must adopt new approaches in construction. From writing a project brief to setting a company vision, the key learning is that collaboration and early engagement are essential if we want to share the risk but also share the reward."

Rob Faro is a building services engineer and director at contractor TClarke, in its UK south region. He is also a member of the group's management board and brings experience from an electrical engineering background.

As the firm's UK director for healthcare, Rob brings more than 18 years' experience delivering projects in this sector. His passion is the driving force behind TClarke's delivery of high quality, complex projects, including on healthcare frameworks and for its specialist imaging department.

Rob has recently completed the one-year Diploma in Collaboration in Construction from CE Midlands, and will be joining the module delivery team for the next iteration of the course. He said:

"I signed up to the diploma to gain additional knowledge and develop my collaborative skills, but also to pass these learnings onto the business. This will enable us to better support our clients and supply chain partners through a more united approach to the construction industry.

"I really enjoyed the delivery of the modules - the online sessions reduced the time commitment required and allowed concise, informative sessions to be delivered dynamically to participants.

"Module three, which incorporated elements of behavioural science and psychology, was a particular standout session due to my invested interest in leadership and development as part of my responsibilities at TClarke. All the modules had several points of interest and ideas that applied to my day job.

"I have since applied several takeaway items from the course to both internal development and project challenges in my own work. The key is that all these things come together to form the ingredients of a collaborative approach, where quality, value, safety and leadership can altogether deliver a better construction industry.

"I highly recommend this diploma to professionals from all construction backgrounds. The investment of time and money into this diploma not only benefits the individual but also their wider business. The resources provided are incredibly useful and relevant enough to be used daily in all sectors. By educating more people through courses such as this, we have a chance of improving construction from a collaborative standpoint.

"Taking part in the diploma has enhanced my passion for improving the industry and developing an environment where we all work together to attract the very best talent, and deliver brilliant projects. This diploma brings together people with similar goals, so I am keen to remain part of this transformation and I look forward to delivering the next course's module on The Value Toolkit and The Construction Playbook."

TClarke



Costs and Details

Course cost: **£2,500 + VAT per delegate**

- Note: A discount of 20% will apply for 2 or more delegates for those wishing to send attendees from your own organisation and / or from your supply chain.

Each module will take place monthly, commencing 10th January 2023 with a face-to-face meeting in Nottingham, then as follows:

- February 2023 – October 2023 online
- First Tuesday of the month
- 09.00 – 13.00

Podcasts:

- A podcast has been recorded discussing the nature of the course. Others are planned for future release. [Listen here](#)

Requirements:

- 10 hours per module
(4 hours per taught module plus 6 hours of homework / reading)

In addition to the course itself we also offer the following:

- Individual four-hour modules on any of the subjects @ **£250 + VAT each** Delegates will obtain a certificate.
- Taster one-hour sessions on each subject @ **£100 + VAT each**
This will concentrate on the collaboration required and not include tools and techniques. Delegates will obtain a certificate.

“Looking forwards to the rest of the course. It was good to understand what the diploma will help me with in my job role and how it will let me develop. The module was informative and kept my interest throughout. Great session with a good spread of people from different construction related backgrounds...couldn't fault this session, Marc's input was great.”

Disclaimer

This publication is for information purposes only and does not constitute advice including legal advice. It is recommended that specific professional advice is sought through your professional advisor before acting on any of the information or opinion given.

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Online course programme hosted by  **LeadersMeets**

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