



in London and the South East

**AWARDS 2016**

Project of the Year **Inspiration** Achiever of the Year  
Leadership & People Development  
Integration & Collaborative Working Client of the Year  
Outstanding Customer Satisfaction **Innovation**  
Health & Safety BIM Project of the Year  
SME of the Year Apprenticeship Initiative  
**Collaboration** Sustainability  
Whole Life Value Young Achiever of the Year

Recognise the best and inspire the rest

**KNAUF**

Brochure sponsor

**Westfield**

Headline sponsor

# The Constructing Excellence network – value through collaborative working

Constructing Excellence is a platform for industry improvement to deliver better value for clients, industry and users through collaborative working. We bring together informed clients with leading industry players, universities and other stakeholders.

Better together for:

- Ideas and inspiration
- Evidence and intelligence
- Conversations and connections
- Influence and leadership

Through collaboration and integration we drive the true 'value' of good built facilities in use for clients and end users; value that far outweighs the costs of design, construction and operation.

Constructing Excellence has no boundaries – we are a not-for-profit organisation, supported nationally by thousands of companies committed to developing and sharing knowledge between industry, clients, government, education and research.

Through the national body, regional centres and local business clubs, we seek to improve industry performance from buildings to infrastructure, all parts of the demand and supply chain, all disciplines, professions and trades.

## SECBE

SECBE is the regional centre for Constructing Excellence and is the link between the National body, the local clubs and other teams in the Constructing Excellence Regional Network (CERN). Independent and not-for-profit we share a common vision.

We all work hard to provide forward thinking companies with support and opportunities to achieve sustainable business and regional economic growth through:

- Innovation and research
- Benchmarking and demonstrations
- Knowledge transfer and learning
- Networking and thought leadership

For information about joining Constructing Excellence nationally or regionally contact Derek Rees on **0118 920 7207**

## G4C

Generation 4 Change is a sub-group of Constructing Excellence with a mission to change the construction industry. Why? Because one day these young people will be the ones left to manage the outcomes of today's decisions. An ever growing regional base is making G4C more accessible and its online presence continues give everyone an opportunity to put their opinion forward. Join G4C and take part in their events, workshops, debates and seminars. Join other young achievers today [www.G4C.org.uk](http://www.G4C.org.uk)

## Local business clubs

Constructing Excellence business clubs are a great source of CPD and networking. They are for innovative people who want to share knowledge and ultimately improve their business bottom line. Anyone with an interest in construction is welcome to join – the only pre-requisite is a commitment to improving performance. Annual corporate membership ranges from £80 – £200, providing extremely good value for money. Contact your local club to get involved.

### Local business clubs

**Oxfordshire**  
**Clare Deakin** – 0163 536 000  
Email: [clare.deakin@kier.co.uk](mailto:clare.deakin@kier.co.uk)  
[www.constructingexcellenceoxford.org](http://www.constructingexcellenceoxford.org)

**Bucks**  
**Harvey Tait** – 0123 478 0142  
Email: [harvey@delever.com](mailto:harvey@delever.com)  
[www.mk50club.co.uk](http://www.mk50club.co.uk)

**London**  
**Barry Dobbins** – 0207 928 7888  
Email: [barry.dobbins@watermangroup.com](mailto:barry.dobbins@watermangroup.com)  
[www.londonconstructingexcellence.org.uk](http://www.londonconstructingexcellence.org.uk)

**Kent**  
**Paul Tollervey** – 0774 776 7324  
Email: [ptollervey@knauf.co.uk](mailto:ptollervey@knauf.co.uk)  
[www.kentconstructingexcellence.co.uk](http://www.kentconstructingexcellence.co.uk)

**Berkshire**  
**Will Barrett** – 0163 586 2222  
Email: [williambarrett@francisconstruction.co.uk](mailto:williambarrett@francisconstruction.co.uk)  
[www.constructingexcellenceberkshire.org](http://www.constructingexcellenceberkshire.org)

**Surrey**

**Hampshire**  
**Robin Thorpe** – 0776 673 3312  
Email: [cehants@gmail.com](mailto:cehants@gmail.com)  
[www.cehants.org](http://www.cehants.org)

**Sussex**  
**Charles Haywood** – 0797 362 9283  
Email: [charles.haywood@macconvilles.com](mailto:charles.haywood@macconvilles.com)  
[www.sussex.constructingexcellence.org.uk](http://www.sussex.constructingexcellence.org.uk)

**Croydon**  
**Stephen Parker** – 0193 258 4700  
Email: [stephen.parker@willmotttdixon.co.uk](mailto:stephen.parker@willmotttdixon.co.uk)  
[www.croydonconstructingexcellence.co.uk](http://www.croydonconstructingexcellence.co.uk)

# Welcome to the Constructing Excellence in London and the South East Awards 2016

I'm delighted to add my personal and public support to these Constructing Excellence awards, both as co-chairman of the Construction Leadership Council and as Chief Executive of Crossrail.

Constructing Excellence and the Construction Leadership Council brings together clients, consultants, contractors, specialists and manufacturers, to collaborate and provide the leadership needed for real positive change. Crossrail is using its leverage to set new standards for all for construction projects.

We share a determination to inspire, inform and enable every business and every person to help transform the UK construction industry and position it as a driver for productivity across the wider economy.

Constructing Excellence, in particular these awards, directly helps by recognising the very best already in our industry to inspire and inform others to rethink their own business. Crossrail applied lessons from the

2012 Olympics and other major projects, and is now using its programme to develop and demonstrate better ways of working to inform and inspire the wider sector.

Our industry is going through its own 'digital revolution' long after most other sectors have enjoyed consequent productivity gains, increased predictability and profitability, better health & safety, and reduced carbon. Critical issues of skills, supply chain and business models, innovation, sustainability, trade and communication must be tackled now and at every level in order for businesses and our sector to achieve the transformations set out in the Construction 2025 industrial strategy.

So 'stand on the shoulders of giants'! Use these winners and finalists to improve your business, your customers and your colleagues to deliver truly outstanding performance.

**Andrew Wolstenholme OBE**  
Chief Executive Crossrail



Andrew Wolstenholme OBE

## Contents

About Constructing Excellence	2	Our Sponsors	24
Foreword	3	Health & Safety	26
Knauf – <i>Invested in the future of UK construction</i>	5	BIM Project of the Year	28
Meet our Judges	6	SME of the Year	31
Client of the Year	10	Apprenticeship Initiative	34
Outstanding Customer Satisfaction	12	Leadership & People Development	36
Integration & Collaborative Working	14	Achiever of the Year	38
Whole Life Value	17	Young Achiever of the Year	40
Sustainability	19	Project of the Year – Buildings	43
Innovation	21	Project of the Year – Civils	45

# WANT AN APPRENTICE BUT CAN'T EAT A WHOLE ONE... **WHY NOT SHARE?**



CoTrain is SECBE's shared Apprenticeship Scheme, delivered in partnership with CITB. Our aim is to secure a sustainable workforce for the future. To this end, we support contractors to engage with young people and help them to develop their skills to progress to a career in construction.

We currently employ over 40 apprentices from site technician to ground-worker. We deal with all employment obligations and college frameworks, leaving contractors to deliver the experience and hands-on training they need to become valuable members of the workforce.

Contact **Samantha Page** to find out how we can work with you and your supply chain, on **0118 920 7201** or email **samantha@cotrain.org.uk**



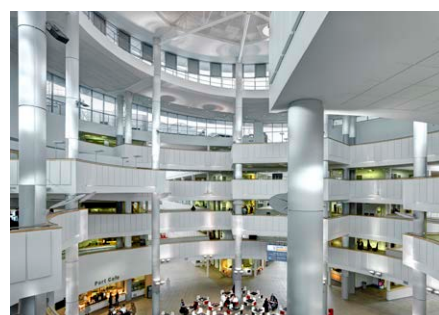
CONSTRUCTION  
YOUTH TRUST

Help us support  
the future of  
construction



@ConstructionYT [constructionyouth.org.uk](https://www.constructionyouth.org.uk)





# Invested in the future of UK construction

Knauf is one of the world's leading manufacturers of lightweight building products and systems; an innovative approach to materials manufacturing is a cornerstone of our corporate strategy.

Part of the Knauf Group, a family operated business, Knauf UK has a strong tradition of technical excellence and innovation to help meet the ever evolving needs of the construction industry. Knauf employees play a major part in the success of the company. Their performance, competence and motivation are based on the implementation of the Knauf values of entrepreneurial spirit and dedication.

Our commitment to innovation is part of the reason we align with awards programmes like the Constructing Excellence in London and the South East Awards. Awards that recognise outstanding companies and projects that have delivered improvement in all-round performance through collaborative working and a real desire to make a difference.

At Knauf we recognise the importance of collaboration and integration within the industry and that is why we partner with key organisations to ensure the buildings we create consistently meet and exceed performance standards.

While innovation has always been at the forefront of our corporate strategy, we understand that sustainability and responsible resourcing remain critical issues across the industry. Our enviable environmental and training track record truly helps Knauf stand above others. We achieve some of the UK's highest material recovery rates during production and some of the lowest carbon emissions for transportation of heavy construction materials.

This year we have placed significant investment into our UK manufacturing facilities to increase production capacity and supplies to our customers. This re-investment into new machinery and technologies has allowed for increased speed but also a higher quality end product. These investments

into our UK manufacturing facilities are a testament to the company's increasing commitment to UK manufacturing.

At Knauf we face the challenges of sustainability and innovation on a daily basis, in every aspect of our business and we encourage other businesses to do the same. That's why we continue to support the Constructing Excellence Awards, helping to inspire outstanding performance across the industry.

**Ian Stokes**  
Knauf UK Managing Director

# Judging process and finalists

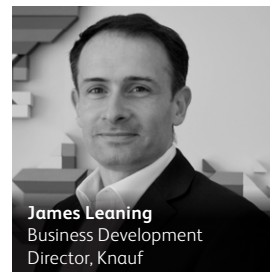
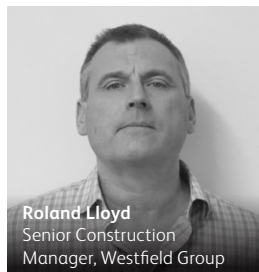
Our robust judging process means that being selected as one of our Finalists is a significant achievement – winning one of our awards should make you very proud. Our two-stage approach involves a written submission and a personal presentation. Every submission is carefully considered by the shortlisting team. At this stage Finalists are selected and invited to present to one of our judging panels, with members drawn from across the sector and packed full of potential customers and collaborators.

Judging Day, hosted by Fladgate, is always great fun. This year involved 24 judges, six judging panels and 170 presenters in 78 teams. Judges found it really hard to choose winners in each of the 15 categories. Despite the hard work, the judges are unanimous in their opinion that personal presentations are really important and provide a valuable opportunity to better understand the submissions. So ‘well done’ to everyone involved in writing and presenting. A full list of Finalists is set out below. Please note that the name in brackets was the lead on the entry form and may not represent all the companies involved in the team.

We would like to say an enormous ‘thank you’ to all our judges, who were challenged by a demanding timetable and some difficult decisions but were totally inspired by the quality of the Finalists and the enthusiasm of the presentation teams.

## Judging Panel 1:

- Project of the Year – Buildings
- Project of the Year – Civils
- Health & Safety



## Project of the Year: Buildings & Civils sponsored by Westfield

**The judges were looking for:** Outstanding projects that demonstrate the highest levels of technical achievement, innovation and application of best practice. Underpinned by teamworking, these projects have been delivered with optimal time and budget, to the highest quality and Health & Safety standards, lowest environmental impact, and to the customer’s delight.

### Buildings

- Dominion Road, Croydon (Cablesheer Group)
- Hugo Boss Regent Street
- Land Rover BAR Americas Cup HQ (HGP Architects Ltd)
- The Allen Building, Downview Primary School (Osborne Limited)
- UTC@Harbourside (Kier Construction Southern)

### Civils

- Broomhill Sands and Coastal Defence Scheme (Team Van Oord)
- Hastings Pier (Ramboll)
- Reading Pedestrian and Cycle Bridge (Balfour Beatty)

## Health & Safety sponsored by APS and CBH

**The judges were looking for:** Health & Safety at the centre of an organisation’s operations with demonstrable investment in and commitment to effective risk management; particularly the development of innovative tools, processes or actions that safeguard against ill health and/or injury.

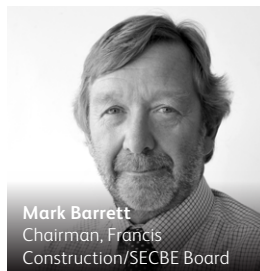
- C435 Farringdon Main Station Works (BAM Ferrovial Kier JV – BFK)
- Darke & Taylor Ltd
- Excess Sound Alerting Unit (Lovell Partnerships Ltd)
- Safety 2015 and Beyond (O’Donovan Waste Disposal)
- Willmott Dixon Construction (Cobham)

### Judging Panel 2:

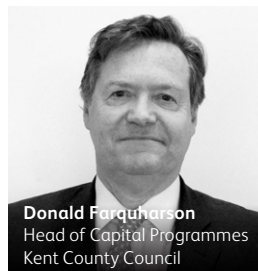
- SME
- Apprenticeship Initiative



**Helen Patel**  
CBC Manager Chartered  
Institute of Building (CIOB)



**Mark Barrett**  
Chairman, Francis  
Construction/SECBE Board



**Donald Farquharson**  
Head of Capital Programmes  
Kent County Council



**David Weare**  
Partner  
Fladgate LLP

## SME of the Year (Small to Medium Enterprise) sponsored by CIOB

**The judges were looking for:** Smaller companies who have taken significant and considered steps to improve their company through strong leadership. Outstanding achievements will be attributable to industry best practice, performance management, a commitment to people development, customer satisfaction and new ways of working.

- Base Quantum Ltd
- Cablesheer Group
- Cheesmur Building Contractors
- Martin Arnold
- O'Donovan Waste Disposal
- PEP Civil & Structures Ltd
- Zutec Inc. (UK) Ltd

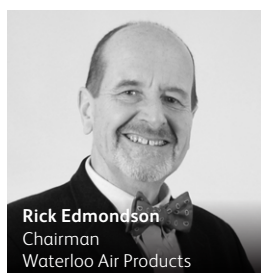
## Apprenticeship Initiative sponsored by CoTrain

**The judges were looking for:** Forward-thinking employers that actively and innovatively develop a sustainable workforce by equipping young people with the skills, knowledge and confidence that provide a secure foundation for future successful careers.

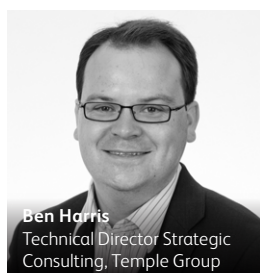
- Darke & Taylor Ltd
- Kier Highways Area 3
- Southern Construction Framework – SCF (Hampshire County Council)
- Turner & Townsend Apprentice Scheme
- Willmott Dixon Construction

### Judging Panel 3:

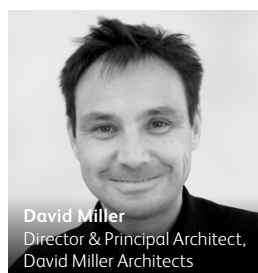
- Integration & Collaborative Working
- Sustainability



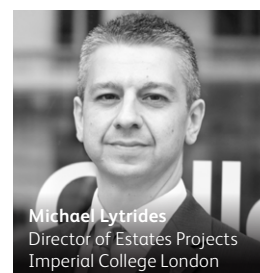
**Rick Edmondson**  
Chairman  
Waterloo Air Products



**Ben Harris**  
Technical Director Strategic  
Consulting, Temple Group



**David Miller**  
Director & Principal Architect,  
David Miller Architects



**Michael Lytrides**  
Director of Estates Projects  
Imperial College London

## Integration & Collaborative Working sponsored by Waterloo Air Products

**The judges were looking for:** Evidence of early involvement, selection by value, common processes and tools across organisations such as BIM, long term relationships, modern commercial arrangements and fair payment practices The most successful entries were those which succeeded in integrating their teams to such a level that they appeared as a single entity to the customer.

- Broadmoor Hospital Redevelopment (Kier Construction)
- Commercial Directors' Forum (Network Rail)
- Construction Logistics and Cyclist Safety (Transport for London)
- Holborough Lakes School (Crofton Design)
- M4 Elevated Strengthening (Osborne Limited)
- Reading Primary School Expansion Programme (Hampshire County Council)
- University Campus Aylesbury Vale – UCAV (Morgan Sindall)

## Sustainability sponsored by Temple Group

**The judges were looking for:** Projects or organisations where tangible improvements in performance have been achieved through effective management of environment, social and economic aspects; particularly where a responsible long term and collaborative approach has been taken to add value and achieve a range of net benefits for themselves and others.

- Elmsbrook, North West Bicester (A2Dominion)
- Green Park, Reading
- Hursley Wet Waste Processing Facility (R&W Civil Engineering)
- Land Rover BAR Americas Cup HQ (HGP Architects Ltd)
- NEScot (Willmott Dixon)
- Northern Line Extension: Responsible Resource Use (TfL and Ferrovial Agroman Laing O'Rourke JV – FLO)
- St James' Market, London (Balfour Beatty)



#### Judging Panel 4:

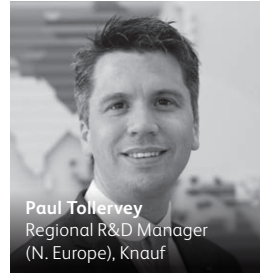
- Innovation
- Young Achiever of the Year



**Andrew Orriss**  
Head of Business  
Development, SIG Insulation



**Tim Whitehill**  
Managing Director,  
Project Five Consulting



**Paul Tollervey**  
Regional R&D Manager  
(N. Europe), Knauf



**Charles Mills**  
Head of LU Crossrail,  
Crossrail

### Innovation sponsored by SIG Insulation SIG360 Technical Centre

**The judges were looking for:** Great examples of innovative approaches to site or project specific challenges where emerging technologies and market opportunities have stimulated the development of new/improved products or services, including innovative use of ICT, environmental technologies, process innovation, new materials or offsite or modular construction.

- Broadmoor Hospital Redevelopment (Kier Construction)
- Broomhill Sands and Costal Defence Scheme (Team Van Oord)
- Hursley Wet Waste Processing Facility (R&W Civil Engineering)
- Innofix Clip (Monier Redland Ltd)
- Leisure Energy/Freedom Leisure
- St Nicholas Church (calfordseaden)

### Young Achiever of the Year sponsored by Project Five Consulting

**The judges were looking for:** Young people with less than 10 years in the industry that have demonstrated a positive impact against the current G4C (Generation for Change) priority areas of people, sustainability and asset outcomes. Individuals with the potential to be leaders of the future.

- Ben Pritchard (Invennt Ltd)
- Ed Fray (Turner & Townsend)
- Emma Jolly (Syntegra Group Limited)
- Katy Murray (Directline Structures Ltd)
- Sarah Drinkwater (Turner & Townsend)
- Scott Haywood (Lift & Engineering Services Ltd)
- Thomas Corbishley (Turner & Townsend)

#### Judging Panel 5:

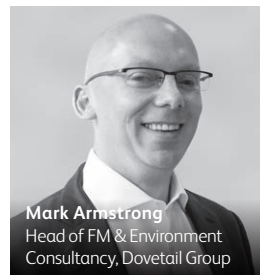
- Outstanding Customer Satisfaction
- Client of the Year
- Achiever of the Year



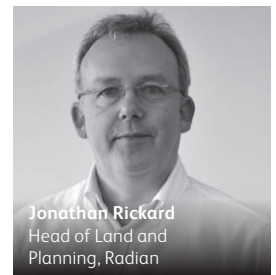
**Ian Bailey**  
Director, Artelia UK



**Guy Dawes**  
Framework Manager  
Willmott Dixon



**Mark Armstrong**  
Head of FM & Environment  
Consultancy, Dovetail Group



**Jonathan Rickard**  
Head of Land and  
Planning, Radian

### Outstanding Customer Satisfaction sponsored by Artelia

**The judges were looking for:** Organisations that have intentionally developed and implemented successful customer service strategies. Our Finalists have demonstrably put the customer's needs at the heart of their work and then delivered growth, high customer retention, profitability and a positive reputation.

- Cablesheer Group
- Clarkson Alliance
- Eastbury Flood Alleviation Scheme (Environment Agency)
- Olympic Stadium Transformation (Imtech)

### Client of the Year sponsored by Willmott Dixon

**The judges were looking for:** Construction clients showing clear consistent leadership and commitment to core Constructing Excellence principles including collaborative working, integration, fair terms and forms of contract, procurement on value, prompt payment, clear and considered project briefs and health & safety.

- AmicusHorizon (Cablesheer)
- Department of Health: ProCure21+ (ProCure21plus Partnership Group)
- Historic Royal Palaces (Llowarch Llowarch Architects)
- Kent County Council (Directline Structures Ltd)
- Peabody Trust – Property Services (Lift & Engineering Services Ltd)

### Achiever of the Year sponsored by Dovetail Group

**The judges were looking for:** Leaders, opinion formers and champions of change. Individuals with outstanding commitment or influence whose actions have changed the behaviour and performance of others, delivered disproportionate benefits and left a legacy in the outputs of the built environment sector.

- Angela Steele (Opportunities With Experience (O-W-E) CIC)
- Dennis Seal (DLS Strategic Limited)
- Jacqueline O'Donovan (O'Donovan Waste Disposal)
- Stuart Barr (Stuart Barr CDR Ltd)



#### Judging Panel 6:

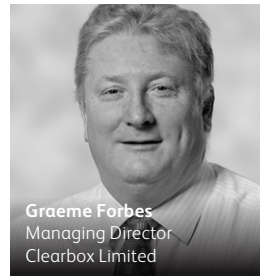
- Whole Life Value
- Leadership & People Development
- BIM Project of the Year



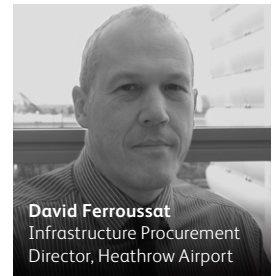
**John Henry Looney**  
Managing Director  
Sustainable Direction Ltd



**Steve Hayman**  
Director, Cheesmur Building  
Contractors



**Graeme Forbes**  
Managing Director  
Clearbox Limited



**David Ferroussat**  
Infrastructure Procurement  
Director, Heathrow Airport

### Whole Life Value sponsored by Sustainable Direction Limited

**The judges were looking for:** Evidence that whole life value has been a consideration from the outset, combining capital costs of constructing the facility with maintenance, operational and occupational costs. Importantly the operational needs of the owners and users will have been a key driver throughout design and construction with excellence in occupation the ultimate goal.

- Cedar Barn, Milton Keynes (3d Architects Ltd)
- Improving patient experience at UCLH (LCMB)
- Leisure Energy Sustainable Savings (Leisure Energy)
- Temporary Expansion Joint Ramp System (Jackson, Connect Plus & Connect Plus Services)

### Leadership & People Development sponsored by Cheesmur Building Contractors

**The judges were looking for:** Organisations who can demonstrate how they have won particular respect from the workforce and/or community through strategic development of skills and training, equality and diversity initiatives, and improvements to health & safety and the working environment.

- Elliott Thomas Group
- Faithorn Farrell Timms
- Lift & Engineering Services Ltd
- Training Plus Programme and Safety 2015 (O'Donovan Waste Disposal)

### BIM Project of the Year sponsored by Clearbox

**The judges were looking for:** Teams that can demonstrate the effective use of integrated and interoperable BIM solutions, and the benefits of reduced cost, time and risk during construction and operation. Evidence that collaboration, information sharing and innovative new tools and processes will deliver a wide variety of stakeholder benefits over the lifecycle of the asset.

- C435 Farringdon Main Station Works (BAM Ferrovial Kier JV – BFK)
- Digital Design & Construction (David Miller Architects & Hill)
- Land Rover BAR Americas Cup HQ (HGP Architects Ltd)
- London Wall Place (Brookfield Multiplex)
- Phase 2 strengthening of the Hammersmith Flyover (Ramboll)

# Inspiration Innovation Collaboration

SECBE is uniquely placed to share its knowledge, connections and the experience of award-winning organisations within the Constructing Excellence network. Our expertise and insights combine to provide valuable services to help clients and the built environment supply chain.

As a trusted 'not-for-profit' organisation driven to improve the quality of the infrastructure and buildings delivered, we help companies to lower construction costs, reduce build times and reduce CO<sub>2</sub> emissions. Through the appropriate deployment of tools and techniques such as BIM, Soft Landings, Collaborative Working, Value Management and Lean Construction we'll bring about a different way of working for you and your project teams.

Contact **Derek Rees** on **0118 920 7207** or email **derek@secbe.org.uk**

**secbe**  
leaders in construction

**SECBE Limited** – the home of the **Constructing Excellence London & South East** and **CoTrain**



# Client of the Year: Winner 2016

## Peabody Trust – Property Services



**Company turnover:** £20 million on property care  
**Number of staff:** 60 in property services

### Judges comments

*With clear objectives in mind, Peabody has succeeded in building collaborative teams who believe and care about what they are doing. Improved service delivery has resulted in resident complaints 'dropping like a stone' – their approach has achieved better value for all.*

For more information about Peabody contact:

**Peter Collett**

[peter.collett@peabody.org.uk](mailto:peter.collett@peabody.org.uk)

Peabody Trust is a charitable housing trust founded in 1862 by American banker George Peabody. Peabody currently manages 30,000 properties in the greater London area with an ambitious target of adding 1,000 new homes each year.

Since 2014 Peabody Trust's Property Services team has taken a journey into four 10 year single contractor partnerships, using the Constructing Excellence recommended TPC2005 partnering contract. This strategic move to long term relationships is providing Peabody and its supply chain with mutual benefits as well as serving the interests of Peabody's customers; it also evidences Peabody's clear commitment to the objectives of Construction 2025 and the Construction Clients' Commitments.

The partnerships formed with the four contractors are founded on collaborative and integrated working, a best practice form of contract and coupled with fair and prompt payment terms. Excellent health & safety performance is an incentivised KPI, alongside a number of other complimentary measures which encourage and reward excellence. Procurement on value has been clearly evidenced in the development of these partnerships.

### Actions:

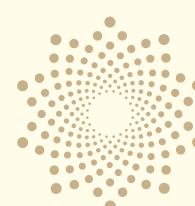
- 10 year partnering agreements for facilities management.
- Four single contractor partnerships represent 70% of annual expenditure.
- Awarded on 65% quality and 35% price with agreed profit margin.
- Shared risks and gains.
- Operational changes to facilitate partnering relationships.
- Shared IT systems to co-ordinate information on the management of assets.
- SMART KPIs provide incentive to perform above target.
- Simplified open book payment process.
- Commitment to long term investment.
- Ongoing and open dialogue.
- Contractual commitments to employment and skills for Peabody's customers.
- Long term staff training to support the procurement arrangement.

### Results:

- Collaborative working agreements built on trust.
- One team dynamic – not client vs contractor.
- Increased value and efficiencies through joint working initiatives, ie linked IT systems, joint training, processing of orders through to invoice.
- Common systems and common goals resulted in improved service delivery and quality management.
- Stability of cash flow for both partners.
- Better understanding of the stock – achieving a ratio of 70% proactive works to 30% reactive through intelligent works programmes.
- Improved purchasing leverage with suppliers.

### Lessons learned/recommendations:

- There were some logistical and security issues to overcome with the linking of IT systems.
- There were a number of cultural changes required internally and working with partners.
- Residents, including leaseholders and other stakeholders, needed convincing that a 10 year contract was best value.
- As a Social Landlord, Peabody affect people's lives and they believe that this partnering approach delivers excellent service and best value to their residents.



# PEABODY



# Client of the Year: Finalists 2016

- AmicusHorizon (Cablesheer)
- Department of Health: ProCure21+ (ProCure21plus Partnership Group)
- Historic Royal Palaces (Llowarch Llowarch Architects)
- Kent County Council (Directline Structures Ltd)
- Peabody Trust – Property Services (Lift & Engineering Services Ltd)

Sponsored by



**WILLMOTT DIXON**

SINCE 1852

## Featured Finalists

### AmicusHorizon

**Company turnover:** £171m **Number of staff:** 737



Nominated by Cablesheer, AmicusHorizon have been recognised for their vision, decisiveness and leadership. Their 'one team approach' mentality has been instrumental in enabling Cablesheer to build integrated project teams to deliver a number of projects across various divisions.

Striving to be the 'No 1' Landlord, AmicusHorizon really do put their customers at the heart of their organisation which shapes their vision and identifies clear goals and objectives. The professional staff who

lead on their projects, clearly communicate and, more importantly, truly embrace the values that underpin and drive their developments. Where there are barriers to success in the construction process, they are keen to work together in an open dialogue to find suitable solutions.

AmicusHorizon fully embrace the principles of Constructing Excellence; not only being innovative in terms of materials, methods of construction and the inclusion of the residents within the community, but in their consideration of

the build and the environment it sits with. The setting of KPI's and reviewing these at team meetings is the golden thread of their success; from ensuring the highest regard for health & safety, to local employment and training opportunities, to the quality of finishes, AmicusHorizon leave no room for confusion in where they set their expectations.

For further information contact:

**Neill Tickle**

[neill.tickle@amicushorizon.org.uk](mailto:neill.tickle@amicushorizon.org.uk)

### Department of Health: ProCure21+

**Company turnover:** c£700m annual spend since 2004

The NHS is currently facing many difficult challenges, not least being the need for greater productivity and efficiency to bridge the gap between available funding and service expectations. The Department of Health (DoH), through ProCure21+, has created an environment capable of harnessing the collaborative efforts of Principal Supply Chain Partners (PSCPs) and Principal Supply Chain Members (PSCMs) to reduce capital and operational costs, whilst improving patient outcomes. Their approach is so unique that it acts as exemplar to the industry (MoJ, MoD and KCC all seeking

advice on implementing something similar). This is 'client excellence' in action; without strong leadership, challenge and refusal to accept the status quo, that prompted PSCPs into a radical re-think of how healthcare projects are designed and delivered, the leading-edge Repeatable Room and Standard Component work would not exist.

Pilot projects dating back to 2000 have formed the basis of two major DoH capital works frameworks – ProCure21 and now ProCure21+ – bringing total awards to

over £9bn across 1062 projects for over 250 NHS organisations. 2015 witnessed the largest volume of work awarded in the 12 year history of ProCure21+, at £930m. This approach has paid dividends with 15.1% (£130m) reduction in construction costs between 2010 and 2015 and latest KPIs revealing industry leading performance across P21+ projects.

For further information contact:

**David Kershaw – 0797 016 3233**

[dkershaw@balfourbeatty.co.uk](mailto:dkershaw@balfourbeatty.co.uk)



**Balfour Beatty**



Integrated Health Projects by  
**Sir Robert McALPINE** **VINCI** **CONSTRUCTION** **UK**



# Outstanding Customer Satisfaction: Winner 2016

## Clarkson Alliance



Company turnover: £1.5 million  
Number of staff: 10

### Judges comments

*Clarkson Alliance made a positive decision to do something different to improve their customers' experience. They have shown clear vision and strategic thinking to identify an approach that drives a collaborative team to deliver outstanding customer satisfaction. They clearly use the feedback from their face-to-face client reviews to drive continuous improvement.*

For more information about the Clarkson Alliance contact:

**Graham Clarkson – 0186 535 5580**  
[graham@clarksonalliance.com](mailto:graham@clarksonalliance.com)

Clarkson Alliance is a Project and Cost Management Consultancy. Their approach to providing outstanding customer service is based upon: finding out what is really important to the client; developing and agreeing clear objectives based on that; undertaking stage-end reviews with the project team to keep on track and draw out lessons learned; and conducting six-monthly face-to-face reviews with each and every customer.

They started this review of performance in 2011 and continue to refine the process. Early on, Clarkson Alliance established that customers employ the services of an external Project Management consultancy to make sure their project is delivered on time, within budget and that the completed facility delivers the required outcomes. However as no one single individual is responsible for the success or failure of a project, contracting to ensure outcomes not wholly under your control is always a risk; a risk to customer expectation and a risk to future business.

As delivering projects is a team pursuit, Clarkson Alliance developed a strategy for Project Management focused on making sure that the goal of the entire, wider team is to provide the outcomes desired by the customer. Whilst processes provide a road map and thereby a degree of certainty of how a project will be delivered, the successful execution of a project is determined largely by the motivation of those involved with delivery.

### Actions:

- Focused on creating, developing and maintaining a high performing internal team.
- Used value management tools to define what is really important to the client and desired outcome of the project.
  - Facilitated workshop
  - Involved customer and all key stakeholders
  - Outcomes expressed as measurable objectives
  - Ranked in order of value
- Engaged gateway project delivery process to review, feedback and learn lessons prior to moving to next stage.
- Conducted six-monthly client reviews – MD and colleague not involved with that account.
- Review agenda sent in advance – it considered:
  - Where value added
  - Customer expectations
  - Areas for improvement
  - Scores for standard metrics
  - Customer sent copy of notes and actions
  - Reviewed at subsequent six-monthly client review

### Results:

- Inspired individuals in the project team producing outstanding results.
- Ability to measure and assess performance against a set of ranked objectives.
- Improved performance – retention and growth through existing customers. 85% of turnover from repeat customers compared to 50% before customer reviews were introduced.
- Changes identified at Gateway reviews are applied at the next stage and/or considered in the next project.
- Feedback is always reviewed in an open forum at internal quarterly meetings.
- Feedback shapes or refines future processes and services.

### Lessons learned/recommendations:

- Clients like to be asked for their feedback – but it needs to be face-to-face (no questionnaires).
- An opportunity for customers to review and shape future service is a differentiator in the marketplace – price becomes less of a bargaining power.
- Make sure you do something with the feedback and tell customers what you have done.
- Competition within the internal team drives up performance as each member of the team strives to get the highest scores from their customers.





# Outstanding Customer Satisfaction: Finalists 2016

Sponsored by



- Cablesheer Group
- Clarkson Alliance
- Eastbury Flood Alleviation Scheme (Environment Agency)
- Olympic Stadium Transformation (Imtech)

## Featured Finalists

### Cablesheer Group

Company turnover: £15m Number of staff: 130



CABLESHEER

How Cablesheer deliver outstanding customer satisfaction is probably best showcased via their relationship with AmicusHorizon. Last year on completion of a major construction project they claimed *"Cablesheer absolutely aligned their interests to that of AmicusHorizon. Amicus do not accept anything less than excellent and Cablesheer have met and exceeded AmicusHorizon's expectations. The residents have continuity of help and support post project completion and this has helped with AmicusHorizon's own client satisfaction. Cablesheer has worked*

*with the ethos that only the best will do."*  
Maurice Johnston, AmicusHorizon

Cablesheer deliver a broad range of services and have seen an increasing trend in their clients utilising cross division services and growing their accounts. In response, Cablesheer have tailored their services to provide one-stop-shop functionality, building trust and confidence in their ability to meet and exceed client expectations. In addition to standard project practices, such as holding pre-start and regular onsite meetings with clients

to provide updates, share information and troubleshoot, a Business Development Manager is assigned additional support to carry robust Client Care Reviews at intervals to suit the client. This extra tier of support, outside of the project team, generates a better understanding of the client's experience of their service.

For further information contact:  
**Richard Carter – 0844 225 2997**  
[richard.carter@cablesheergroup.co.uk](mailto:richard.carter@cablesheergroup.co.uk)

## SHEER EXCELLENCE

The expanding Cablesheer group now includes: construction, environmental services, development of social housing & exclusive homes, mechanical & electrical and health & safety.



CABLESHEER

[WWW.CABLESHEERGROUP.CO.UK](http://WWW.CABLESHEERGROUP.CO.UK)

FOR ENQUIRIES PLEASE CONTACT  
[INFO@CABLESHEERGROUP.CO.UK](mailto:INFO@CABLESHEERGROUP.CO.UK)

# Integration & Collaborative Working: Winner 2016

## Commercial Directors' Forum



### Judges comments

The judges found the whole Network Rail approach refreshing, especially in such a challenging environment. The Commercial Directors' Forum brings together some of the most innovative minds in the industry and creates space for the collaborative development of solutions and opportunities to positively change the dynamics of the industry.

For more information about the Commercial Directors' Forum contact:

**Stephen Blakey – 0779 971 8303**

[stephen.blakey@networkrail.co.uk](mailto:stephen.blakey@networkrail.co.uk)

In 2011, Network Rail's Infrastructure Projects division embarked on a programme to transform supplier relations. As a supplier-dependent business with over 70% of its funding spent externally, they needed to enable faster and safer delivery of projects at better value. The crucible for driving this change was the establishment of the National Commercial Directors' Forum (CDF) comprising key suppliers and industry stakeholders. The Forum is a platform for innovation and leading-edge thinking while also being an environment of openness and trust. Its purpose is to promote collaborative working throughout the supply chain and tackle industry issues in a collaborative way whilst delivering demonstrable results.

Membership of the National CDF includes Commercial Directors from nearly 50 organisations, chosen for their appetite to make an active contribution and bring influence to driving industry change. Building on the success and strength of the National CDF a Regional CDF model has also been developed, whereby the majority of delegates are drawn from the Tier 2 community to replicate the engagement and address common themes. The CDF is also recognised as a key forum for Network Rail to share its strategic direction, collective progress, plans for investments and to identify the impact of and opportunities for innovation.

### Actions:

- Engaged with the biggest construction and engineering companies operating in Britain.
- Created regional CDFs.
- Delegates instrumental in identifying issues, priorities and collectively working towards and deploying solutions.
- Established nine key Working Groups: Design review, Dispute avoidance, Defining allowable costs & fees, Procuring for safety, Workbank visibility, Making collaboration work, Change Management and Control, Turning commitments into BAU, Tomorrow's Talent Today.
- Each working group agreed four aims and a defined list of CDF members, each of whom has committed to active participation throughout the year to develop, syndicate and if ratified, deploy the outputs to industry. This approach is replicated in the Regional CDFs with the Tier 2 community.
- Over 70 delegates attended regularly – both at the CDF's and via the on-going working groups.
- Commitment secured through a concept that 'the price of participation, is participation'.

### Results:

- Industry improvements include:
  - Industry 'firsts':**
    - A rail sector Fair Payment Charter.
    - A rail sector Sustainability Charter.
    - Standard 5% tender weighting for Sustainability.
    - BS 11000 certification for collaborative working.
    - Payment terms – reduced from 56 to 21 days.
    - Removal of 3% retentions.
    - Improved assessment of safety competencies at tender.
  - Structured improvements to supplier engagement and enablement process (PRISM).
  - Creation of alliances, frameworks and the deployment of NEC3 and other collaborative contract forms.
  - Development of a consistent framework for collaborative behaviours.
  - Improved engagement with Tier 2 suppliers through Regional CDFs.

### Lessons learned/recommendations:

Andy Dixon – Commercial Director Costain  
*"The CDF vision is authentically about improving the industry. CDF has never been about Network Rail and I think that the absolute core of its success comes from that very clear foundation, which is truly felt by all those who willingly participate. Through Stephen Blakey's leadership we have an unprecedented room full of influencers and decision makers who think about commercial issues at an industry level and are motivated to improve things for all."*

Andrew English – Commercial Director, Skanska  
*"No other client organisation has pushed the collaboration agenda directly with its supply chain more than Network Rail has with the CDF."*





# Integration & Collaborative Working: Highly Commended 2016

## M4 Elevated Strengthening



**Contract value:** £17.1m in three phases (£5.6m + £5.5m + £6.0m)  
**Type of work:** Refurb/strengthening of bridge structure **Approx m<sup>2</sup>:** 47,000

### Judges comments

*The judging panel was impressed by the depth of behavioural change that was evident and the team's commitment to collaborative working. The 'Balanced Scorecard' approach developed by the framework provides an interesting model for others to adopt.*

For more information about this project contact:

**Jamie Harrison – 0773 659 7293**  
[jamie.harrison@osborne.co.uk](mailto:jamie.harrison@osborne.co.uk)

The M4 Elevated motorway section carries a strategically critical piece of transport infrastructure from the M25 and Heathrow Airport to the centre of London. Highways England and Connect Plus identified the need for a programme of structural monitoring, maintenance and significant strengthening of the 100 reinforced concrete piers that support the M4 to remove the risk of significant weight restrictions in the future. Highways England and Connect Plus developed a jointly funded scheme to improve the structure in three phases over two years, working at night. The first two phases were competitively tendered and awarded to Osborne. The third phase was awarded without competition, due to the efficiency, safety and collaborative benefits demonstrated in the first two phases.

The 'Balanced Scorecard' developed by the Framework community is an interesting technique used to measure the success of relationships on each project. It facilitates dialogue and enables the site team and suppliers to form a better understanding of each other, and how to work together towards a joint goal. This approach together with stakeholder engagement was the key to successfully designing, planning and delivering this project ahead of programme and under budget.



**ATKINS**

**Connect Plus**

**Connect Plus  
Services**



# Integration & Collaborative Working: Commended 2016

## Construction Logistics and Cyclist Safety (CLOCS)

Construction Logistics and Cyclist Safety (CLOCS) is a unique, industry led programme recognising the need to collaborate and work innovatively to address the issue of vulnerable road user safety. This willingness to work together has forged a unique alliance, with competitors working side by side towards a common goal of improving work related road safety in a groundbreaking yet sustainable manner. Through CLOCS, industry is leading the way to take collective ownership of road safety throughout construction supply chains.

Improving vehicle safety through increased driver vision is one of three workstreams. The aim of this group is to increase availability and uptake of HGVs with 100 percent all round vision and maximum driver direct vision. The strategic mechanism to achieve this was a partnership between TfL and the CLOCS 'vehicle operator delegation' which was formed to work with vehicle manufacturers to make urban vehicles safer. Working closely with the UK's eight principal vehicle manufacturers, and in less than two years, they have stimulated the production and sale of safer urban vehicles with all round direct vision. By the end of 2015 over 130 high-vision vehicles had been sold to businesses across the UK and are now out on the roads and actively working in the wider community making a positive contribution to road safety.

For further information contact:  
**Hannah White – 0203 054 2354**  
[Hannah.White@tfl.gov.uk](mailto:Hannah.White@tfl.gov.uk)



Looking out  
for vulnerable  
road users

# Integration & Collaborative Working: Finalists 2016

Sponsored by



- Broadmoor Hospital Redevelopment (Kier Construction)
- Commercial Directors' Forum (Network Rail)
- Construction Logistics and Cyclist Safety (TfL)
- Holborough Lakes School (Crofton Design)

- M4 Elevated Strengthening (Osborne Limited)
- Reading Primary School Expansion Programme (Hampshire County Council)
- University Campus Aylesbury Vale – UCAV (Morgan Sindall)

## Featured Finalists

### University Campus Aylesbury Vale

**Contract value:** £16.5m **Type of work:** New build **Approx m<sup>2</sup>:** 5,460

Delivered on time, in budget, and scoring 10 out of 10 under the customer satisfaction KPI, University Campus Aylesbury Vale exemplified the collaborative working ethos. When funding challenges hit the scheme early, this project could have been shelved. But with the commitment as a team, Morgan Sindall, Aylesbury Vale DC, Aylesbury College and Buckinghamshire New University worked closely to deliver a flagship building that gave a University presence in Aylesbury and met the end-users needs.

Twelve months before the project even started, Morgan Sindall's Project Manager, Phil O'Brien, moved into the Aylesbury Vale District Council offices to work on alternative solutions for the build; thus integrating the team. During this phase, they managed to re-design the floor plans and value engineer the out of sight areas, whilst retaining the facility's statement architecture, creating an inspirational centre for people to learn and grow. Through joint focus on a measurable charter, the team steered the

project through performance reviews that averaged a score of 9.2/10. Early supply chain involvement helped innovate with the roof construction, keeping the critical path protected. The team went above and beyond to ensure business as usual for neighbours, building access bridges for Waitrose and keeping delivery access for Travelodge.

For further information contact:  
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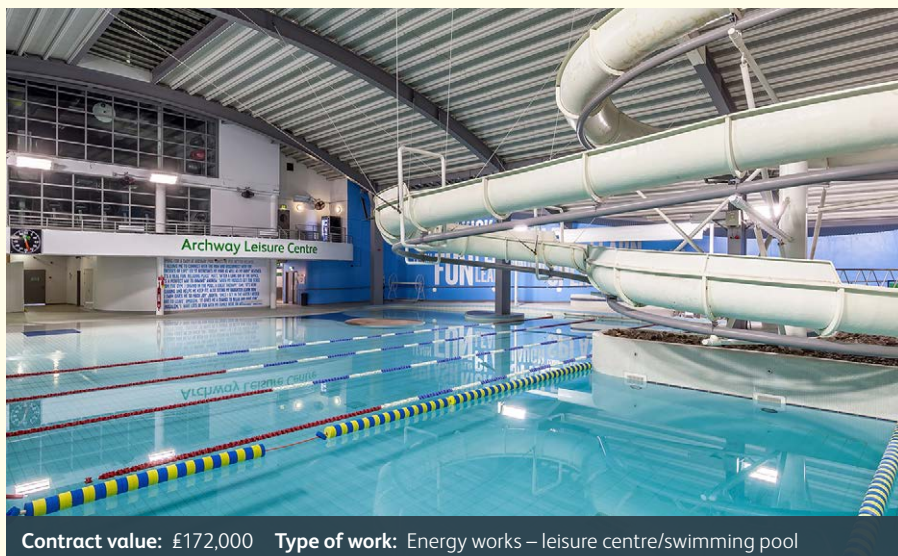
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# Whole Life Value: Winner 2016

## Leisure Energy Sustainable Savings



**Contract value:** £172,000    **Type of work:** Energy works – leisure centre/swimming pool

### Judges comments

*This project demonstrates the savings to be gained from taking a commercial approach to maximising building performance. It provides evidence that upfront investment in focused technologies can yield a quick return on investment – to the benefit of the funder, the users, the wider community and the built environment. It was selected from a very good group of submissions because it most clearly defined: the savings to be realised, the benefits to the users, added value to the wider community through improved services and local procurement, and the long-term value to the initial and new investment.*

For more information about the project:

**Robin Roberts – 0775 861 1868**

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Leisure centres with swimming pools are energy hungry; their energy costs are second only to labour and can account for 30% of a centre's total running costs – a higher figure than in most other sectors. Leisure Energy has, through years of research, identified a proven model using innovative technologies to reduce energy costs in leisure centres by 50%, with an average payback on capital investments achieved between two and five years. Leisure Energy's solutions also positively improve the air and water quality of leisure centre users, which helps drive up participation, while significantly reducing carbon emissions.

This project has reduced energy consumption to a North London leisure centre built in 1991; the installation is delivering annual energy savings of £70,000, which have been achieved for 'one off' capital spend of £172,000 including all fees and on costs. By looking at the whole life implications from the outset, demonstrating return on investment of the capital cost of improvements – modelled against maintenance and operational costs and requirements, Leisure Energy has demonstrated a clear business case for change. The payback for the capital works is less than three years, based upon today's low energy tariffs.

### Actions:

- Detailed energy assessments.
- Bespoke energy solutions to maximise building performance and gain long-term financial benefits.
- Own 'lean energy network' provided a comprehensive database of proven strategies and known running costs.
- 25 years' experience, and over 400 installations has resulted in engineering firsts – innovative solutions using patented technology to resolve specific, recurring challenges.
- Maintenance and update of equipment and controls.

### Results:

- Improvements in pool air handling, one of the biggest cost areas for a pool.
- Innovative water management systems (delivering high water quality, while modulating pool motors).
- Intelligent lighting systems that respond to need and daylight.
- Improved insulation.
- Smart metering measuring half hour usage of gas, electricity and water, remotely via the internet.
- Less water wastage.
- Improved quality of facilities with lower running and maintenance costs.
- Improved facilities for users.

### Lessons learned/recommendations:

- Clear business case for considering whole life costs.
- Payback of one-off capital investment can be achieved between two and five years.
- Energy costs sitting around 30% of total running budget can undermine the viability of a leisure facility which are important community assets.
- A 10% improvement in the management of energy use in UK leisure facilities could save up to £7m each year and reduce carbon emissions by hundreds of thousands of tonnes.

**LeisureEnergy**  
Sustainable savings

# Whole Life Value: Finalists 2016

- Cedar Barn, Milton Keynes (3d Architects Ltd)
- Improving patient experience at UCLH (LCMB)
- Leisure Energy Sustainable Savings (Leisure Energy)
- Temporary Expansion Joint Ramp System (Jackson, Connect Plus & Connect Plus Services)

Sponsored by



## Featured Finalists

### Improving Patient Experience at UCLH



University College London Hospitals **NHS**  
NHS Foundation Trust

Turnover: £934m (2014/15) Number of staff: 8,000

The NHS faces a predicted funding gap of £30bn by 2020 and an increased focus on quality and safety. NHS estates and facilities need to respond to these challenges as they are a key component, accounting for approximately £7bn a year in revenue costs and £3bn of capital investment. The FM service at UCLH delivers the non-clinical support to operate and maintain the buildings, infrastructure and services. LCMB was engaged to create a Facilities Management Strategy that would examine how the estate and annual

controllable FM spend at UCLH could deliver better value; a cumulative planned spend of £150m for 2015 to 2020.

The FM strategy was developed in consultation with a wide cross section of UCLH patients, staff and stakeholders and was designed to complement the estates strategy. It outlines how UCLH propose to make investments work harder for their patients, staff and stakeholders, and align their FM resources more effectively with the delivery of UCLH's clinical strategy and top 10 objectives.

Short term actions were used to improve the value added by buildings and FM services, including enhanced productivity and performance across the UCLH organisation. The strategy document has also been used to inform the five-yearly PFI benchmarking and reconfiguration of the services, maintenance backlog and 'invest to save' approaches to reduce energy, water and waste volumes.

For further information contact:  
**John O'Brien – 0129 572 2823**  
[john@lcmb.co.uk](mailto:john@lcmb.co.uk)



### Where there were squatters and graffiti there is now drama



Sometimes opportunities to build things can be truly inspirational and the contrast between the old and the new can leave you lost for words... however not for the new Principal of this amazing development at Rutherford House School in South London. The project was a conversion of an old juvenile detention facility which was rebuilt into a modern school that would now inspire children rather than punish them.

When the building was completed these were her powerful words, "Now where there were cells there are classrooms. Where there were squatters and graffiti there is now a drama, yoga and karate studio and where there were kids standing trial for horrible crimes there are kids receiving an extraordinary education..."

Having the opportunity to help develop a new chapter for an old building, turn it into something inspirational and make an amazing difference to a new generation of children is something Willmott Dixon is extremely proud to be part of.

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**WILLMOTT DIXON**  
SINCE 1852



# Sustainability: Winner 2016

## Elmsbrook, North West Bicester



**Contract value:** £85 million **Type of work:** New build – housing **Approx m²:** 210,400 (52 acres)

### Judges comments

*It was the focus on a 'sustainable society' that people want to buy into which resonated with the judges. There is a real focus on activities that will build a strong community – a thriving local economy underpinned by jobs for residents and business start-ups. Clearly a successful business model as homes are selling fast.*

For more information about North West Bicester:

**Louise Caves – 0208 825 1270**

[louise.caves@a2dominion.co.uk](mailto:louise.caves@a2dominion.co.uk)

North West Bicester is a pioneering and sustainable new community. As the UK's first Eco Town, its core aim is to make it easy, attractive and affordable for people to live healthy, sustainable lifestyles without compromising the needs of future generations. The Masterplan provides 6,000 homes and the amenities required to create a vibrant community including: four new primary schools, one secondary school, community farm, health centre, country park and commercial space intertwined by a hierarchy of cycle and pedestrian routes.

Elmsbrook, the first phase of North West Bicester, provides 393 highly energy efficient homes and a local centre, creating the UK's first true zero carbon community. Their approach to environmental sustainability has delivered to PPS1 standards and established 'true' zero carbon homes. They have reduced water consumption and managed biodiversity with 40% green space and specialised planting and management. There was also a focus on reducing embodied carbon and in delivering zero waste to landfill during the build. The use of technology, especially the 'Shimmy', is commendable in the way the scheme achieves low carbon, resource efficiency, sustainable transport options and engages residents in their use. The Shimmy is a personalised, interactive information platform that helps residents, businesses and services that support sustainable operations on the site to minimise the performance gap.

### Actions:

- 30% affordable homes achieved.
- Fabric first approach, high insulation levels and triple glazing, buildability and air tightness achieved through timber frame construction.
- Designed to stay cool during the summer but warm in winter.
- PV on all homes and businesses.
- Water efficiency, low water consumption appliances and rainwater harvesting.
- Zero waste to landfill during construction, including excavation from roads and trenches.
- Network of rural footpaths, segregated cycleways, bus only road links, electric car club, subsidised electric cars for community champions, and charging points.
- Combined Heat and Power district heating system.
- 100mbps superfast broadband.
- Every home has a 'Shimmy' home information tablet.
- Engaged with the community and stakeholders.

### Results:

- 30% less carbon per home during construction compared to traditional build through focusing on the embodied carbon of individual materials and local sourcing.
- Energy efficient buildings, easy to maintain and lower than average running costs for residents.
- 'Shimmy' shows real time energy use and costs and home information videos to help close performance gap.
- Reduced water consumption from 150 to 80 litres/per person/per day.
- 34m² PV per property generating excess electricity for export to the grid.
- Rapid and frequent public transport.
- Reduced traditional car travel from 67% to 50% of journeys by 2026.
- 'Shimmy' is also a community communication portal and source of live bus travel updates.
- 79% of work packages went to those registered within a 50 mile radius; 23% local labour on site (20 mile radius).
- One job per home within a sustainable travelling distance.
- Strong sense of identity and integration with existing town.

### Lessons learned/recommendations:

- Despite technological innovation, volume house building performance continues to fall short of design intent.
- A2Dominion is leading the way and aims to close the gap by re-thinking design, build and procurement processes. Together with a research team from Loughborough University and Bioregional they are creating a Bicester Eco Town Process Improvement Toolkit (BEPIT) – a toolkit for the mass delivery of high standard sustainable homes.
- This sustainable approach clearly creates an attractive market proposition for developers. The homes are selling fast and at a premium compared to the local market and include 30% affordable homes. Elmsbrook is a sensible, commercial approach and delivers market value.

# Sustainability: Finalists 2016

Sponsored by



- Elmsbrook, North West Bicester (A2Dominion)
- Green Park, Reading
- Hursley Wet Waste Processing Facility (R&W)
- Land Rover BAR Americas Cup HQ (HGP Architects Ltd)
- NEScot (Willmott Dixon)
- Northern Line Extension: Responsible Resource Use (TfL and Ferrovial Agroman Laing O'Rourke JV – FLO)
- St James' Market, London (Balfour Beatty)

## Featured Finalists

### Hursley Wet Waste Processing Facility

**Contract value:** £250k **Type of work:** New build **Approx m²:** 5,000



With new EU regulations prohibiting road sweepings and gully waste going to landfill, contractors in Hampshire were having to transport waste material to the nearest processing station in Dartford, Kent (180 mile round trip). R&W Civil Engineering devised, gained all the necessary approvals for, then built a cost effective 'closed loop' sustainable waste management solution. Today gully waste is processed locally, with the solid material and the purified water both being reused in the maintenance of the highways network.

With no foul sewer connection, around 500,000 litres of water each year is purified to river quality and reused by gully lorries and road sweepers for jetting highway drainage systems as part of the road sweeping process, negating the need to draw potable (fresh) water from the mains. Around 4,800 tonnes of solids are also diverted from landfill annually and this has been authorised by Hampshire County Council for use as topsoil on the network – negating the need to purchase virgin materials.

Benefits include: reduced emissions, a better carbon footprint, improved productivity, better resources management, improved recycling KPIs, plus reduced costs. This sustainable environmental solution is also accessible to other users and still evolving.

For further information contact:  
**Glynis Dewhirst – 0238 042 3508**  
[glynis.dewhirst@rwcivilengineering.co.uk](mailto:glynis.dewhirst@rwcivilengineering.co.uk)

### North East Surrey College of Technology (NEScot)

**Contract value:** £19m **Type of work:** New build – academic buildings **Approx m²:** 4,900

The project provided two new buildings (Skills Park and Built Environment) for the North East Surrey College of Technology (NEScot). Social sustainability was at the very core of this project and, given their focus on 'trades', fostered a close working relationship between the college and project team. Throughout construction, Willmott Dixon involved the students in the project and encouraged future careers in construction. The team's efforts resulted

in significant amounts of apprenticeships, work experience, careers advice and workshops. Willmott Dixon also embraced the 'Think global, act local' motto and focused on procuring from local businesses and utilising local labour wherever possible.

With a target of achieving BREEAM 'Excellent', the NEScot project utilised natural ventilation, on-site renewable energy sources and a user-friendly

mechanical and electrical strategy to ensure that the in-use performance of the buildings did not deviate too much from the designed performance. The triple bottom line approach to sustainable development has been seamlessly incorporated into the design of the NEScot project.

For further information contact:  
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### St James' Market, London

**Contract value:** £88.5m **Type of work:** New build **Approx m²:** 31,800

St James' Market provides a new office-led scheme, with ground floor retail and a new vibrant public realm, in the heart of Piccadilly. The project included the demolition of the existing structure with the retention of 125m long, 25m high listed façades on three sides. The two new buildings deliver advanced sustainability performance, whilst respecting the historic character of the Regent Street area.

Balfour Beatty instigated a committee at preconstruction to drive innovation and

technology. BIM was used extensively and was the cornerstone of an innovation strategy that pushed the boundaries of offsite prefabrication. The interactive 3D BIM Model created and installed within the site hoarding also proved hugely popular with local passers-by. Balfour Beatty's response to The Crown Estate's commitment to Stewardship, resulted in a showcase for local materials, skills and responsible sourcing with the integration of Portland Stone, architectural timber from Windsor Forest and marine dredged sands



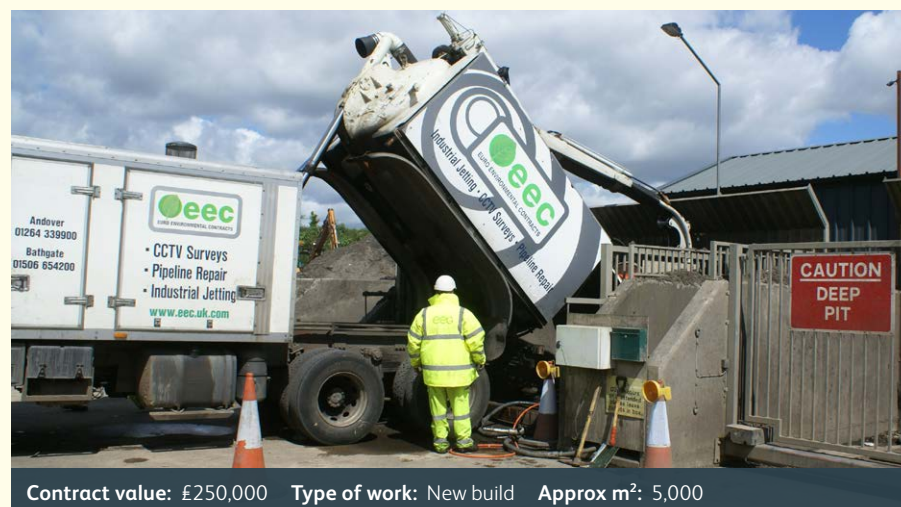
from UK waters. Initiatives delivered a demonstrable 10% reduction in the building carbon footprint. Future performance, wellbeing and comfort of building users significantly influenced the design and build. Target: BREEAM 'Excellent' with 'Green Leases' in place to ensure tenant fit-out for the offices conform.

For further information contact:  
**Jonathan Turner – 0207 963 2108**  
[jonathan.m.turner@balfourbeatty.com](mailto:jonathan.m.turner@balfourbeatty.com)



## Innovation: Winner 2016

# Hursley Wet Waste Processing Facility



Contract value: £250,000 Type of work: New build Approx m<sup>2</sup>: 5,000

### Judges comments

*It is unusual to see such commitment and investment in R&D from an SME. R&W Civil Engineering were so totally committed to the theory behind their project that they also met the cost of the processing plant. They have data to support huge savings in water consumption and waste to landfill and their ambition is for similar sites to be developed across the UK. Whilst they recognise that they are not able to scale up to meet potential demand, they are sharing their learning for others to follow.*

For more information about this project contact: **Glynis Dewhirst – 0238 042 3508**  
[glynis.dewhirst@rwcivilengineering.co.uk](mailto:glynis.dewhirst@rwcivilengineering.co.uk)

Hursley Wet Waste Processing Facility was initially developed by R&W Civil Engineering to deal with road sweepings and gully waste from Hampshire County Council highways. New EU regulations prohibiting road sweepings and gully waste going to landfill resulted in the need for wet waste to be handled by a 'traditional' permitted waste transfer station, with a build price in excess of £1.5 million. The closest facility was located in Kent so travel was costly, both in financial and environmental terms, and reduced productivity. R&W Civil Engineering wanted to achieve greater environmental and economic control of how road sweepings and gully waste was handled in Hampshire. They undertook extensive research and, in consultation with other key stakeholders, developed a solution that combined traditional methods with innovative technologies from other sectors in a completely new and cost effective way.

The 'closed loop' solution means gully waste now comes in off the council highways, is processed, and both the solid material and the purified water is then reused on the network. Working closely with both the Environment Agency and Hampshire County Council ensured necessary planning permissions and product quality standards were agreed before R&W invested £250k to develop this facility that transforms waste into resource.

### Actions:

- Invested in Research & Development and plant.
- Developed strong business case and gained support of key stakeholders.
- A strong, management team, mobilised a large and skilled team of in-house engineers and an external environmental consultant.
- Looked to other sectors for innovation – adapting technology originally developed for vehicle washing.
- Agreed standards with Hampshire County Council so that the separated solid waste is authorised for use as topsoil on the network.
- Through the use of existing technologies configured in a unique way, R&W developed an innovative water purifying process to meet Southern Water and Environment Agency quality requirements.
- Introduced weighbridge and Waste Accounting software.

### Results:

- Removed the need to transport wet waste out of the county for treatment and disposal – 180 mile round trip.
- Reduced costs.
- Reduced emissions and a better carbon footprint.
- Improved productivity: central location; operates 24-7; more effective use of vehicles – several collections and discharges each working period.
- Less stress on drivers.
- Better resources management and recycling.
- Water reused by gully lorries for jetting highway drainage systems as part of the road sweeping process, which means potable (fresh) mains water doesn't have to be obtained.
- Around 4,800 tonnes of solids, diverted from landfill annually.
- Reduction in purchase of virgin top soil materials.
- Accurate records provide R&W and stakeholders with quotable statistics on environmental and financial KPIs.
- Hampshire CC achieves higher recycling targets and implement cost savings, so benefitting all living in the county.

### Lessons learned/recommendations:

- Developing a traditional facility like the one used in Kent at a cost of £1.5 million was beyond economic viability.
- An alternative and more sustainable option cost just £250k.
- The facility can also be used for non-highway wet waste and by other contractors from across the county.
- 'Waste materials' are now considered resources for reuse.
- Through a newly formed specialist consultancy practice, R&W continue to investigate emerging technologies for the treatment of hydrocarbons to extend the versatility of the resulting by-products from the waste recycling process.
- R&W customers can cite their use of the facility as a differentiator when competing for highways contracts.
- The concept is now being championed by R&W to other potential adopters.



# Innovation: Finalists 2016

- Broadmoor Hospital Redevelopment (Kier Construction)
- Broomhill Sands and Coastal Defence Scheme (Team Van Oord)

- Hursley Wet Waste Processing Facility (R&W Civil Engineering)
- Innofix Clip (Monier Redland Ltd)
- Leisure Energy/Freedom Leisure
- St Nicholas Church (calfordseaden)

Sponsored by



## Featured Finalists

### calfordseaden – St Nicholas Church, Perivale

**Contract value:** £3.2m **Type of work:** Redevelopment

Throughout the country, churches have to adapt to ensure they remain a part of the community. This project demonstrates how innovative thinking and “planning” flexibility could help secure the future of more church estates. The site of St Nicholas Church was previously home to a large, inflexible church with a church hall and vicarage dating back to the 1960s. The concrete was failing and the building was unsafe to renovate. A partnership between the Church of England, Ealing Council and ASRA Housing Group was formed to deliver a new church with a

hall, vicarage and affordable housing on the site of the original building.

calfordseaden’s architects unlocked the potential of the site by designing a scheme where the church and community facilities shared the double height ground floor of a new building. Taking into account strict planning requirements, ASRA and calfordseaden actively involved local residents and the church congregation – enabling some very innovative designs to be incorporated into St Nicholas Church, including a landmark

church spire, a baptism pool and a large water feature filled with holy water in the foyer entrance. The design incorporates the new church and new build flats into one, fluid, building. Adjacent to this are the new homes which help to foster a stronger relationship between the wider community and the church congregation.

For further information contact:  
**John Spence – 0168 988 8222**  
[jspence@calfordseaden.co.uk](mailto:jspence@calfordseaden.co.uk)



calfordseaden



### Leisure Energy

**Contract value:** £2m **Number of staff:** 3

Leisure centres have a unique energy footprint – energy costs are the second highest overhead accounting for 30%. Leisure Energy, an energy saving consultancy and main contractor, specialises in working with leisure operators to better understand their energy usage as well as predicting future energy use. This unique approach has enabled Freedom Leisure to successfully take a long term view when bidding for new contracts, using Leisure Energy’s predictive energy assumptions. Our innovative partnership has secured new

management contracts and supported Freedom Leisure’s growth strategy; last year moving up the top 10 rankings (from 8th to 6th), by adopting this entrepreneurial approach for sustainable growth.

Leisure Energy’s 25 years’ of leisure sector experience has, through years of research, created a model using proven technologies to reduce energy costs in leisure centres by 50%, with an average payback on capital investments achieved between two and five years. We work

to maximise a building’s performance through better energy management. This is supported by our business approach – to drive up revenue and participation at leisure centres with demonstrable returns on investment. In turn, we are able to make significant savings, improve operational efficiency and significantly reduce the centre’s carbon emissions.

For further information contact:  
**Robin Roberts – 0775 861 1868**  
[robin@leisure-energy.com](mailto:robin@leisure-energy.com)

**LeisureEnergy**  
Sustainable savings



“

**SIG360 work with us on site, to ensure we not only meet our client's needs but exceed them.**

”

**NEIL HARRISON  
HARRISON PROJECTS  
AN SIG CUSTOMER**

**BUILD YOUR NAME ON US**

## Providing **impartial** product advice

The SIG360 Technical Centre is a service offering from SIG, that focuses on helping customers deliver energy efficient buildings.

Through an intimate knowledge of building regulations and product performance, brought about through more than 50 years specialising in the energy efficiency of the fabric of a building, the SIG360 Technical Centre is able to make cost effective and impartial product selection to ensure the best energy performance can be achieved.

The service provided includes energy statements, U value calculations, condensation risk analysis, thermal modelling and SAP assessments leading to EPC certification.

If you are seeking impartial advice on the fabric energy efficiency of your building contact SIG360 Technical Centre.

For guidance you can trust call **0844 443 0059**  
email **360enquiries@sigplc.com** or visit **www.sig360.co.uk**



**Talk to the SIG360 Technical Centre at the start of your project for a 360° view of cost effective and energy efficient home building**



# Construction relies on teamwork – this is our team



## Headline Sponsor and Project of the Year

Westfield Corporation is one of the world's leading shopping centre companies with iconic retail destinations in London, New York, San Francisco and Los Angeles among its portfolio of 40 centres. Last year approximately 435 million customer visits to Westfield Corporation shopping centres generated \$17 billion in retail sales.

Westfield's strategy is to develop and own superior retail destinations in major cities by integrating food, fashion, leisure and entertainment and by using technology to better connect retailers with consumers. In the UK, Westfield owns and operates Europe's two largest shopping centres, Westfield London and Westfield Stratford City and has a strong development pipeline including the expansion of Westfield London and new developments in Croydon and Milan. Westfield manages every aspect of its portfolio – from design, construction and development to leasing, management and marketing – ensuring that its centres constantly meet the highest expectations of today's retailers and consumers.

[www.westfieldcorp.com](http://www.westfieldcorp.com)



## WILLMOTT DIXON

SINCE 1852

## Client of the Year

Willmott Dixon is a privately owned company that is one of the biggest in the construction and property sectors. The £1bn+ business employs over 3,500 people dedicated to meeting the ambitions and visions of their customers. Being a responsible business underpins everything they do; since 2012 they have been carbon neutral and were the only company from our industry to receive a Queen's Award for Enterprise in Sustainable Development in 2014. Delivery of successful projects in London & South East is driven by continuous improvement.

[www.willmott Dixon.co.uk](http://www.willmott Dixon.co.uk)



## waterloo

## Integration & Collaborative Working

Waterloo Air Products plc has an enviable reputation for ventilation system design, engineering and manufacture. Built on levels of customer service that allow them to collaborate constructively as part of an integrated supply chain, Waterloo has been able to fulfil the requirements and expectations of even the most challenging clients. By continuously seeking out innovative technical and commercial knowledge, they ensure they remain the UK's leading manufacturer for air terminal devices.

[www.waterloo.co.uk](http://www.waterloo.co.uk)



## Innovation

The SIG360 Technical Centre is a service proposition dedicated to taking cost and complexity out of construction through SIG's impartial product selection of thermal and acoustic insulation solutions, supported by free a U Value and SAP service.

SIG360 saves time and effort getting to grips with the regulations; providing a full package of specification and technical support services, backed up by reliable deliveries through SIG's unrivalled, nationwide distribution network. At the heart of all this activity is a focus on the investigation and development of new products and services.

[www.sig360.co.uk](http://www.sig360.co.uk)



## Health & Safety

### Association for Project Safety (APS)

Founded in 1994, the Association for Project Safety (APS) is committed to shaping and sharing good practice in design and construction health & safety risk management.

Amongst APS 6000 members are the country's leading architectural, engineering, surveying, project management, and health & safety professionals. As a pan-industry body, APS believes in integration not only of project teams but also the cross fertilisation of professional institutes, with the aim of providing construction professionals with the means to improve and maintain their capability to fulfil their duties under the CDM Regulations.

[www.aps.org.uk](http://www.aps.org.uk)

### Constructing Better Health (CBH)

Constructing Better Health (CBH) is the UK's only not-for-profit organisation delivering a national membership scheme for the management of occupational health in the construction industry. Their members benefit from CBH's suite of user-friendly risk management resources and guidance to improve the standard of work-related health in their organisations. CBH published the National Standards for Occupational Health in Construction; created a unique centralised database of work-related health records and devised CHAT (Construction Health Action Toolkit), enabling effective management of work-related health at construction site level.

[www.cbhscheme.co.uk](http://www.cbhscheme.co.uk)



## TEMPLE

LEADERS IN ENVIRONMENT,  
PLANNING & SUSTAINABILITY.

## Sustainability

Temple Group Limited (Temple) is a leading environment, planning and sustainability consultancy in the UK. Temple's experienced professionals deliver specialist advice to infrastructure and development clients on the most challenging and complex projects to the very niche. Established in 1997, Temple has grown rapidly in recent years and together with its sister company, The Ecology Consultancy, is now one of the UK's 25 largest environmental consultancies.

[www.templegroup.co.uk](http://www.templegroup.co.uk)



## Outstanding Customer Satisfaction

Artelia is a global project management and engineering consultancy, employing over 3,350 people in 39 countries. A large consultancy offering individuality and the freedom to make decisions based around their clients' best interests, not external shareholders. Their aim is to bring out the best in an organisation; to improve the performance of people, assets and operations.

They know from asking clients directly that great service is not just about imparting technical knowledge. Clients expect responsiveness, to be listened to and have their needs fully understood; they expect best practice to be combined with new ideas to anticipate and solve problems. Artelia are determined to provide a different and better service and they call it their 'Consciously Unique' approach.

[www.uk.arteliagroup.com](http://www.uk.arteliagroup.com)



## Apprenticeship Initiative

CoTrain, a shared apprenticeship scheme, makes it easier for contractors to employ apprentices. Established in response to industry demand, this innovative collaboration shares a commitment to long-term employment and training enabling local companies to invest in developing local talent before it's too late.

CoTrain recruits and employs candidates, then places them with one company for 4-6 months, then another, and another until the apprentice gains the required experience to qualify. Contractors are provided with a risk free mechanism to meet local training obligations and gain from an injection of energy from talented young people when workload peaks.

[www.cotrain.org.uk](http://www.cotrain.org.uk)



### Achiever of the Year

Dovetail Group's FM and Built Environment Division is a specialist provider of talent acquisition, executive search and consultancy services to the Facilities Management, CRE and Property sector. The team has nearly 30 years' experience in the provision of recruitment solutions for permanent, contract and temporary opportunities globally.

They work with leading FM service providers, property consultants, construction firms and corporate clients, assisting them in attracting the best candidates and matching their skills and culture profiles to ensure the firms' continued success. Dovetail has successfully helped a number of small SME businesses to expand in skills short areas, appointing staff at all levels from operations to C-level in addition to putting long term talent planning in place for larger clients.  
[www.dovetailhrs.co.uk](http://www.dovetailhrs.co.uk)



### Young Achiever of the Year

Project Five is fast becoming known as the leading provider of improvement expertise in the construction industry. Operating nationally, they work with an extensive range of clients and supply chains driving industry to go beyond mere compliance and achieve 'excellence'.

They believe those that innovate and seek to continually improve will achieve better performance and therefore improve their ability to succeed in an increasingly challenging sector.  
[www.projectfiveconsulting.co.uk](http://www.projectfiveconsulting.co.uk)



### Leadership & People Development

Cheesmur Building Contractors are an SME contractor based in Sussex with extensive experience in educational, residential and commercial construction, building maintenance and refurbishment, facilities management services and heritage building restoration. Specialist services provided cover partnering, design and build projects, and sustainable construction, including Modern Methods of Construction (MMC).

Fully recognising the contribution made by its award-winning team, Cheesmur delivers projects with a collaborative and proactive ethos engendered in the company mission statement to deliver "traditional values in a changing world". This is achieved through the continuing development, resulting achievements and contributions from employees.  
[www.cheesmur.co.uk](http://www.cheesmur.co.uk)



### Whole Life Value

Sustainable Direction Limited (SDL) helps organisations identify, prioritise and actually take action to move in a sustainable direction, thereby achieving more permanent prosperity. Through direct interaction with clients they heighten understanding of whole life value and the value chain; they use this to improve business processes, find ways to reduce costs and environmental burdens, improve productivity and staff skills and motivate changes in behaviour. Ultimately they save their clients' money by a better use of all resources, and help them to realise the opportunity in efficiency.  
[www.sustainabledirection.com](http://www.sustainabledirection.com)



### SME of the Year

The Chartered Institute of Building is at the heart of a management career in construction; the world's largest and most influential professional body for construction management and leadership. They have a Royal Charter to promote the science and practice of building and construction for the benefit of society, and have been doing that since 1834. Their members work worldwide in the development, conservation and improvement of the built environment.

As well as the different grades for individual membership (eg Chartered Fellow/Member, Applicant or student), the CIOB can also offer Chartered status for businesses, under the Chartered Building Company or Chartered Building Consultancy (CBC) scheme.  
[www.ciob.org](http://www.ciob.org)



### BIM Project of the Year

Clearbox are focused on delivering leading edge information management from modern BIM enabled projects, across the entire asset lifecycle. Clearbox are at the forefront of using innovative technology, designed to deliver the right information, at the right time, in the right format and to the right people. Their tools make appropriate use of cloud based solutions delivered through a mix of PC and mobile applications. They are easy to use, require minimal training and will save you and your business time and money.  
[www.clearboxbim.com](http://www.clearboxbim.com)



### Awards Brochure

Knauf UK is part of the Knauf Group, one of the largest independent building materials groups in the world, employing around 22,000 staff in over 50 countries. As one of the leading suppliers of lightweight building materials in the UK, Knauf is committed to continuous product innovation and provides a full range of products and systems for walls, floors, ceilings and facades.  
[www.knauf.co.uk](http://www.knauf.co.uk)



### Drinks Reception

ITC Concepts is an award winning fit out and refurbishment contractor serving London and the South East regions. Formed in 1992 they have been delivering projects of exceptional quality to commercial and public sector clients, on both a traditional and design & build basis ranging in value from £200k-£8m.

The team's commitment to quality and programme delivery coupled with their flexibility to meet client's bespoke logistical and operational requirements have made them a contractor of choice, in some cases for over twenty years! If you have a project planned for the future please contact ITC Concepts via the website.  
[www.itcconcepts.co.uk](http://www.itcconcepts.co.uk)



### The Judging Day

Fladgate LLP is a UK Top 100 law firm located in central London. Their skills base covers a broad spectrum of legal services, in particular construction and engineering, PFI, Real Estate and Corporate.

Specialist construction lawyers deal with a wide range of projects including infrastructure, commercial and retail, residential, hotel and leisure, oil and gas, nuclear power, renewable energy, waste, facilities management and hospitals. The dedicated BIM team advises on all legal issues associated with the incorporation of the Model; both Legal 500 and Chambers directories recommend the construction team as leaders in their field.  
[www.fladgate.com](http://www.fladgate.com)



### Constructing Excellence in London and the South East

SECBE is the regional partner for Constructing Excellence, driving positive change across the sector. It provides a range interventions and consultancy services to construction clients and supply-side companies to achieve 33% cut in costs, 50% cut in both programme and emissions. They constantly strive to secure government funding to deliver business growth programmes and contribute to the future of the industry through the Shared Apprenticeship Scheme – CoTrain.

Harnessing inspiration, innovation and collaboration, SECBE delivers great results for companies – and outstanding Constructing Excellence awards for the industry!  
[www.secbe.org.uk](http://www.secbe.org.uk)



## Health & Safety: Winner 2016

### Safety 2015 and Beyond



Company turnover: £16 million Number of staff: 140

#### Judges comments

*O'Donovan demonstrates that ongoing commitment to Health & Safety is ingrained in the company ethos. However, in 2015 the company has not only made huge investments in training its team for the safe operation of its waste business, but the work undertaken with vehicle manufacturers, TfL, the police and the cycling public is making a huge contribution to the safety of all road users.*

For more information about O'Donovan:

**Jacqueline O'Donovan – 0208 801 9561**  
[sales@odonovan.co.uk](mailto:sales@odonovan.co.uk)

Forget Health & Safety as a tedious topic, O'Donovan Waste Disposal's Safety 2015 and Beyond initiative shows just what can be delivered when passionate people get behind a business-wide commitment to excellence led from the top. O'Donovan runs a construction and demolition waste business with an 85-strong fleet of lorries operating in London and the surrounding area and a recycling and waste management facility. The company believes it has a duty of care to continually improve its health & safety practices to protect its drivers, staff and road users alike. Drivers make up such a large part of O'Donovan's workforce and are absolutely fundamental to the company's operations – so it is vital that their training is tailored, valuable and measurable. The road to continuous improvement has been led by the Managing Director, Jacqueline O'Donovan, who invested in her own training and skills and has developed a bespoke training package that she delivers herself to reinforce the importance of the message.

O'Donovan has long been a pioneer in fleet safety, having been heavily involved in the launch of Transport for London's Construction Logistics and Cyclist Safety (CLOCS) initiative and the design and pilot of new lorries in conjunction with vehicle manufacturers MAN, DAF, Volvo and Mercedes. As well as developing new technologies, the company has also spent more than £5,000 per vehicle retrofitting the latest specialist safety equipment, which includes CCTV and side-detection sensors.

For O'Donovan effective health & safety involves a combination of training, culture and technology. By investing both resources and time into these three areas, O'Donovan continually sets a new standard for Health & Safety best practice for other organisations to follow – a remarkable achievement for an SME.

#### Actions:

- Health & safety in operations made a strategic priority.
- Culture of improvement.
- Ongoing investment time & money.
- Bespoke operational management system on fleet to identify risk and opportunities for improvements.
- Innovative approaches to tailor H&S training to individuals:
  - Bespoke hand books for each member of the 140 strong team
- 60 staff members undertook further WAMITAB training – delivered in multi-lingual format.
- Appointment of Health & Safety Champions.
- Working with manufacturers to influence design of safe vehicles.
- Dedication to sharing best practice.

#### Results:

- Ability to identify driver training requirements – style, speed, braking, cornering and idling:
  - Reduced number of ill-health and accidents
  - Accidents reduced by 25%
  - Recorded incidents such as harsh braking or sudden acceleration dropped by over 30%
- Improved visibility in future cab designs.
- Staff fully equipped with knowledge and skills to practice highest standards of health & safety and flag potential risks.

#### Lessons learned/recommendations:

- When dealing with operatives from other countries you need to make provision to ensure core communication is understood.
- Preparing bespoke handbooks has helped to manage cognitive load.
- It is important to invest in providing the best tools to enable the job to be performed in the best and safest way.
- Working outside of the industry with key stakeholders gives a better awareness of dangers and risks involved.

**O'DONOVAN**  
 ●●● WASTE DISPOSAL



# Health & Safety: Finalists 2016

Sponsored by

- C435 Farringdon Main Station Works (BAM Ferrovial Kier JV – BFK)
- Darke & Taylor Ltd

- Excess Sound Alerting Unit (Lovell Partnerships Ltd)
- Safety 2015 and Beyond (O'Donovan Waste Disposal)
- Willmott Dixon Construction (Cobham)



## Featured Finalists

### Darke & Taylor Ltd

**Company turnover:** £14.5m **Number of staff:** 184



Over many years Darke & Taylor have developed a strong, reputable and respected business – a business that has its people at the very heart. The commitment the company makes to its employees and the commitment the employees make to the company, are seen as a key competitive advantage, enabling sustainable growth and the ability to deliver service excellence to a range of clients and markets.

A crucial element of their commitment to staff is the provision of training, in particular the provision of health & safety training. The 'H&S 100% KPI initiative' developed a strategic approach to continual improvement of health & safety training; it takes health & safety performance at the company to a whole new level, extending far beyond compliance under CDM. The initiative took the talents and determination of company staff (both new and long

serving), the latest technology and a financial commitment at Board level to deliver the most extensive staff training programme in the company's history; one that has directly benefited over 200 people and has had a significant positive impact on employees, clients and subcontractor partners.

For further information contact:  
**Simon Newton – 0186 529 0000**  
[simon.newton@darkeandtaylor.co.uk](mailto:simon.newton@darkeandtaylor.co.uk)

### Excess Sound Alerting Unit

**Company turnover:** £60m **Number of staff:** 96



The Excess Sound Alerting Unit is the result of Lovell's ongoing commitment to work with local schools and Science Technology Engineering & Mathematics (STEM) to open students' eyes to the real variety of career paths and opportunities in Construction. They set engineering challenges to bring fresh thinking, innovations and practical ideas to improve Health & Safety.

The focus of this project was to reduce the damaging effects of industrial deafness;

a health hazard faced by construction workers on a daily basis. Ear defenders and in-ear plugs are not items included in compulsory site Personal Protection Equipment (PPE). The challenge was to explore ways to enhance PPE to alert workers when noise exceeds acceptable levels, without prohibitive cost implications.

The product designed by the students will alert individuals when exposed to noise over 80db (the first action level) and (85db the second action level), as laid out in the Noise

at Work Regulations 2005. The device, incorporated into hard hats, will display LED lights to alert users when they are at risk of damage to their hearing. Principal Contractors would issue the Sound Alerting Unit to all sub-contractors during site induction, reducing the number of incidents of on-site noise induced hearing loss – damage that is, at present, irreversible.

For further information contact:  
**Sophia Bruce – 0783 736 6703**  
[sophia.bruce@lovell.co.uk](mailto:sophia.bruce@lovell.co.uk)

### Willmott Dixon Construction (Cobham)

**Company turnover:** £175m **Number of staff:** 236



Willmott Dixon strive to provide a safe environment for their people, supply chain, clients and community at all times; inside or outside of the hoarding, safety comes first. In 2012 they developed the 'All Safe' initiative which ensures good practice is shared between sites, operates a no blame culture, and promotes honesty and a willingness to learn. The 'All Safe' standard encompasses four main principles: Value – no one should suffer pain: Belief – all accidents can be avoided: Attitude – everyone has a zero tolerance of unsafe behaviour; Behaviour – everyone looks after themselves and others.

Willmott Dixon treats its supply chain, circa 80% SME's, as employees of Willmott Dixon – an approach that ensures trades' understand the importance and benefits provided by 'All Safe'. Recognising and rewarding individuals for creating safe working environments, Willmott Dixon is committed to helping the construction industry to train, upskill and make safe SME's who will often work for other contractors.

'All Safe' is managed by 30 full-time Health, Safety and Environmental

(HS&E) professionals who visit every site once every week. HS&E managers are team players who offer technical advice and guidance ensuring compliance with all statutory requirements. This is communicated in a 'coaching and leading' style. 'All Safe' delivers an outstanding level of consistency, resulting in a significant improvement in year-on-year statistics including RIDDOR, LTIs and service strikes.

For further information contact:  
**Emily Newland – 0193 258 4778**  
[emily.newland@willmott Dixon.co.uk](mailto:emily.newland@willmott Dixon.co.uk)



## BIM Project of the Year: Winner 2016

### Land Rover BAR Americas Cup HQ and Facilities Building



Contract value: £15 million    Type of work: New build – mixed use    Approx m<sup>2</sup>: 6,900

#### Judges comments

*An open procurement approach led to the team focusing on the outcome – the project progressed straight into integrated delivery. Collaboration was as critical to the success of the project as it is to Land Rover BAR Racing Team's training and strategy for winning.*

For more information about the project:

**Vivienne Conway – 0132 928 3225**

[vivienne.conway@hgp-architects.co.uk](mailto:vivienne.conway@hgp-architects.co.uk)

Home of Land Rover BAR Racing, and built to BREEAM excellent standards, this purpose-built facility comprises 6,874sqm of multi functioning space that brings together three key functions of boat design, boat building and racing team training; the Education Centre sits alongside and the whole project is a showcase for the collaboration of sport, innovation and sustainability. Situated on the peninsula of the Camber in the conservation area of Old Portsmouth, these headquarters are integral to Ben Ainslie and Land Rover BAR Racing. The Team has been brought together from a fragmented set of facilities to train in a single location – a really positive influence in their quest to bring the Cup home to Britain.

Building Information Modelling (BIM) played a major role in the success of the project, allowing design and construction teams to collaborate in 3D to progress at speed. The majority of base build elements were manufactured off site and installed perfectly, reliant on the accuracy of the model. Collaboration was required at all stages to realise the closely scheduled milestones. This allowed Land Rover BAR's goals to be achieved in good time: to be physically sailing, fully competitive, and in a good position to host the first round of the Americas Cup World Series Events.

#### Actions:

- Consultant led BIM with Soft Landings approach including client, consultants and main contractors.
- Early engagement of specialist manufacturers and suppliers to inform design decisions.
- Significant change to traditional procedures and attitudes.
- Relationships fostered throughout the supply chain and with all stakeholders.
- Major elements reliant on accuracy of the BIM model were manufactured off site.
- BIM was the design delivery tool.
- Progression of model for POE.

#### Results:

- A sustainable project focused on housing a sustainable team with sustainable goals.
- Innovation, including the largest fabric doors currently installed in the UK.
- Designers and contractors worked in parallel rather than usual sequencing to achieve a challenging programme.
- Fit out commenced well in advance of the building being weather tight.
- Open dialogue allowed decisions to be made in real time without compromising deadlines.
- Offsite elements installed perfectly, including curved glazing to the seven storey high prow of the building.
- Strict programme maintained.

#### Lessons learned/recommendations:

- POE development for research case study will be valuable for facilities and asset management of the building.
- No time for drawings – interactive review based around the model drove collaboration and led to integrated delivery.
- BIM is invaluable for precise coordination.
- BIM interoperability issues did not limit the opportunity. They were discussed and resolutions shared in-house and with software developers to improve work flows for future projects.

LAND ROVER **BAR**



**RS** REUBY & STAGG LTD.  
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# BIM Project of the Year: Finalists 2016

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- C435 Farringdon Main Station Works (BAM Ferrovial Kier JV – BFK)
- Digital Design & Construction (David Miller Architects & Hill)

- Land Rover BAR Americas Cup HQ (HGP Architects Ltd)
- London Wall Place (Brookfield Multiplex)
- Phase 2 strengthening of the Hammersmith Flyover (Ramboll)

Clearbox



## Featured Finalists

### Phase 2 strengthening of the Hammersmith Flyover

**Contract value:** £100m **Type of work:** Strengthening **Approx m<sup>2</sup>:** 11,570 (622m long x 18.6m wide)

The strengthening (Phase 2) of the Hammersmith Flyover was a unique, phenomenally complex and challenging project. Serious corrosion of the prestressing threatened the continued use of the Flyover, which forms part of a major artery into Central London. By avoiding the chaos and indirect costs of closing the A4 or roads below, the chosen solution provided excellent value for money. It resulted in a renewed design life of 120 years for the bridge.

TfL selected the project as a pilot for implementing BIM level 2. Without the effective and innovative use of BIM, and the 'one team' approach of all delivery partners, it is unlikely that a solution to such a complex problem could have been defined and delivered. The contractor, designers and client maintained a highly collaborative relationship, developing, using and revisiting the BIM standards and the Common Data Environment at each stage of the project. Innovative BIM dramatically improved design and delivery with the

team achieving better and faster solutions because the model allowed a high degree of change throughout the project life cycle. Concurrent use of BIM with 3D scanning technology reduced cost, time, and risk. The BIM workflows and technologies used on this project have already won awards and as a case study is helping to shape industry approach to modelling bridges.

For further information contact:  
**Chris Bargent – 0788 056 5663**  
[chris.bargent@ramboll.co.uk](mailto:chris.bargent@ramboll.co.uk)



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## Featured Finalists

### London Wall Place

**Contract value:** £220m **Type of work:** New build – commercial **Approx m<sup>2</sup>:** 46,000

London Wall Place is Brookfield Multiplex's flagship BIM project; embracing innovation in design development, site operations and client handover deliverables. The complex design of multiple level terraces, a building footprint cantilevering over the public realm and interconnecting public access bridges brought elements of high risk to the project. Logistics and coordination with local residents, general public and archaeological considerations needed careful management.

To meet this challenge Brookfield Multiplex immersed the project team, client, design consultants and subcontractors, into the BIM environment through site based co-location, education workshops and multiple uses of technology to leverage better collaboration and integration. Key innovations and technology included: Project wide BIM models for design and construction understanding, coordination and build ability; standard BIM documentation; adoption of project wide cloud based CDE/EDMS; SMARTboard touchscreen TVs, for improved project

team collaboration; iStar 360 camera used to capture and log conditions on site, a cloud-platform solution for on-site and handover of asset information to the client. The result is a 'blueprint' for future projects. The team has supported supply chain education, raised standards and demonstrated the benefits of BIM to clients, suppliers and partners.

For further information contact:

**Nicholas Leach – 0771 038 7048**

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**LONDON WALL PLACE**

**HARE**


**make**




**ZUTEC**  
BUILDING KNOWLEDGE

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Who's idea was it to go for a night time walk?




Thanks for leaving the lights on

Deborah lived in a cul de sac near to a site that was undergoing lots of building work and had to use a route past it regularly to walk her dogs to the park. Navigating past the site when the nights drew in could have been precarious and unnerving with narrow and dark alleyways.

Thankfully the Willmott Dixon team on the site were mindful of their neighbours and left the exterior lights on after work had finished for the evening which made this journey much safer and easier for Deborah, her neighbours and her pooch.

*I would like to thank you for ensuring there is enough light on and around the site even after work has ceased and all have gone home. It's great to have enough light to be able to walk the dogs safely at night.*

**THIS REAL LIFE STORY EVIDENCES**  
Considerate construction company, empathy with residents and neighbours.



**WILLMOTT DIXON** SINCE 1852

Construction's network of five local company offices (LCOs) across England and Wales, each with its own MD, provides national coverage with a local team. This gives clients the close attention and relationship with their LCO team right up to MD level; just one reason customers opt to work with us again, and again!

The balance between being a national company and having local presence also helps our 'local pound' approach of working with local companies where possible, with up to 40 per cent of a project's spending distributed within 20 miles. Customers also know their project is important to the LCO team, instead of being one of many in a national structure.



# SME of the Year: Winner 2016

## Cheesmur Building Contractors

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Company turnover: £13.25 million Number of staff: 54

### Judges comments

*Cheesmur is a forward-thinking and impressive local construction company with a passion for supporting the wider community. The impact of their investment in training, support, empowerment and rewarding of staff is reflected in high retention levels and sustainable business growth. Strong leadership, traditional values and a sense of humour have been their key to success.*

For more information about Cheesmur contact: **Steve Hayman – 0127 385 8600**  
[stevehayman@cheesmur.co.uk](mailto:stevehayman@cheesmur.co.uk)

Cheesmur was established in 1936 and was a well-respected and successful contractor; however by 2008, lack of investment had resulted in serious financial issues. In 2009 Terry Nitman and Steve Hayman negotiated a 'management buy-out', providing the investment and determination needed to keep the business trading.

Their key to success is an ethos of collaborative and non-adversarial working with their clients and their consultants. This has been instilled into the team through informal and formal training, full business team meetings and by example set by the business owners and key team members who understood this philosophy.

Over seven years, from 2009 to 2015, during one of the most challenging economic environments in recent history, their fantastic team significantly improved both turnover and profitability. Through improved processes, a highly motivated team, a pro-active and approachable bank, and a committed supply chain (plus long hours and hard work) a deficit of £624k was converted into a significant and positive balance. Turnover in 2015 had increased from £5.4m to £13.2m. These changes were achieved whilst maintaining the spirit of the company mission statement to deliver "Traditional values in a changing world."

### Actions:

- Assembled an efficient, loyal, committed and experienced team.
- Agreed payment plan with 153 creditors.
- Cleared debt and restored trust.
- Invested in staff training and development and supported SME supply chain with training.
- Always worked collaboratively – an openness to share: best practice, experience, project data, training etc.
- Placed customer satisfaction at the centre of the business.
- Helped to develop local KPI hub.
- Extensive networking.
- Admirable CSR:
  - Local supply chain – local work
  - Apprenticeships
  - Construction ambassador
  - Mentoring for schools and business start-ups
  - Support for local community

### Results:

- Sustainable, controlled and profitable growth.
- A modern, vibrant and highly respected business.
- 100% staff retention.
- Excellent relationships with supply chain and suppliers.
- On a typical project: 89% of supply chain within 30 miles/98% within 60 miles.
- 92% complete customer satisfaction with 8% quite satisfied.
- Continual performance improvement – exceeding projected KPIs.
- A growing customer base through repeat business, frameworks, approved lists and personal recommendation.
- Well-known and respected in local community.
- Celebrating 80th year – a local construction business supporting the local economy.

### Lessons learned/recommendations:

- It is important to invest in staff, apprentices and trainees to secure the next generation.
- Succession planning is important – Cheesmur have already identified key team members and are providing leadership and development coaching.
- Traditional values make for good business.



# SME of the Year: Finalists 2016

- Base Quantum Ltd
- Cablesheer Group
- Cheesmur Building Contractors
- Martin Arnold

- O'Donovan Waste Disposal
- PEP Civil & Structures Ltd
- Zutec Inc. (UK) Ltd

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## Featured Finalists

### Base Quantum Ltd

**Company turnover:** £6m **Number of staff:** 40



Base is a multinational, Chartered Quantity Surveying and Expert Witness consultancy based in London. They operate across four continents and ten countries and have recently opened offices in Haywards Heath, West Sussex; they also operate active hubs in East Sussex, Surrey and Dubai.

In 2012, whilst the recession strangled the life out of the construction industry, they realised that there were opportunities to

be creative, to innovate, to collaborate and to steal a march on the competition. They threw off the shackles of fearful business partners and set up Base. First they found ways to produce cheaper, adaptable, standardised claim documents instead of expensive bespoke alternatives. As the business grew they identified a lack of competition for young talent and started to recruit. When the recession abated, they split their core services into smaller, process driven new products and collaborated with

the competition who had access into new markets, but did not have the staff. They promote innovation and collaboration internally to maintain work life balance and to offer non-tangible benefits to retain staff. Four years on, they have a thriving business, a growing reputation, and some of the biggest projects in the world under their belt.

For further information contact:  
**Duncan Hughes-Phillips – 0207 043 0993**  
[duncan.phillips@base-quantum.co.uk](mailto:duncan.phillips@base-quantum.co.uk)

### Cablesheer Group

**Company turnover:** £15m **Number of staff:** 130



CABLESHEER

Over the past three decades Cablesheer has built an enviable reputation – recent strengthening of the management structure, rebranding, relocating and new market opportunities are all part of their strategy to future-proof the business. Cablesheer's visionary leadership is confidently moving the organisation towards an exciting future with plenty of opportunity and potential for growth.

Cablesheer is small enough to still feel like the personable family run business

it is, yet big enough to compete with industry leaders in a professional, slick and competitive manner. An abundance of passion and vision has driven the expansion and growth in a controlled and ambitious way, inspiring confidence in its employees and clients alike. They deliver a broad range of services, which have been tailored to provide a 'one-stop-shop' functionality to their long-standing and constantly increasing client-base, reliably and to an exceptionally high standard time and time again.

They take their responsibilities very seriously in terms of developing and growing the team and business. Cablesheer support their clients to achieve their construction and environmental goals, whilst working with the upmost integrity and regard to their impact on the environment and the health & safety of all concerned.

For further information contact:  
**Richard Carter – 0844 2252 997**  
[richard.carter@cablesheergroup.co.uk](mailto:richard.carter@cablesheergroup.co.uk)

### O'Donovan Waste Disposal

**Company turnover:** £16m **Number of staff:** 140



In an industry worth £574m, O'Donovan Waste Disposal is one of the South East's largest waste management companies. The company specialises in the construction and demolition industry and has, over the last 50 years, evolved to offer a wide range of services, including its now core business of waste and recycling operations.

Today, under the dynamic directorship of Jacqueline O'Donovan, the business delivers strong year-on-year growth,

turning over more than £14m a year and operating a fleet of 85 vehicles. Jacqueline, and the wider management team, are in no doubt that the workforce is one of the crucial ingredients to its success. Indeed, the company stands out because it recognises its 140 staff as its biggest asset and the cornerstone of the business.

O'Donovan is an independent, family-run company, and as such, understands the importance of creating a very strong team culture, achieved through valuing

its employees. In fact, the biggest investment O'Donovan makes is in its staff development and believes everyone should be able to develop and improve their skills. As a result O'Donovan boasts a confident and motivated workforce that delivers great customer service and achieves results over and above other SMEs of a similar size.

For further information contact:  
**Jacqueline O'Donovan – 0208 801 9561**  
[sales@odonovan.co.uk](mailto:sales@odonovan.co.uk)



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# Apprenticeship Initiative: Winner 2016

## Willmott Dixon Construction



**Company turnover:** £175 million (Cobham office) **Number of staff:** 236

### Judges comments

*We were particularly inspired by Willmott Dixon's 'wrap-around approach'. Their effort to engage with young people through local communities, clubs and societies is making a significant contribution to positively promote the industry. WD offer generous support in terms of salaries, paying for further education, in-house development and career progression. Their approach generates high employee retention levels and great return on investment.*

For more information about Willmott Dixon's Apprenticeship Initiative contact:

**Emily Newland – 0193 258 4778**  
[emily.newland@willmott Dixon.co.uk](mailto:emily.newland@willmott Dixon.co.uk)

Willmott Dixon is passionate, caring and progressive about its apprenticeships with ambition to create outstanding opportunities for young people. Its comprehensive programme aims to broaden the attractiveness of the industry and supports a wider agenda for social improvement. Through early engagement with schools and colleges they strive to create awareness of the vast number of opportunities available within our sector, including: craft-based skills; operational management; design; commercial and other professional roles.

Their research has proven that by providing an apprentice with a 'good start' they are protecting the future of the organisation – supporting and leaving a lasting positive impression with an apprentice makes good business sense. Willmott Dixon's apprenticeship programmes create great competitive advantage, a differentiator when competing for work. Actively and continually resourcing the development of a sustainable workforce through their 'Building on Better' strategy has definitely resulted in a positive influence on their bottom-line profit. Willmott Dixon understand that "Investing in apprenticeships is investing in their future".

### Actions:

- Investment – time and money.
- Early engagement with schools and complementary apprenticeship programmes, eg CITB Shared Apprenticeship Schemes.
- Apprentice support: the buddy, the mentor, the line manager, and the apprentice training manager.
- Individual learning plans and active engagement with colleges.
- Continuous training.
- Incentives/rewards.
- One team culture – recognises that every single person in the business contributes to WD's success, future and legacy.

### Results:

- Differentiator in the marketplace.
- Enhanced reputation as an 'employer' – a preferred contractor and first choice for new candidates.
- Increased success at tender stage.
- A pipeline of future leaders.
- Increased employee retention – beating the industry for apprenticeship realisation (1 in 4).
- 100% retention of apprentices.
- Increased bottom line.
- Better skilled workforce.
- Added value and benefits within the communities where they work and creation of positive legacy.

### Lessons learned/recommendations:

- Regular reviews are important to remove blockers to progress.
- A well-established apprenticeship programme:
  - Advances community engagement
  - Proactively supports customers with ambitions to address the Social Value Act
  - Demonstrates valuable corporate social responsibility
- Being more than a builder is essential now when it comes to securing future work.
- Succession planning is important.



# WILLMOTT DIXON

**SINCE 1852**



# Apprenticeship Initiative: Highly Commended 2016

## Darke & Taylor Ltd

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Company turnover: £14.5 million Number of staff: 184

### Judges comments

*Darke & Taylor make huge investments in resources to address the skills shortage in the electrical industry. They are committed to sustaining a competent workforce – particularly challenging in an industry where technology is advancing quickly and where health & safety is a key concern.*

For more information about D&T contact:

**Simon Newton – 0186 529 0000**

[simon.newton@darkeandtaylor.co.uk](mailto:simon.newton@darkeandtaylor.co.uk)

The Apprenticeship Initiative at Darke & Taylor is an approach that has evolved over time to become the cornerstone on which the company and its progression is founded. The scheme is special because it really delivers; two current Board Directors, two Associate Directors, eight senior managers and the majority of senior engineers completed their apprenticeships at D&T. Today it is integral to the business model of a company which recognises that sustainable success is about developing people.

D&T has been engaged with apprenticeship schemes for over 40 years, offering jobs and training to over 350 young school leavers looking to develop careers in the built environment. From a workforce of 184 people, the company currently has 42 employees who are completing a formal apprenticeship and another four adult learners who are studying to become electricians, fire & security engineers, business administrators and ICT specialists. That's over 20% of the workforce engaged in the apprenticeship initiative – a big commitment for the company; way ahead of the national average for our industry and the economy in general. By training their own employees and offering long-term careers (not just training contracts) the company develops a highly skilled, competent workforce. A workforce with capability to address the needs of their client base and to deliver expertise in cabled infrastructure and systems – a vital element in the construction and maintenance of the built environment. Many of their top clients, with whom they do a lot of repeat business, are clear that their model of direct employment of operatives, and staff training/development programmes are what make them stand out.



# Apprenticeship Initiative: Finalists 2016

Sponsored by



- Darke & Taylor Ltd
- Kier Highways Area 3

- Southern Construction Framework – SCF (Hampshire County Council)
- Turner & Townsend Apprentice Scheme
- Willmott Dixon Construction

## Featured Finalists

### Turner & Townsend Apprentice Scheme

Company turnover: £380m (worldwide)

Number of staff: 4,000 (worldwide)

Turner & Townsend have developed both an apprentice scheme and an Apprentice Development Programme (ADP). They seek to encourage young people to consider construction as a career as well as train apprentices with the appropriate skills required by the business. They allow apprentices to take ownership of their academic and professional futures by treating them as respected professionals. T&T lead in this field and support the implementation of socially responsible talent development in the local area.

They do this by helping local students and providing a strong example to clients and peers in the industry. Four apprentices who have completed the scheme have gone on to take on full-time roles and are currently being supported through further study. T&T offer an alternative route to graduate and professional qualifications that is very different to a traditional full-time university course.

Apprentices have now had the opportunity to work on some of the

most high profile infrastructure and construction programmes in London and the South East including Crossrail, Battersea redevelopment and Thames Tideway tunnel. The industry as a whole benefits from apprentices and T&T's schemes continue to develop highly effective, professionally qualified leaders of tomorrow.

For further information contact

**Miles Wilkinson – 0750 764 5663**

[miles.wilkinson@turntown.co.uk](mailto:miles.wilkinson@turntown.co.uk)



**Turner & Townsend**



# Leadership & People Development: Winner 2016

## Lift & Engineering Services Ltd



**Company turnover:** £11 million (across UK) **Number of staff:** 19 in London – 115 (across UK)

### Judges comments

*The Manager of the London Branch is a testament to the success of Lift & Engineering Service's approach. At only thirty years' old he has progressed from the trades to management and is now using the ethos instilled throughout his 16 years with the business to understand and develop his own team.*

For more information about Lift & Engineering Services Ltd contact:

**Scott Haywood – 0203 005 4477**

[scott.haywood@lift-engineering.co.uk](mailto:scott.haywood@lift-engineering.co.uk)

Lift & Engineering Services in London opened in 2013 and has expanded in a remarkable way – in 2015 staff increased by 270% and turnover by 300%; trebling its portfolio of lifts under service contracts meant growing its staff to meet the new workload. However such rapid expansion with the current skills shortage posed a number of challenges.

Leadership and training is at the core of Lift & Engineering Services' culture of continuous improvement including unique in-house developed courses. The company's strategy for developing their workforce is born out of recognition that the key to growth and good customer service lies with staff who are enabled and developed to the best of their ability. This approach, together with the structure in place to support, gives them great capacity to employ staff with no previous experience in the construction industry and/or overcome any cultural or language barriers – providing a truly diverse team.

Despite the challenges to control growth, recruit, train and maintain health & safety, the branch also successfully piloted and launched a totally new management software operating system. It just shows that a team with a 'can do attitude' will deliver outstanding performance.

### Actions:

- Training investment £1,650/employee (circa 1.7% of turnover).
- All new employees trained to NVQ minimum standards according to role.
- Unique in-house training – asbestos/health & safety.
- One-to-one mentoring.
- Learning programmes to focus direction.
- Recognised provider of apprenticeships.

### Results:

- Highly skilled and trained workforce:
  - 50% more training than industry average
  - 10% more NVQ qualified staff than industry average
- Equality & Diversity compared to industry average:
  - 80% more female staff
  - 800% more BME
- Employee loyalty.
- High levels of customer satisfaction.
- Increased turnover & profitability.
- Community benefits – hands on staff assistance (eg shopping carried where lifts are out of action).

### Lessons learned/recommendations:

- It is important to keep nurturing individuals – to keep identifying and developing the potential of individuals and teams.
- It's not just the technical training but a holistic approach, including personal growth and development.



# Leadership & People Development: Finalists 2016

Sponsored by



- Elliott Thomas Group
- Faithorn Farrell Timms
- Lift & Engineering Services Ltd
- Training Plus Programme and Safety 2015 (O'Donovan Waste Disposal)

## Featured Finalists

### Faithorn Farrell Timms (FFT)



**Company turnover:** £6.5m **Number of staff:** 85

Faithorn Farrell Timms (FFT) pride themselves on delivering cost effective and innovative professional services to their clients and are committed to building on a reputation for excellence. This is monitored on an ongoing basis through measurement of client satisfaction against Key Performance Indicators.

They understand the key role that training and developing employees plays in achieving the above, and acknowledge the positive link between enhancing the skills and knowledge of employees, and increasing competitive

capability in the wider marketplace. The practice is committed to promoting and encouraging a high level of training and career development to meet the needs of the business and the aspirations of the individuals it employs.

FFT maintains salary packages commensurate with the other leading multidisciplinary organisations, including performance related bonus payments and incremental increases for staff in their pursuit of achieving chartered status. This is supported by appreciation of the wider motivational and job

satisfaction issues for staff including a great working environment and an open and consultative approach to management. The practice adopts a systematic approach to training, and provision for staff development features prominently within annual budgeting and business planning. FFT encourage new talent into the industry and maintain an excellent award-winning Apprenticeship Initiative (Winner 2015).

For further information contact  
**Luke Willoughby – 0168 988 5080**  
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### O'Donovan Waste Disposal

**Company turnover:** £16m **Number of staff:** 140



O'Donovan takes training and the development of all staff extremely seriously. Never satisfied with simply meeting expectations, the company strives to lead the way, constantly looking for new ways to improve staff knowledge and skills through training. All staff members are invested in and given the opportunity to upskill, even those in traditionally low-skilled roles who are often overlooked when development plans are implemented. Two initiatives, Training Plus programme and Safety 2015 and Beyond, encapsulate this approach.

O'Donovan has undertaken the largest investment in training from an SME ever seen by WAMITAB (Waste Management Industry Training & Advisory Board). It has created its own training course for drivers which has subsequently been authenticated by official training bodies. Not satisfied with just upskilling its own employees, the course is available to drivers industry-wide, showcasing O'Donovan's intention to raise standards across the waste industry as a whole.

O'Donovan's management leads by example when it comes to training, seeking opportunities to improve their own knowledge and understanding of all matters relating to construction waste. Because of this, while specific efforts have been made in 2015 to invest in training, it is in fact an ongoing commitment, engrained in the company's ethos.

For further information contact:  
**Jacqueline O'Donovan – 0208 801 9561**  
[sales@odonovan.co.uk](mailto:sales@odonovan.co.uk)



## Achiever of the Year: Winner 2016

### Jacqueline O'Donovan, Managing Director, O'Donovan Waste Disposal



#### Judges comments

*Jacqueline's career has taught her that you never stop learning and this is something that she embeds in the team. She is a driver of people and her enthusiasm resonates throughout her family business, the built environment and the wider community.*

To contact Jacqueline:

**Jacqueline O'Donovan – 0208 801 9561**  
[sales@odonovan.co.uk](mailto:sales@odonovan.co.uk)

Jacqueline O'Donovan is a passionate businesswoman who believes in leading by example and takes a very 'hands on' approach to all aspects of the business. Under her dynamic leadership, O'Donovan Waste Disposal, has become one of the capital's leading waste management companies operating within London and the surrounding area. Running the business for over 30 years, she has driven the company to a turnover of more than £16m, with 140 staff and a fleet of 85 HGV's.

Jacqueline consistently invests in the health & safety of her staff, the company's facilities and its fleet of HGVs, embedding an ethos of excellence and continuous improvement within the company. One of Jacqueline's most outstanding attributes is her drive to improving safety, not only the company's own safety statistics but also those of the wider industry. Jacqueline is also committed to demonstrating best practice as an SME and mentors smaller companies. In recognition of her achievements, Jacqueline won the Institute of Directors Family Director of the Year Award and was shortlisted for both the FTA Everywoman in Transport and Logistics Award and the prestigious NatWest Everywoman Awards.

#### Actions:

- Continuous improvement programme focused on training, equipment and culture.
- Investment in equipment to ensure the team is best placed to do their job.
- Multi-lingual courses to ensure all core information communicated.
- Works with other industry organisations and bodies to share best practice.
- Jacqueline developed her own driver Certificate of Professional Competence (CPC) training course, Waste Essentials .
- Unwavering commitment to pioneering vehicle safety.
- Input to CLOCS workstream – fundamental in the design and trialling of three new lorry cab designs.
- Committed to her own professional improvement.

#### Results:

- The robust training development programme and ongoing monitoring resulted in a reduction in idling, fuel consumption and improved route planning, specifically:
  - CO<sub>2</sub>/km travelled – reduced by 21.5%
  - Km/litre – increased by 25%
  - Recorded events – harsh braking, sudden acceleration dropped by over two thirds
  - Accidents – reduced by 25%
  - 50% reduction in idling over a five year period
- This combination of monitoring and measuring has led to O'Donovan achieving industry wide recognition and awards.
- Driver training course available outside of the business to drive up standards industry-wide.
- Jacqueline was made a Fellow of the Chartered Institute of Logistics & Transport (CILT), and became a Chartered Waste Manager with the Chartered Institute of Waste Management (CIWM).

#### Lessons learned/recommendations:

- Collecting data enables continuous improvement through interpretation and training – in this instance it has led to economical, safe and green driving techniques.
- Strong Leadership and a commitment to self-improvement inspires others to follow suit.
- Staff development is the cornerstone of a sustainable business.
- With a commitment to sharing best practice, it is possible to have a profound impact on improving the wider industry and the safety of all.
- You never stop learning.

**O'DONOVAN**  
 ●●● WASTE DISPOSAL



## Achiever of the Year: Highly Commended 2016

### Angela Steele, Managing Director, Opportunities With Experience (O-W-E) CIC

Sponsored by



#### Judges comments

*Angela's passion for the industry and her drive to develop more women in construction is palpable and her enthusiasm is refreshing! We are sure her venture will continue to grow offering more opportunities for work experience, long-term employment and budding entrepreneurs in business start-ups.*

To contact Angela:

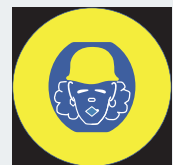
**Angela Steele – 0749 654 7214**  
**[angela.steele1@o-w-e.org.uk](mailto:angela.steele1@o-w-e.org.uk)**

When Angela was working at an FE college in London, she was overwhelmed by the lack of women taking up opportunities to work in construction. Determined to address underrepresentation of women in the sector, currently less than 3% of the trades' workforce is women, she set out to bridge the gap between the development of women as excellent trades people and the resources to accelerate their impact.

Angela secured initial funding to set up O-W-E CIC to train and support women who want to work in construction. Its original purpose was to offer young female learners from deprived areas access to opportunities in manual trades. Angela created a multi-faceted programme to engage and support learners, mostly those with a less than positive experience of education. The primary qualification is painting and decorating, with interior design as a specialism. The 10 week training programme includes work experience and a guaranteed work placement. It is designed to build confidence and empowerment to start a career and create tradeswomen ambassadors.

Much of this has been resourced through her own business Intodecor. She has subsequently gained funding from Big Lotto and several other charitable organisations. In January 2016 she opened the first training centre and has extended support to small local causes aimed at helping all young people, including men. Since inception O-W-E CIC has achieved a 100% success rate in helping young women to obtain their CSCS cards and passes on courses. One of the first learners Angela trained is now responsible for running Intodecor, enabling Angela to work full-time on developing the training business.

Angela's experience over the last two years has been positive, but the journey to date has been tough. Three key points she raised from her experience are: Believe in your idea; Perseverance; and Learn to question (both yourself and others).



## Achiever of the Year: Finalists 2016

- Angela Steele (Opportunities With Experience (O-W-E) CIC)
- Dennis Seal (DLS Strategic Limited)
- Jacqueline O'Donovan (O'Donovan Waste Disposal)
- Stuart Barr (Stuart Barr CDR Ltd)

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# Young Achiever of the Year: Winner 2016

## Katy Murray, Architect, Directline Structures Ltd

project **five**



### Judges comments

*In the role of designer and site manager, Katy showed impressive levels of collaborative working and demonstrated how the dual role complimented the project – delivering value to the client and other stakeholders. She sees the bigger picture and we are in no doubt she will be an effective champion for architect-led Design & Build.*

To contact Katy:

**Katy Murray – 0123 362 0263**

[k.murray@directlinestructures.co.uk](mailto:k.murray@directlinestructures.co.uk)

Katy Murray has joined the family design & build business, Directline Structures, and has already made an outstanding difference to the company. Although combining an intensive and onerous workload, with final studies and exams for RIBA qualification has been a challenge, she has come through it with well-deserved praise from all parties.

While her contemporary Part 3 architects may be handling small parts of large projects, she has been at the forefront of projects, involved from tender design, client discussion, planning and, to top it all, she took on the role of site manager to complete the experience.

Her ability to apply her knowledge of construction to her design work, and vice versa, sets her apart from other architects and contractors. She has become fundamental to delivery of all projects – her architectural vision, talent and presentation skills have brought a new dimension to the company's ability to win work.

Katy's input is pushing Directline Structures forward to a new era of BIM and modern processes. This fits well with the company's ethos of collaboration, fairness, value and sustainability. Directline have always used an integrated team of designers and managers, but Katy's architectural input provides a new level of style and attention to aesthetics.

### Actions:

- Responsible for design and delivery of a Kent County Council project at St. Anthony's School, Margate.
- Redesigned building with intent to balance capital/running costs and extend longevity of the building and its systems.
- Continued on-site as design manager.
- Demonstrated exceptional communications skills.
- Achieved great community engagement.
- Regularly attended careers events.
- Drove technology updates to manage modern processes.
- Own soft landings approach – produced videos to cover operational issues.

### Results:

- Tight programme delivered one month ahead of schedule and on budget – impressive results.
- Regular meetings with the head teacher and the caretaker ensured all aims for the new building were addressed.
- Average savings of 25% against the competition.
- Delivery of a great job and exceptional service improves the image of the industry.
- Great ambassador for Women in Construction – giving enthusiastic advice about a range of disciplines and highlighting alternative routes to qualification.
- Easy reference materials – beats traditional O & M manuals.

### Lessons learned/recommendations:

- The ability to stand out as different is both an advantage and a threat. It requires self-confidence and toughness and the ability to listen and learn from clients, suppliers and developments in the industry.
- Moving into the family business is challenging – standards of fairness and value have to be accepted, maintained, and developed.
- Katy is determined that architects can have a central role in the design & build process and believes this is the way forward for integrated design teams.



# Young Achiever of the Year: Finalists 2016

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- Ben Pritchard (Invennt Ltd)
- Ed Fray (Turner & Townsend)
- Emma Jolly (Syntegra Group Limited)
- Katy Murray (Directline Structures Ltd)

- Sarah Drinkwater (Turner & Townsend)
- Scott Haywood (Lift & Engineering Services Ltd)
- Thomas Corbishley (Turner & Townsend)

project **five**

## Featured Finalists

### Ben Pritchard, Consultant, Invennt Ltd



Ben's role as a consultant with Invennt, and as national co-chair of G4C, has allowed him the opportunity to embed the ethos and best practice championed by Constructing Excellence within customer organisations. A thirst for knowledge and a want to always better himself has led Ben to be involved with a number of task groups within and external to Constructing Excellence.

Invennt look to create value through construction and through concentrating on procurement, people and data Ben supports their customers in achieving that journey.

Ben believes our industry is an amazing place that is the foundation and enabler to the improvement of so many lives through the construction of new homes,

hospitals schools and infrastructure. Ben is proud to be part of this industry and will continue to look to take our industry past good practice to achieve exceptional practice in all we do.

For further information contact:  
**Ben Pritchard – 0796 107 1166**  
[ben.pritchard@invennt.com](mailto:ben.pritchard@invennt.com)

### Ed Fray, Project Manager, Turner & Townsend LLP



As an individual Ed believes he has made a difference to the industry, his employing organisation (Turner & Townsend) and also others working within the sector.

Over the past year he has been working for Infrastructure UK on the Infrastructure Cost Review making a real impact on industry efficiency and sharing best practice. Through supporting the Infrastructure Client Group he has contributed to raising the profile of infrastructure in HM Treasury.

Within Turner & Townsend he is the co-chair of T&T's future leaders group Your Professional Future (YPF). He has found co-chairing the group to be a great way of encouraging collaboration within the business and promoting future initiatives to the UK board.

He has strived to develop his network outside of his own organisation through volunteering with the ICE and he has found helping to develop others through the YPF extremely rewarding.

He is a motivated, driven and hard-working problem solver who enjoys the challenges and complexities that working in construction brings.

For further information contact  
**Ed Fray – 0750 776 6779**  
[ed.fray@turntown.co.uk](mailto:ed.fray@turntown.co.uk)

### Sarah Drinkwater, Associate Director, Turner & Townsend LLP



Sarah is a driven, passionate and capable individual with a commitment to excellence. Since joining the construction industry in 2013 Sarah has quickly become invaluable within the Turner & Townsend business and the wider construction industry. Sarah's background is unique to the built environment sector as she is both a chartered accountant and a qualified lawyer. Not only is Sarah a role model for diversity, but also for

promoting those into the industry with different training backgrounds. Her team is made up entirely of professionals with non-traditional construction backgrounds, which is extremely valuable due to the skills gap this industry faces.

Sarah has worked with many high profile clients at a strategic level such as Heathrow Airport, London Underground and Anglian Water within the last

year, where she has been consistently recognised as a high achiever who can make a difference quickly. In addition, she chairs T&T's gender diversity group internally, sits on their global diversity committee and leads the London office in relation to corporate social responsibility.

For further information contact  
**Sarah Drinkwater – 0740 734 3155**  
[sarah.drinkwater@turntown.co.uk](mailto:sarah.drinkwater@turntown.co.uk)



## Thomas Corbishley, Cost Manager, Turner & Townsend LLP



Turner & Townsend

Thomas graduated in July 2013 with a 1st class honours Quantity Surveying Consultancy degree from Kingston University, and joined the infrastructure team at Turner & Townsend as an Assistant Cost Manager. Currently at Crossrail, Thomas manages the objective measurement of the supply chain against six core functions, including Commercial, Environment, Social Sustainability and Community Relations.

Thomas is also a founding member of

T&T's Addressing the Balance forum, which was created to help to make the company, and wider industry, become more reflective of the society we live in. He is passionate in his belief that diversity brings innovation and new ways of thinking, and has worked to build on his own knowledge and understanding of the barriers the construction industry continues to face in accessing the nation's entire talent pool. Clive Gower, Project Manager at Network Rail summarises Thomas' attributes:

*"I want to thank you for your extremely pro-active, professional and conscientious approach which from my viewpoint was without doubt a key factor in assisting me with the day to day management of these works...Your drive and enthusiasm along with a very personable demeanour will definitely put you in good stead for the future."*

For further information contact:  
**Thomas Corbishley – 0776 416 4778**  
thomas.corbishley@turntown.co.uk

## G4C Renewed



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## Project of the Year – Buildings: Winner 2016

### The Allen Building, Downview Primary School, West Sussex



**Contract value:** £3.6 million    **Type of work:** New build – primary school    **Approx m<sup>2</sup>:** 1,600

#### Judges comments

*The project team certainly made this a 'personal project'. Excellent interaction with the client, careful research to understand the day-to-day needs of the school and good communication with stakeholders and subcontractors have presented a really positive image for construction in the local community.*

For more information about the project:

**Fiona Gallop – 0800 025 8008**

[fiona.gallop@osborne.co.uk](mailto:fiona.gallop@osborne.co.uk)

The construction of this two-storey, steel frame teaching block was delivered to the highest quality standards with the needs of the school and its pupils at its forefront. Providing 12 new classrooms, breakout areas, new hall extension and extension to the front hall, the team made exceptional efforts to understand and accommodate the client's expectations. They successfully blended into the daily life of the school, causing minimum disruption for the 55 weeks they remained on site.

Senior site manager, Allen Greenslade, pushed his team to hand over the teaching block three weeks early to allow the teachers to move in and familiarise themselves with the new facilities before the holidays began. They were delighted to receive their building ahead of schedule and, as a surprise to Allen and in recognition of his hard work and dedication to the project, they decided to name the new building, the Allen Building, in his honour!

#### Actions:

- Open and collaborative client.
- Site visits to other schools to understand client expectations.
- Planning for effective schedule of works.
- Ongoing discussions with all stakeholders.
- Outstanding leadership on site and collaborative working with the supply chain.
- Good communication of standards expected and rigorous quality monitoring.
- Attention to cost control.
- Great interaction with the pupils to promote safety onsite.

#### Results:

- Changes/improvements to proposed layouts where impacts were not fully understood.
- Minimum disruption.
- Innovative work-arounds.
- 0.2% contract sum change.
- No RIDDOR reports.
- Savings of around £465,000 from value engineering during pre-construction and innovation during the construction phase.
- Handover three weeks ahead of schedule.
- 99% client satisfaction on post completion KPIs.

#### Lessons learned/recommendations:

- Outstanding outcomes can be achieved if you take time to understand the needs of your client, recognise the nuances of each and every project, and manage expectations.
- Good leadership and good relationships with all stakeholders and contractors on site is essential.
- Open and on-going communication saves time and money.
- Getting subcontractors directly involved with the pupils fosters positive attitudes.
- Going the 'extra mile' is rewarding.



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# Project of the Year – Buildings: Finalists 2016

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- Dominion Road, Croydon (Cablesheer Group)
- Hugo Boss Regent Street
- Land Rover BAR Americas Cup HQ (HGP Architects Ltd)

- The Allen Building, Downview Primary School (Osborne Limited)
- UTC@Harbourside (Kier Construction Southern)

## Featured Finalists

### Dominion Road, Croydon

**Contract value:** £520,000    **Type of work:** New build – housing

 **AmicusHorizon**  
*Making homes, helping people*

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Dominion Road was a troubled neighbourhood. It had issues resulting from a social housing development that left behind a void garage infill space which backed onto the rear gardens of these properties. The impact that this four one-bedroom property development has had on the local community is life-changing.

Dominion Road was delivered four weeks ahead of programme by an 'engaged' supply chain. The quality of finish was

demonstrable through achievement of zero defects at handover and all works were completed within the client's budget and to their complete satisfaction.

It may be a small site that ordinarily would be overlooked but it has resolved issues such as fly-tipping, unsightly graffiti and anti-social behavior. Residents are thrilled and relieved that AmicusHorizon met their concerns with a practical, sensible and competent response. Now

they feel safe in their neighbourhood and they can stop worrying about the unsightly fly-tipping that has haunted them for longer than they care to remember. They don't have to worry that intimidating characters are loitering at the rear of their properties and they can enjoy their gardens for the first time.

For further information contact:  
**Richard Carter – 0844 225 2997**  
[richard.carter@cablesheergroup.co.uk](mailto:richard.carter@cablesheergroup.co.uk)





## The journey of a light bulb

To Willmott Dixon even the lowly light bulb has a future. When a project team goes in to dismantle a building ready for a renovation they don't just trash what's been in there before. They make sure that things that can offer a bright future to others are saved. And that's just the case when the team gently removed all of the working light bulbs from Bohunt School in Worthing and recycled them by donating them to Chestnut Tree House charity who used them in their warehouse. That's thoughtful in so many ways.

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# Project of the Year – Civils: Winner 2016

## Broomhill Sands and Coastal Defence Scheme



**Contract value:** £30 million **Type of work:** New build and refurbishment – 2.4km flood and coastal erosion risk management

### Judges comments

*Broomhill Sands showcases outstanding effort from all members of the team to engage with the complex needs of the project and its diverse range of stakeholders. Innovations to maximise efficiency and sustainability and to keep the workforce and beach users safe have generated excellent outcomes. It's outstanding that such extensive work has been completed on one of the UK's most popular beaches without interrupting 200 kitesurfers a day travelling at speeds in excess of 40mph.*

For more information about the project:

**John Hornig – 0203 025 7131**

[john.hornig@environment-agency.gov.uk](mailto:john.hornig@environment-agency.gov.uk)

The £30 million Broomhill Sands Coastal Defence Scheme directly protects 1,388 homes and over 100 businesses by increasing the standard of protection from 1 in 20 years to 1 in 200 years, allowing for predicted sea level rise. The improvements include 1.8km of rock revetment and new concrete wave wall, 700m beach recharge and replacement of timber groynes plus improvements to the existing promenade, including access ramps and steps.

The Broomhill Sands team has led on a number of innovations, many of which are 'firsts' – firsts for the Environment Agency, for the UK and even for the construction industry – for example an innovative approach to the safety of high-risk watersports users within the offshore rock delivery and storage area.

The team has reported over £8.9 million of efficiencies. Broomhill Sands was highlighted in a Cabinet Office Briefing as an example of best practice regarding value and the delivery of large efficiencies during construction. The Broomhill Sands team is also contributing to Infrastructure UK's "Project 13" which is exploring what makes successful project teams "tick".

### Actions:

- Collaborative working between coastal geomorphologists, Natural England, the MoD, the EA and the local kitesurf centre, the BKA and Rother's beach management team.
- Production of a 'rock technical note' defining public safety and hydraulic void and interlocking requirements within one set of contract specifications.
- Extensive use of the CL:AIRE protocol (£3.18 million of efficiencies).
- First UK trial installation of Remula recycled plastic planks which have significant potential to reduce the use of tropical hardwoods.
- Drone deployed to conduct a trial photogrammetric survey of the completed scheme.
- Innovative Kitesurf Safety Management System – to educate and safeguard the public.
- The Broomhill Sands extension was delivered in a firing range and heavily designated environmental area.

### Results:

- £8.9 million efficiencies has enabled extra work (emergency and planned) to this section of coast, saving EA a further £1.6 million in beach maintenance.
- Technical note resulted in a better scheme and because the Environment Agency's Area Public Safety lead is part of the on-site integrated team, avoided delays in the acceptance of final works.
- Point cloud dataset provides fast, inexpensive and accurate method for EA to monitor and plan maintenance following storm events.
- Zero Lost Time Injuries or RIDDOR reportable incidents and external H&S and Environment score average of 85% over 15 months project duration.
- Despite the complexities of the Broomhill extension, the team delivered within the timeframe of the original construction programme.
- Increased positive profile for EA through significant media coverage and opportunities to share innovation and best practice.

### Lessons learned/recommendations:

- Team culture achieved through:
  - Clear understanding of the scheme objectives, especially time and funding constraints
  - Well written and agreed contract
  - Full participation of the contract administration, supervision and project management team
  - Strong ownership by, engagement with and communication between the whole team from sub-contractors through to Area's Programme Team, EA's national teams
- Waste material management was not easy but using the CL:AIRE protocol realised huge financial and environmental benefits.
- Shared resources with another EA scheme gained efficiencies and additional outcomes.
- Sufficient budget to embed safety culture throughout sub-contractors, suppliers and the local windsurfing community.



# Project of the Year – Civils: Finalists 2016

- Broomhill Sands and Coastal Defence Scheme (Team Van Oord)
- Hastings Pier (Ramboll)
- Reading Pedestrian and Cycle Bridge (Balfour Beatty)

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## Featured Finalists

### Hastings Pier

**Contract value:** £11.5m **Type of work:** Conservation **Approx m<sup>2</sup>:** 8,500

Hastings Pier will reopen in spring 2016 after an £11.5 million refurbishment that has included major repairs to its substructure, the refurbishment of the old Pavilion and the construction of a brand new visitor centre. Over its lifetime it has been subjected to an aggressive marine environment, fire, storms, decay, troubled ownership and much neglect. Whilst many historic buildings can reinvent themselves to have new functions, thereby securing a sustainable future, seaside piers are denied such opportunities for diversification.

The unique challenges in the conservation of a large historic structure with difficult access in a marine environment, demanded a variety of innovative and pragmatic approaches. These included a conservation strategy, surveying a pier with precarious stability, design for the marine environment, a glare study analysis for a glass façade to the visitors centre and construction methods suitable for the marine environment.

From a sound understanding of the

original construction approach, Ramboll has applied technology, research and design skills innovatively to solve problems particular to conserving a heritage asset in the sea and to deliver a pier with a viable future. This important heritage asset will once again become a popular seaside attraction with income generating opportunities for long-term sustainability.

For further information contact  
**Jackie Heath – 0791 894 1708**  
[jackie.heath@ramboll.co.uk](mailto:jackie.heath@ramboll.co.uk)



### Reading Pedestrian & Cycle Bridge

**Contract value:** £5.99m **Type of work:** New build

Commissioned by Reading Borough Council (RBC), designed by Peter Brett Associates and constructed by Balfour Beatty, the Reading Pedestrian & Cycle Bridge project is a scheme that exhibits the highest achievement in engineering excellence by its magnificent form and functionality. The structure provides a new link across the Thames connecting Reading Town Centre with the northern suburb of Caversham.

The bridge was constructed with a Zero Harm safety record; no RIDDOR or lost time injuries occurred throughout

the year-long construction period. The intersection and diversion of the existing footways, cycleways and towpaths necessitated a high degree of planning and management to safely control interfaces with members of the public.

Sustainability was a key factor and, as well as achieving the construction targets, the project also provided for a renewed, natural marine habitat.

A highly engineered sequence to erect the bridge was surpassed only by a successful

project completion and opening event which progressed as scheduled. The quality of this new keynote structure for Reading can be witnessed by all who cross or walk by the Thames at this point. The client, design and construction teams collaborated throughout and all now reflect with immense pride to have been involved in this project.

For further information contact  
**Paul Rasmussen – 0771 207 8384**  
[paul.rasmussen@balfourbeatty.com](mailto:paul.rasmussen@balfourbeatty.com)



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**Collaboration** Sustainability  
Whole Life Value Young Achiever of the Year

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