 **CONSTRUCTING
EXCELLENCE**
SECBE AWARDS 2018



*Recognise
the best and
inspire the rest*

KNAUF

Brochure sponsor

The Constructing Excellence network Value through collaborative working

National

Constructing Excellence stimulates debate and drives transformation in the construction sector. Thought-leading members from the entire supply chain – clients, industry and users – share a vision for change through innovation and collaboration. National members collectively employ over 250,000 people and turn over around £60 billion. They spend around £10 billion each year on construction projects, accounting for nearly 20% of new build spend in the sector.

G4C (Generation for Change) is the young professional voice of the UK built environment industry, and an integral part of Constructing Excellence. As the only truly cross-industry, independent young professional movement, they harness the power of the next generation to disrupt industry delivery processes to transform performance.

Constructing Excellence has no boundaries – through the national body, regional centres and local business clubs, it will improve industry performance from buildings to infrastructure, all parts of the demand and supply chain, all disciplines, professions and trades.

Regional

SECBE delivers on its core values of 'Collaboration, Innovation and Inspiration'. It brings the region's 9 Constructing Excellence business clubs together to increase their strategic alignment as they continue to thrive with 700 members between them. The awards continue to 'inspire' with over 190 people presenting to the judging panels and 550 regularly attending the awards dinner. Working in partnership with major construction frameworks, over 50 apprentices are recruited, employed and supported through CoTrain, a CITB shared apprenticeship scheme. SECBE also leads

Construction Logistics and Community Safety (www.CLOCS.org.uk), the programme to eliminate the 500 fatal or serious collisions between HGVs (mostly construction-related) and pedestrians/cyclists.

For information about SECBE or Constructing Excellence contact **Derek Rees** on **0118 920 7207**

Local

Constructing Excellence business clubs continue to form the largest voluntary network across the construction sector. 35 clubs nationally have independent volunteer committees which reach out locally to SMEs by providing monthly breakfast or evening meetings, typically with a speaker on a Constructing Excellence theme and opportunities for networking. Annual corporate membership ranges from £80 – £200, providing extremely good value for money.

Contact your local London & South East club to get involved

Hampshire

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cehants@gmail.com
hampshire.constructingexcellence.org.uk

Surrey

Rosie Miller – 0781 421 8080
Rosie.Miller@willmottdixon.co.uk
New Club to be established autumn 2018

COCCEC – Cambridge Oxford Corridor

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Welcome to the Constructing Excellence SECBE Awards 2018

Our industry needs to change, now more than ever, particularly in light of the physical and commercial catastrophes of Grenfell (June 17) and Carillion (January 18) that continue to hold media attention. We need the very best talent in our organisations, people with total commitment to the interests of their customers, their companies, their colleagues and themselves. We need people and organisations committed to delivering the very best services and products that are not just fit for purpose for the users and owners, but are also the very best we can deliver sustainably. We need people who constructively challenge themselves and their organisations to think and act innovatively and collaboratively to deliver inspiring results for everyone.

These awards identify, interrogate then promote the very best behaviours and practices that are driving positive change in our industry. This awards brochure uniquely

conveys the core challenges each winner faced, the actions they took, results achieved and provide lessons for others to use in their own businesses and projects.

I urge you to read this brochure to identify five actions you will implement in your business that will drive positive change. As you read it and develop your own action plan, please also identify three other organisations that would also benefit from taking action – tell them and support them wherever you can.

Together we will modernise our businesses and our sector to become the number one place to work in and to work with.

Mark Farmer

Co-chairman of Constructing Excellence
CEO Cast Consultancy
Author of 2016 independent
government review 'Modernise or Die'



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Knauf Clerkenwell

A destination for inspiration, learning and collaborative working



As one of the world's largest manufacturers of lightweight building products and systems, Knauf shares the same commitment to driving innovation, inspiration and collaboration as Constructing Excellence – demonstrated with the opening of the Knauf Clerkenwell showroom last month. It's for this reason that Knauf continues to be actively involved in the Constructing Excellence SECBE Awards.

and inspire all those that visit. Current installations include the living and breathing Knauf Garden Wall, three life sized sculptures and the Knauf AMF Eye. It is a changing space that will continue to inspire into the future.

Collaboration

A specialist team including Project & Specification Managers is on hand to enable visitors to discover the possibilities of Knauf products and systems, and to push the boundaries of innovation within a building's design. The space at Knauf Clerkenwell, which includes three meeting rooms and an auditorium area which seats 60, provides a stunning venue for events, talks, networking and discussion.

For more information on Knauf Clerkenwell or to enquire about using the showroom for your events, visit www.knauf-clerkenwell.co.uk

Knauf welcomes the opportunity to be involved in the awards once again this year and would like to congratulate the finalists and winners.

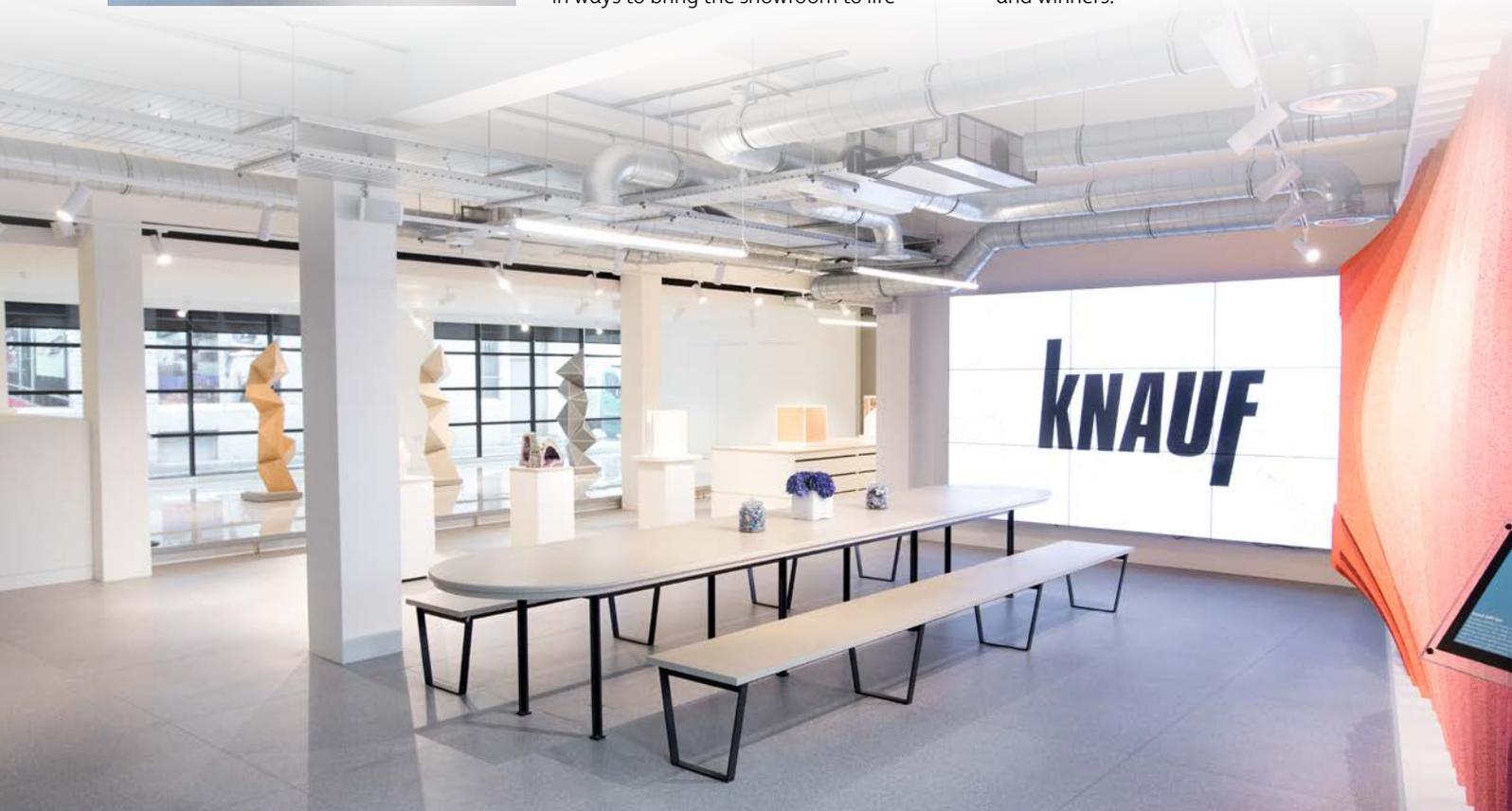


Innovation

The vision for Knauf Clerkenwell is to be a hub for design innovation and progressive architecture. It is a 4000ft specification centre spread over two floors in the heart of London's architectural, design and creative district. Visitors are able to learn about the latest innovative projects built using Knauf products and the expert Knauf technical service on offer.

Inspiration

Knauf Clerkenwell is a destination for inspiration and learning. On show are the latest products and systems displayed in ways to bring the showroom to life



Judging process and finalists

Our robust judging process means that being selected as one of our finalists is a significant achievement – winning a Constructing Excellence SECBE Award 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 in order to select finalists who are then invited to present to one of our judging panels, with members drawn from across the sector and packed full of potential customers and collaborators.

“We value the SECBE Awards as the judging panels are drawn from a full cross-section of the industry; from suppliers to end-user.”

Stephen Belcher – BBM Sustainable Design

The Judging Day, hosted by Fladgate, is always great fun. Over 190 people were involved on the day with 23 judges, six judging panels and 89 presenting teams. 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 in the relevant sections of the brochure. 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.

“The Constructing Excellence SECBE Awards are a great platform to share industry innovation and challenge yourself against your peers.”

Michael Gates – Multiplex

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 presenting teams.

Judging Panel ■ Client of the Year ■ Offsite ■ SME of the Year



Peter Green
Pre-Construction Manager, Willmott Dixon



John Skivington
Director, LHC



Ian Lyon
Project Management Director, Oxford Properties

■ **Client of the Year** sponsored by Willmott Dixon

The judges were looking for: Construction clients actively involved in enabling the construction programme with strategies for encouraging and rewarding excellence. Winning approaches that demonstrate: clear consistent leadership, commitment to procurement based on quality, value, and collaboration; benefits for all parties and a positive impact on the industry and wider community.

■ **Offsite** sponsored by LHC

The judges were looking for: A systematic approach to the implementation of ‘offsite’ that provides value when benchmarked against other traditional building solutions. Tangible benefits should be delivered in terms of meeting the commercial demands of the client and sustaining the needs of the users and the local community.

■ **SME of the Year (Small to Medium Enterprise)** sponsored by Chartered Institute of Building (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, supply chain engagement, a commitment to people development, customer satisfaction and new ways of working.

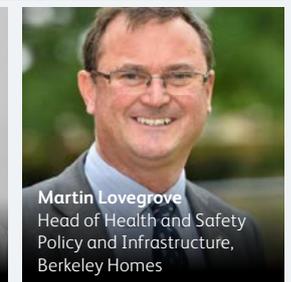
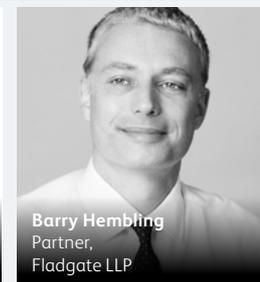
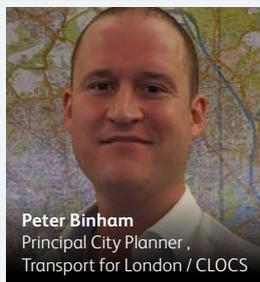
Judging Panel ■ Building Project of the Year ≤£10m ■ Building Project of the Year >£10m ■ Civils Project of the Year



■ **Building and Civils Projects of the Year** sponsored by Unibail-Rodamco-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.

Judging Panel ■ Health, Safety & Wellbeing ■ People Development



■ **Health, Safety & Wellbeing** sponsored by CLOCS

The judges were looking for: Overarching health & safety management systems and cultures. Organisations with demonstrable investment in and commitment to effective risk management; particularly the development of innovative tools, processes or actions that promote health and wellbeing across the supply chain.

■ **People Development** sponsored by Cheesmur Building Contractors

The judges were looking for: Organisations that have really captured the full value of their human resource and campaign to attract new entrants into the industry. Those who proactively cascade education throughout their team and develop highly motivated movers and shakers through investment in training, collaboration with other organisations and community engagement.

Judging Panel ■ Innovation ■ Outstanding Customer Satisfaction ■ Sustainability



■ **Innovation** sponsored by SIG Insulation SIG360 Technical Centre

The judges were looking for: Organisations or projects that have developed and applied the most innovative approach to overcoming one or more construction challenges. New and different techniques or processes may have been developed, or emerging or existing technologies may have been harnessed to create new or improved products, tools or services leading to better built outcomes.

■ **Outstanding Customer Satisfaction** sponsored by Willmott Dixon

The judges were looking for: Organisations with clear methodologies for identifying what is really important to their customers and have 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.

■ **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.

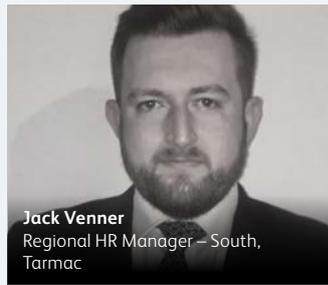
Judging Panel ■ Digital Construction ■ G4C Future Leader ■ Integration & Collaborative Working



Graeme Forbes
CEO,
Clearbox



John Tiernan
Operations Director,
Waterloo Air Products



Jack Venner
Regional HR Manager – South,
Tarmac



David Ferroussat
Infrastructure Procurement Director,
Heathrow Airport Limited

■ Digital Construction sponsored by Clearbox

The judges were looking for: Examples of how the adoption of collaborative digital processes has dramatically improved the planning, design, fabrication, construction and operation of built facilities or infrastructure. Integrated teams with evidence that information sharing and innovative new tools and processes will deliver a wide variety of stakeholder benefits over the lifecycle of the asset.

■ G4C Future Leader sponsored by Tarmac

The judges were looking for: Young people in the industry (<36 years of age) who have already demonstrated a positive impact on their peers, their organisations and the wider industry against the current G4C (Generation for Change) priority areas of people, sustainability and asset outcomes. Individuals with potential to be exemplary leaders of the future.

■ 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. Integration of the supply chain, the client and end users has led to a better outcome for all stakeholders with improved results achieved through collaboration and value engineering.

Judging Panel ■ Apprenticeship Initiative ■ Preservation and Rejuvenation ■ Value



Ian Bailey
Director,
Artelia UK



Sarah Collins
Head of R & D,
Rift R&D



Darren Birch
Regional Framework Manager,
BAM Construction Ltd



Colin Briggs
Head of Quantity Surveying,
Historic Royal Palaces Limited

■ Apprenticeship Initiative sponsored by CoTrain

The judges were looking for: Forward-thinking organisations committed to creating a flourishing climate for high quality apprenticeship programmes. 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 successful careers in the future.

■ Preservation & Rejuvenation sponsored by RIFT Group

The judges were looking for: Companies who have delivered excellent outcomes in the preservation, conservation and rejuvenation of historic and listed buildings. High standards will have been achieved in the repair, reuse and revitalisation of historic buildings, sites and places through research, procurement that reflects risk, application of sympathetic technical solutions and enduring outcomes.

■ Value sponsored by Artelia

The judges were looking for: Evidence that whole life cost 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.

Award sponsored by



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SINCE 1852

Client of the Year Winner 2018

Education & Skills Funding Agency



The Judges say...

The Education and Skills Funding Agency (ESFA) recognise their place as a leading client and have used their influence to the best effect to stimulate change in the industry.

Type of organisation: Government department **Number of staff:** 2000+

The ESFA recruited a whole team to drive forward their build programme using Modern Methods of Construction. Led by a strategic programme manager and a specific framework manager, they provide clear pre-construction and project delivery leadership, a consistent approach across all batches and continuity on strategic solutions and procurement matters.

To date they have 35 schools built or in the process of being built using pre-construction. They have procured three new modular frameworks with a total value of £500m generating significant market interest from off-site specialists and tier 1 contractors.

Actions

- Clear commitment to initiate and lead change.
- Worked collaboratively with the supply chain to explore and innovate.
- Progressive feedback loop.
- Strong generation approach to produce improvement.
- Great enthusiasm and unfailing drive.
- Modular specific procurement by type, not region, to embrace market challenges and exploit advantages.

Impact

- Energised supply chain and stakeholders.
- Innovative solutions and improved product.

- Expanded market with improved capacity and capability.
- Benefits to all parties – supply chain through to end users.
- Improved speed, quality and output.
- Recognised as a trusted client at all levels of the market.

Lessons learned

The ESFA provides a clear standardised, consistent approach to engagement, design, procurement and delivery. Design guides for primary and secondary schools have been developed through lessons learned during the procurement process and feedback from the market.



**Education & Skills
Funding Agency**

Client of the Year Finalists 2018

- ATT Tideway EPIC: Logistics *see Highly Commended in Health, Safety & Wellbeing category*
- ESFA (Education & Skills Funding Agency)
- International Quarter London
- Network Rail Crossrail

Award sponsored by



International Quarter London

Number of staff: 60 Company turnover: £396m



Nominated by **lendlease**



Lendlease Construction (LLC) and London & Continental Railways are together delivering International Quarter London (IQL), a residential and commercial development through a 50/50 joint venture as Stratford City Business District (SCBD). Collaboration between SCBD and LLC has provided a consistent framework, with all parties striving towards the same goal. It has also enabled benchmarking

against previous projects to ensure that true value is achieved throughout, creating an environment where 98% of those involved are proud to work on the project. With clear leadership, the developers have ensured that the entire supply chain buy into the vision and values of the project and they are driven to ensure that IQL creates an ideal environment for the occupants and the community.

Network Rail Crossrail



Type of organisation: Government Department Type of project: Transport Infrastructure



The leadership style of Network Rail Crossrail has ensured that the team acts as a fully integrated delivery organisation and works closely both on the project and beyond, including charity bike rides and supporting the local Sion Manning School. Delivery of high profile and critical works by allocating advisers based on skills, experience

and innovative approaches, regardless of 'badge' has not only enabled challenging deliverables to be achieved on the programme but also created a work environment built on collaboration and long-lasting relationships extending into the interfacing Crossrail Central and Crossrail Depot projects.

Nominated by



Good progress towards zero harm onsite
but how safe are vehicles servicing your projects?



Construction Logistics and Community Safety

Every year, over 500 pedestrians, cyclists and motorcyclists are killed or seriously injured on Britain's roads in collisions with HGVs - the majority of which are servicing construction projects.

Construction clients, principal designers and principal contractors are responsible under CDM and other legislation.

Are you in control of your health & safety beyond the hoardings?

Sign up to be a CLOCS Champion and drive positive change
www.CLOCS.org.uk



Award sponsored by



WILLMOTT DIXON
SINCE 1852

Outstanding Customer Satisfaction Winner 2018

Phelan Construction

The Judges say...

Phelan's 'Perfect Delivery Promise' manifests in a clear system of responsibility that puts customer satisfaction at the centre of their performance. The measures they have taken are particularly impressive given the relatively small size of the company.

Phelan's ratings from its London and South East customers for satisfaction have increased from 74% to 89% since they launched their 'Perfect Delivery' initiative just two years ago. The most challenging aspects of implementing their vision were defining the perfect project and convincing customers that they were serious about striving for 100% satisfaction. They have established four cornerstones to success: time, cost, quality and safety and have defined processes to ensure the highest quality delivery. Customers' needs are established at the tender stage and a dedicated team of customer account managers work tirelessly to engage and communicate – the goal is to not only meet all the customers' requirements but to exceed expectations and add value to their project. 'Perfect Delivery' is an inclusive approach and encapsulates the whole business.

“We will be the **best** contractor for our customers, delivering **perfect** projects through **passionate** people.”

Safe Environment

Safety: It's in our DNA.

On Time

We promise to complete your project to the agreed programme.

On Budget

We promise to provide a clear, honest and an accurate approach to managing the budget.

Snag Free

We promise to deliver a quality product, snag free on completion.

Customer Satisfaction

No of staff: 130 **Turnover:** £65m **Type of organisation:** Main contractor – 'Fit out'

Actions

- Dedicated director with responsibility for customer satisfaction.
- Clear and concise process for customer focused decisions and promises – Customer Charter.
- Best possible bid for clients achieved by understanding their requirements.
- Regular and effective communication, including structured collection of feedback.
- Financial reward scheme based on customer satisfaction scores to incentivise the project team.

Impact

- Market leading tender conversion rates (45%).
- Inclusive approach ensures all staff are engaged and working towards a common goal.
- Employee satisfaction score +90.
- Attracted top talent from tier 1 contractors.

- Reduced time to agree final contract valuation – 20% of turnover negotiated with customers.
- Increased turnover, profitability and customer retention rates – turnover growing from £20m to £60m in two years.

Lessons learned

Phelan have learned that putting the customer at the heart of everything they do is good for business. Their success clearly demonstrates that it is possible for SME's to implement and benefit from exemplary client focused strategies and that customer satisfaction can go hand-in-hand with profit.



Outstanding Customer Satisfaction Finalists 2018

Award sponsored by



WILLMOTT DIXON
SINCE 1852

- Phelan Construction Ltd
- Repairs, maintenance and investment (Osborne Communities/Slough Borough Council)
- Richard Soan Roofing Services
- Southwark Schools (Morgan Sindall)

Repairs, Maintenance and Investment



www.slough.gov.uk
Slough
Borough Council

Contract value: £14m per annum Construction product: Housing



Osborne's contract with Slough Borough Council (SBC) began in 2017, covering the provision of repairs, voids, planned, cyclical, compliance and caretaking to 7,000 homes. Osborne took over from a contractor that had been in place for 17 years and there were challenges in starting afresh with resident engagement, identifying what were the important issues to the customer and establishing new key performance indicators. SBC's Residents Board

were consulted on a design of a new shared office space to ensure collaboration between Osborne Communities and SBC staff to provide outstanding service which also included a 'resident zone' where customers were able to access the workspace. The Chair of the SBC's Residents Board said, "This is an exciting contract and a very new way of working, but Osborne have been open and transparent and that's the way we like to work".

Richard Soan Roofing Services

Number of staff: 36 Company turnover: £3.75m



By putting its principles before profit, Richard Soan Roofing Services (RSRS) has increased its profitability and grown its business. Focusing on total customer satisfaction and cultivating a sense of business ownership amongst all employees, RSRS has performed beyond all expectations and the business has grown to 36 people with new employees taken on every year. From small private residential jobs

to much bigger commercial and industrial projects, RSRS' quality work is now seen on the roofs of schools, fire stations, period houses, listed buildings, council offices, public buildings and private residences of every size from bijou to grand right across the South-East. RSRS's success proves that it's not always size that matters, quality matters more.

Southwark Schools

Contract value: £65m Type of work: New build, extension & refurbishment



Morgan Sindall were appointed to construct and upgrade six schools for the London Borough of Southwark – creating over 1,155 new primary school places across the borough. The work was procured directly by the council through the iESE (Improvement and Efficiency South East) framework. At the outset of each school project, the team collaborated with clients and stakeholders to produce a 'Customer Charter'.

This identified specific key objectives on each project that, if delivered, would make the project a success. By working closely and collaboratively with the client they were able to identify where their expertise could add value to the overall project. Morgan Sindall exceeded expectations and many of the schemes were delivered ahead of schedule to the delight of the schools who were all struggling for space.

**MORGAN
SINDALL**

COTTELL &
VERMEULEN
ARCHITECTURE



Haverstock

MaccreeanorLavington

Southwark
Council
southwark.gov.uk

Award sponsored by



Health, Safety & Wellbeing Winner 2018

Lendlease Construction

The Judges say...

A long term and high-level commitment to health & wellbeing has provided significant resource to establish and maintain an industry-leading and contemporary programme to support a healthy and productive workforce.

Lendlease’s Health & Wellbeing Strategy addresses both the mental and physical health needs of employees in a targeted, collaborative and participative way. Their health & welfare framework focuses on: supporting healthier minds; developing healthier bodies; building healthier places; and creating healthier cultures. Employee health is not owned by HR, it is a collaborative effort between HR, Health & Safety, Sustainability and employees.

Lendlease Construction (LLC) is the first construction company to formally establish Mental Health First Aiders (MHFA), a network that is now being replicated across all other regional businesses generating a capacity to support 17,000 employees worldwide. This is incredibly important for a sector that has the greatest number of suicides compared to any other professional sector. LLC has taken the initiative to introduce MHFA stickers for identification on hard hats and laptops, making ‘First Aiders’ clearly accessible to the workforce.



Number of staff: 1,300 **Turnover:** £330.9m **Type of organisation:** Contractor

Actions

- Long term commitment – signed the Public Health Responsibility Deal in October 2013.
- Global Minimum Requirements focus on front-end planning to mitigate health & safety risks on projects.
- Extra-ordinary focus on mental health – raising awareness of and breaking down associated stigma.
- Investment in training for management, employees and supply chain.
- Introduction of targeted frontline leaders and initiatives for easy identification of those that can help e.g. hardhats, laptop stickers.

Impacts

- Motivated staff keen to be involved.
- Over 300 staff trained on full two-day mental health course with a further 250 participating in stress and mental health awareness training and a further 100 supply chain partners also involved.
- MHFA training now part of standard company induction.
- Improvement in workforce engagement and increased use of services such as nurse and skin checkups etc.

Lessons learned

Lendlease has long recognised the need for a holistic approach to health and wellbeing and that one impacts on the other. Whether it be mental or physical health the priority is protecting employees and making sure everyone goes home healthy and safe.



Health, Safety & Wellbeing Highly Commended 2018

Award sponsored by



ATT Tideway EPIC: Logistics



Contract value: £4.2bn

Type of work: Sewer system to carry 20m tonnes of sewage

The Judges say...

This innovative 'top down' approach to engaging with all employees, contractors and stakeholders has brought about huge changes in drivers' attitudes, engagement and more considerate behaviour.

Tideway is a £4.3m eight year construction programme to provide a major new sewer urgently needed to protect the tidal River Thames from pollution. Tideway's vision is to deliver the project with 'transformational' health, safety & wellbeing performance, crucially to avoid the initial 'spike' in incidents typically observed in the mobilisation phase. Anyone involved in the project must attend an immersive multimedia health & safety training day called EPIC (Employer's Project Induction Centre) to embed the Tideway culture.

EPIC: Logistics is a specialised continuation of the EPIC programme which has already helped achieve a low AFR. With huge amounts of material to shift, the first priority is to reduce road risk using 'transformational' logistics – 72% of material will be moved by river. However, approximately 6,000 HGV drivers will work on Tideway over seven years. EPIC Logistics ensures drivers on the project will be the safest and most professional through its unique and fully immersive course designed to:

- Provide a visceral experience of a fatal incident: the chain of poor decisions and performance shaping factors that led to it, as well as its consequences
- Be activity based, requiring listening and observing
- Provide a state of heightened emotional alertness
- Foster empathy through characterisation – a 'walk in their shoes'
- Identify measures that could have prevented 'the incident' from occurring

Everyone working on Tideway is empowered to take action against unsafe acts "If something isn't safe, we don't do it – it's that simple".
Andy CEO Mitchell Tideway.



Health, Safety & Wellbeing Finalists 2018

Award sponsored by



- ATT Tideway EPIC: Logistics
- Cable Free Initiative (Willmott Dixon)
- Jacobs UK Ltd
- Lendlease Construction
- OH& Performance App (Overbury)
- OneCard Driver Assurance Scheme (Tarmac)
- Principal Place, London Residential team (Multiplex) *see Featured Finalist in the Sustainability category*
- SES Engineering Services Ltd

Cable Free Initiative

Location: Cobham, Surrey **Number of staff:** 200



To eliminate trailing leads and issues that are associated with their use, Willmott Dixon decided to trial a "cable free" initiative. They approached suppliers with a list of the most commonly used tools, asking them to provide alternative tools that would match the power or better it. The supply chain, senior management and group safety inspectors were invited to a workshop to discuss how they could reduce the hazards on projects and to review the types of tools and batteries on

offer. As well as a reduction in incidents, over 50% of the tools have dust management systems in place, meaning the operative no longer requires RPE. The Initiative has been rolled out across the region and cable free sites are mandatory on all Willmott Dixon projects.



OH&S Performance App



Type of organisation: Fit out principal contractors Number of staff: 675 Turnover: £660m



Overbury invested in a mobile app which can be used to capture innovation as well as acceptable and unacceptable practices. They collaborated with management, construction staff and contractors to develop the OH&S Performance App, which gathers data against health & safety standards that can then be used to plan, manage, control and monitor to improve the

company's approach to hazards and risks. All staff have access to the app, helping to create better collaboration between H&S staff and site teams. The OH&S Performance App has allowed Overbury to measure, manage, monitor and improve their OH&S performance as it has allowed them to take early action to address opportunities to improve performance.

SES Engineering Services Ltd



Type of organisation: Specialist M&E contractor Number of staff: 640 Turnover: £185m



SES Engineering Services' goal is to achieve a culture where people are engaged, empowered and look out for one another by promoting and championing the right behaviours. Their 'We're Safer Together' programme is challenging employees, supply chain and clients to embrace a 'Zero Harm' ethos by 2020. To ensure the health & safety message is passed onto

principal contractors as well as subcontractors, annual safety seminars are held, where lessons learnt are discussed, any issues highlighted, and new strategic initiatives are brainstormed. SES gives everyone the confidence to challenge behaviours and act when something doesn't feel safe, conscientiously encouraging and praising positive change.

OneCard Driver Assurance Scheme



Type of organisation: Materials supplier – Logistics Team Number of staff: >7,000



Tarmac is changing the way that they manage contracted drivers through an innovative smartcard technology that provides assurance of the safety and competency of their drivers. The OneCard system ensures that all operators are trained and up-to-date before beginning any job. This reduces the risk to anyone

they may encounter and gives assurance to Tarmac, their customers and the communities in which they operate. Having piloted the scheme in Summer 2017, it is Tarmac's aim to bring all contracted hauliers online in 2018 and are rolling out the scheme nationally. Data on drivers is now robust, secure and visible.



CLOCS, Construction Logistics and Community Safety is a national programme driving national implementation against the national *CLOCS Standard*.

Over 600 leading clients, contractors and fleet operators are publicly committed to reducing road risk on all sites and operations, and encouraging others to do the same.



Sign up to be a CLOCS Champion and drive positive change - www.CLOCS.org.uk



Award sponsored by



Integration & Collaborative Working Winner 2018

Design Consortium

The Judges say...

This submission is an outstanding example of true collaboration. The partnership is based on development of trust, shared outcomes and a commitment to act on lessons learned.

The Design Consortium consists of 20 consultants across a variety of design disciplines and was established by Willmott Dixon's local construction office in Cobham. The aim of the Design Consortium is to: facilitate objective and early engagement on every project, allow design teams to gel, ensure prompt payment and encourage the sharing of lessons learned. Partnering companies were selected on the basis of common values, the ability to work together collaboratively and a joint commitment to develop the relationship. Commercial arrangements did not constitute part of the selection criteria.



Actions

- Rigorous selection process – over 200 PQQ responses, followed by interviews.
- Consortium Tuesdays – three Design Consortium Partners (DCPs) hot desk in the WD office on a weekly basis.
- 'One team' ethos – DCPs integrated into WD office activities/team meetings (peer & project reviews).
- Conferences and team building activities.
- Deeds of Appointments and Scope of Services allow for quick appointment and clear commercial arrangements.

Impact

- DCPs involvement at the tender stage provides expertise and strengthens bids.
- Hot desking gives accessibility to expertise and new ideas to all projects (not just the ones they are working on).

- Transparent allocation of projects has led to universal buy-in internally and from DCPs.
- Sustainable pipeline for partners.
- 11 out of 16 (73%) projects currently on site are with DCPs. Pre-construction influence is 68% rising to 85% with feasibilities taken into account.

Lessons learned

The benefits of early engagement, common understanding and familiarity have enabled all parties to operate collaboratively. The option to extend these types of relationships up and down the supply chain and with other companies holds the promise of yet more benefits, lower costs, smoother delivery and ultimately a better outcome for the end client.



Integration & Collaborative Working Finalists 2018

Award sponsored by



- Dawnus Construction Holdings Ltd
- Design Consortium (Willmott Dixon, Cobham)
- Government Hubs Programme – Phase 1 (HM Revenue and Customs)
- HMP ‘Ready for the Gate’ Programme (Willmott Dixon)
- University of Portsmouth Dental Academy (Kier)

Government Hubs Programme: Phase 1 – HMRC

Type of work: Fit out Contract value: £500m Approx 387,282m²



The Government Hubs Programme is the largest office transformation programme in the UK. At its core is a commitment to culture change within the civil service to attract new talent and encourage better ways of working. An innovative framework was specifically created and procured for this programme and actively promotes supplier engagement and includes best practice forums to draw in industry expertise and embed lessons learned. A dynamic, single team approach eliminates silo working and encourages collaboration

across government departments and supplier organisations to deliver efficiencies. ‘Dragon’s Den’ style workshops with contractors and their supply chain give both large and small organisations the opportunity to showcase new products and technologies, helping to deliver a sustainable estate for government. The programme and joint delivery team has the ability and opportunity to drive exemplar standards on a range of issues including inclusivity and accessibility, sustainability and health, safety & wellbeing.



HMP Elmley ‘Ready for the Gate’ Programme

Office Location: Cobham office Type of work: Social Value



Prison is about rehabilitation, but often, ex-offenders need help to re-build their lives, with employment being key. Willmott Dixon’s, ‘Ready for the Gate’ Programme provides this and offers a lifetime of opportunity. They provide in-mates with CITB approved Health & Safety training and offer the opportunity to gain CSCS cards. Supply chain partners support the initiative by attending careers events and

offering those leaving prison employment within the construction industry. Through a collaborative approach WD liaised with their supply chain, the head of HMP Elmley and CXK, an external training provider to formulate a training programme that would make a difference and reduce the overall re-offending rate. In 2017, WD trained 39 inmates and to date, none have re-offended.

University of Portsmouth Dental Academy

Type of work: Refurbishment Contract value: £1.2m



The refurbishment of the University of Portsmouth’s dental teaching facility was successfully completed within a strict seven-week timescale through extensive forward planning and teamwork. What stands out for this project is the collaboration between Kier, the client and subcontractors, working together at the same time, in a confined space to achieve the completion date.

In addition, regular meetings, coordination and liaison with the client and subcontractors ensured everything was pre-planned for the construction phase which started in July 2017 and completed in September 2017. These meetings identified where time-savings could be made with professional advice from specialist subcontractors.



Award sponsored by



Value Winner 2018

Little Daydreams Nursery

The Judges say...

This is a fantastic example where long-term social value has been created within and beyond a community – starting with virtually nothing but a vision, an old building, determination and perseverance.

Mitie and Orbit worked together to refurbish the unused, dilapidated building into a fit-for-purpose, state-of-the-art, nursery. The building sits beneath the Orchard House tower block and local estate, where there is a direct need for childcare. The nursery is positioned right at the heart of the local community providing a central hub for children to grow and learn. With a budget of £20,000 and a six week timeline, collaboration in the delivery of this community investment project was key. From site surveys to completion, Mitie turned around Orchard House in three weeks leaving behind a brand new day centre including sensory room, management office and a new kitchen.



Contract value: £20,000 Approx 900m²

The dream began with an Orbit Housing self-employment course when a customer with a vision to provide a day care centre for children with special needs sought help to revive Orchard House. A lot of hard work was required to bring it up to standard.

Actions

- Key catalysts: Investment by Orbit Housing of £20,000 for renovations; vision and determination of the Day Nursery Manager.
- Clear communication between teams and meaningful collaboration.
- Detailed understanding of the needs of the client, parents and children.
- Team dedicated to the success of the project.
- Locally sourced materials from suppliers who were committed and engaged with the community benefits.

Impacts

- Optimism and hope for 42 different families and children.
- Increasing sense of community.
- One start-up business, 5 employees, 2 apprenticeships.
- £12,000 revenue generation for reinvestment in Orbit Community Projects.
- Social impact: £20,000 = HACT £251,626.

Lessons learned

Plan, persevere and take the pain! Creating a hub that is so fundamental to a community will add value now and for generations to come. The project has empowered the community to take further steps towards self-employment, improved health and wellbeing and importantly towards a sustainable future.

LITTLE
DAYDREAMS



Value Finalists 2018

- Community Base (BBM Sustainable Design Ltd)
- Little Daydreams Nursery (Mitie)
- St Thomas' Hospital Emergency Care Pathways (Logan Construction)
- Wilmcote House, Portsmouth (ECD Architects) *see Winner in Sustainability category*



St Thomas' Hospital Emergency Care Pathways

Contract value: £19m Approx 4,400m²



The Emergency Pathways project involved the remodelling and refurbishment of the entire A&E department at St Thomas', Westminster. There were many challenges associated with the project, the main one being to maintain the uninterrupted operation of the department throughout the duration of the works. Continual liaison with all stakeholders was essential. Logan's approach was to understand how the A&E department functioned and manage activities to create minimal disruption.

Remaining flexible and adaptable to meet the ongoing requirements of the A&E, the main project phasing was subject to continual review to achieve the "best fit" approach for all stakeholders. The programming, forward planning and ongoing liaison aspects of the project were critical. Since completion, St Thomas' NHS Foundation has commented on Logan's unwavering commitment and approach to ensuring the success of the project which has exceeded their expectations.



Transport procurement: don't get left behind



Work related road risk is everybody's responsibility - even if you don't have your own fleet.

Good clients and contractors implement CLOCS, the Construction Logistics and Community Safety programme, on their projects to keep pedestrians and cyclists safe.



FORS, the Fleet Operator Recognition Scheme, is committed to driving up standards of road transport across the UK. Operators achieving FORS Silver accreditation demonstrate that they take their work related road risk responsibilities seriously and they also meet the standard to work on CLOCS projects.



Don't get left behind with your transport procurement.



Offsite Finalists 2018

Award sponsored by



- Army Basing Programme (Rollalong Ltd)
- Gasholders London (SES Engineering Services)
- Offsite Champions (Ramboll)
- R7 – Kings Cross (Kier)

Gasholders London



The Gasholders project houses 145 luxury apartments in a series of three new build cylindrical structures, each within the constraints of the cast-iron Victorian listed gasholder rings that historically formed part of London's largest gas works. Having demonstrated outstanding offsite and prefabrication efficiencies on previous Kings Cross projects, SES were engaged at the very

Contract value: £140m Approx 29,150 m²

beginning of the design process by the main contractor and the developer. The complex geometry of the scheme required a 'build before you build' approach and innovative solutions to realise sustainability benefits, cost savings and labour efficiencies. Combining BIM and offsite manufacturing has also delivered greater levels of accuracy, less waste and reduced ongoing revenue costs.



R7 – Kings Cross



R7 is a split-tower commercial development within the tight constraints of the Kings Cross development. The striking façade is a major component that incorporates inset balconies, balustrades and double height ground floor treatments. Featuring horizontal and vertical fins with a 'metallic' finish, the team worked collaboratively to finalise a detailed design for offsite manufacture that maintained

Project value: £70m Approx 14,409 m²

the architects' vision. Other offsite elements included concrete columns, chilled beams, rooftop plant rooms and bathroom pods.

Offsite technology accounted for around 30% of build costs and has provided real benefits including reduced site workforce, simplified construction processes, reduced working at height and cost and delivery certainty.



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Inspiration | Innovation | Collaboration



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Inspiration



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Innovation Winner 2018

Transport Infrastructure Efficiency – Benchmarking Framework

The Judges say...

Whilst the platform is not yet fully tested, the panel recognised its huge potential. It will require the team to overcome some challenges relating to various sharing of cost data but if they succeed the benefits will be significant.

In 2017, the Department for Transport (DfT) and related organisations (Highways England, Network Rail, TfL, Crossrail, HS2) developed the Transport Infrastructure Efficiency Strategy (TIES) to: cascade best practice, drive improvements in the way that infrastructure is designed, delivered and maintained, and inform decision making to optimise capital investments. A key ambition was to establish a benchmarking capability across the organisations. They commissioned a project to 'prove the concept' that benchmarking could inform better decision making by building, testing and demonstrating a new accessible platform that would enable sharing and interpretation of data, establish metrics that inform infrastructure and to provide a basis for effectively sharing best practice between transport clients.

Turner & Townsend was appointed to define, design and deliver a Benchmarking Framework, covering how to build a common benchmarking capability and a prototype to demonstrate "the art of possible", based on real data.



Type of work: Consultancy

Number of staff: 7 on team

Company turnover: £491m (globally)

Actions

- Collaboration of stakeholders at board level, and including HM Treasury, Cabinet Office, RICS and the supply chain.
- Stocktake of industry needs, existing benchmarking practices and collection of historic data.
- Identified how the way major infrastructure projects are currently compared compounds the issue of cost overrun.
- Identified inconsistency in the way different industries measure investment potential.
- Developed a software programme that would provide a consistent environment for comparison.

Impact

- Sharing of performance data for the first time.
- Insight to plan and drive decision making – and therefore better outcomes.
- Significant time and upfront cost savings.
- Objectively demonstrating value for money and giving client confidence to proceed.
- A catalyst for organisational alignment.

Lessons learned

The team has taken the time to engage with many stakeholders to ensure delivery of an 'Insight Portal' which allows users to explore data trends and to leverage that data to act as a catalyst for identifying efficiency and innovation opportunities.



Turner & Townsend



Department
for Transport

Innovation Finalists 2018

Award sponsored by



- ATT Tideway EPIC: Logistics *see Highly Commended in Health, Safety & Wellbeing category*
- Broadgate Construction App (Sir Robert McAlpine)
- Robotic Handling of Sheet Material in Staircases (Morgan Lovell)
- TEAM2100 – Barking Barrier Electrical Upgrade
- Transport Infrastructure Efficiency Benchmarking Framework (Turner & Townsend)

Broadgate Construction App – Sir Robert McAlpine

Multiple projects: £247m to £6.5m **Approx** over 1million m²



The Broadgate Construction App was launched in June 2017 to improve the development process, improve communications and ensure engagement and advocacy from stakeholders during the re-development of Broadgate, London. The app is an innovative ‘first’ for the construction industry and acts as a conduit for

community engagement, PR, consultation and a comprehensive directory of news about the project. Since its inception, the app has been successful in the management of complaints and has had positive feedback from the industry as well as third parties including the City of London, CCS and the CIOB.



Robotic Handling of Sheet Material in Staircases – Morgan Lovell

Type of project: A sponsored School Engineering Project



Morgan Sindall regularly engage with students and set them challenges to find solutions to address construction hazards and associated risk. On this occasion these budding engineers were charged with reducing the risk of musculoskeletal disorders to those regularly manhandling plasterboards.

Their resolution was the creation of a robot capable of climbing stairs whilst under load

and dealing with the difficulties of tight turns and areas with low ceilings. The design process has been subject to trial and the result is a machine that is capable of climbing stairs without becoming stuck or tipping backwards. The exercise has harnessed the power of innovative young minds and given these young people a much clearer understanding of the construction industry.



TEAM2100 – Barking Barrier Electrical Upgrade

Construction product: Upgrade works to major flood barrier **Project value:** £2.9m

TEAM2100



The Barking project was delivered by the Team 2100 integrated delivery Team (IDT) consisting of the EA, CH2M/Jacobs and Balfour Beatty and including tier 2 supplier Qualter Hall. It is a great example of how the IDT’s approach facilitates early contractor engagement to overcome major challenges. In this case the requirement to comply with the ‘6-hour rule’ requiring the barrier to be operational with

similar notice. Qualter Hall’s input early in the project benefited from capability to design, fabricate and install a temporary control panel solution which was a major contribution to the success of the project. The benefits were realised, tested and subsequently accepted as part of the efficiency agreement process – a reflection of the huge potential offered by this pathfinder delivery model.

“

The SIG360 Technical Centre provides impartial advice to our customers on products, specification and legislation, ensuring they operate efficiently from start to finish.

”

CHRIS FITZPATRICK
OPERATIONS MANAGER
SIG360 TECHNICAL CENTRE



BUILD YOUR NAME ON US

Trust us to... be impartial

The SIG360 Technical Centre is a service offering from SIG, that focuses on helping customers deliver homes, specifically relating to Approved Documents Part L, Part E and Part B.

Central to SIG360 is an easily accessible expert team of technical specialists, backed by 60 years of intimate knowledge of product performance and cost.

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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

Award sponsored by



Sustainability Winner 2018

Wilmcote House

The Judges say...

This flagship scheme is already a catalyst for change and provides national and international reference for high-quality, large-scale refurbishment.



Contract value: £13m **Approx** 14,547m² **Type of work:** Refurbishment

Wilmcote House is a leading example of a sustainable low energy refurbishment built to meet the stringent EnerPHit standard, the refurbishment equivalent of Passivhaus. This 11-storey residential development in Portsmouth was built in 1968. The original structure comprised of large, poorly insulated concrete panels with pre-cast concrete elements that significantly bridged the thermal envelope, leading to high heat losses, internal condensation risk, mould growth and low internal comfort. Portsmouth City Council’s business case identified that over 30 years, a deep, low energy refurbishment scheme was more economical than decanting, demolishing and rebuilding the existing 107 units. ECD Architects were commissioned to design and deliver a regeneration scheme with residents in occupation.

The project team secured ECO funding and is the only UK case study for the PassivHaus Institute’s Europhit programme and the largest EnerPHit project in the world.

Actions

- Adopted a low embodied energy approach with careful selection of building products. Visual transformation was also a key aspiration.
- Homes super insulated and extended, the walkways enclosed, four new homes created, new entrances and improved communal areas.
- During construction: waste logged/ segregated/recycled, and energy usage recorded with PV panels used to power site containers and offices.
- Independent monitoring undertaken by the University of Southampton.
- Variety of community activities including school engagement, DIY skills and back to work training programmes for residents.

Impact

- Financial viability assessment demonstrates payback and positive net present value (NPV) being reached after 19 years with NPV at the end of 30-year life calculated to be £413,200.

- Annual heating costs for residents reduced by 90%, saving more than £1,000 per dwelling per year.
- Taking residents out of fuel poverty means they are now more able to pay their rent, reducing rent arrears.
- Residents enjoy improved thermal comfort, nicer living conditions and a better quality of life.

Lessons learned

The funding from the EuroPHit programme was a great enabler. It helped to fund intensive training for both the consultant and the contractor supply chain in Passivhaus methodology. The design team subsequently provided training sessions to the wider project team and their achievements have been disseminated through seminars/lectures at industry events and workshops. Other local authorities have been able to visit and learn about this innovative scheme.



Sustainability Highly Commended 2018

Award sponsored by



Oxford Westgate



Project Value: £440m
Type of work: New build
Construction product: Retail

The Judges say...

The challenge for the development to meet its ultra-low carbon target to offset the first 30 years of operational emissions was a major innovation that hadn't been achieved before.

Oxford City Council's ambitions for the Westgate development were very high; to deliver the most sustainable retail-led scheme in the UK, while ensuring the project remained viable. The sustainability achievements across the shopping centre, from designing out waste in the planning stages down to operations at John Lewis branch level, are a great example of the benefits of a collaborative approach between the developer, main contractor, occupant and fit-out contractors, community and other stakeholders. All parties embraced an ambitious but realistic approach capitalising on the benefits of early

engagement, upskilling of the supply chain and significant local procurement.

From offsite manufacture for concrete and M&E products (including centralised air source heating) to delivering enormous social value, Oxford Westgate has achieved BREEAM Excellent rating and is one of the most sustainable retail developments in the UK. The pioneering approach to whole life carbon has played a role in informing the RICS whole life carbon assessment methodology as well as saving 32,500 tonnes of embodied CO₂ – the equivalent of 69,000 airfares from London to New York.



John Lewis Partnership

sturgis carbon profiling

HOARE LEA (H)

Westgate Alliance

Sustainability Finalists 2018

Award sponsored by



- 25 Wilton Road (Kier Construction) *see Winner in the Building Project of the Year >10m category*
- London Bridge Station Redevelopment (Network Rail) *see Winner in the Civils Project of the Year category*
- Oxford Westgate (Laing O'Rourke)
- Principal Place, London Residential Team (Multiplex)
- Q6 Delivery Programme – Infrastructure and Aviation Business Unit (Mace)
- Wilmcote House, Portsmouth (ECD Architects)

Principal Place, London Residential Team

MULTIPLY
Built to outperform.



Contract value: £215m **Approx** 33,852m²

Comprising a principal tower, two housing blocks and landscaping, Principal Place presented numerous sustainability challenges, risks and opportunities due to its location, footprint and high-end specification. The key to success was outstanding project management and collaboration with

consultants to minimise sustainability risk and reach out to local residents. They have developed sustainability initiatives that can be applied to future construction sites, promoted the industry to future talent in the community and upskilled local people to help them progress in their careers.

Q6 Delivery Programme – Infrastructure and Aviation Business Unit

Heathrow
Making every journey better

mace



Contract value: 2017 – £132m **Approx** 98,962m²

Mace is one of the four partners for Heathrow Airport delivering phase six of a five-year framework that involves upgrading baggage systems, improving passenger experience and asset replacement work in terminals 3 and 5. Mace is one of the few construction companies signed up to RE100 and has ambitious strategies to embed sustainability through the project team and supply chain.

Over 80% of the project team have received sustainability training and its commitment and leadership are visible through a number of initiatives including: Sustainability Supply Chain School, sustainability performance scoring system that gives highest value to innovation, prefabrication policies, take back schemes, restoration of Huckerby Meadows and local school engagement.

Construction relies on teamwork

This is our team



UNIBAIL-RODAMCO-WESTFIELD

Headline Sponsor and Project of the Year

Unibail-Rodamco-Westfield is the premier global developer and operator of flagship shopping destinations. With a portfolio valued at €62 bn as at 31 December 2017, of which 88% in retail, 7% in offices and 6% in convention & exhibition venues, the Group owns and operates 102 shopping centres, of which 56 are flagships in the most dynamic cities in Europe and the United States. Its centres welcome 1.2 billion visits per year. Present in 2 continents and in 13 countries, Unibail-Rodamco-Westfield provides a unique platform for retailers and brand events, and offers an exceptional and constantly renewed experience for customers.

With the support of its 3,700 professionals and an unparalleled track-record and know-how, Unibail-Rodamco-Westfield is ideally positioned to generate superior value and develop world-class projects. The Group has the largest development pipeline in the industry, worth €13 bn. Unibail-Rodamco-Westfield distinguishes itself by its Better Places 2030 agenda, that sets its ambition to create better places that respect the highest environmental standards and contribute to better cities.

Unibail-Rodamco-Westfield is listed on Euronext Amsterdam and Euronext Paris (Euronext ticker: URW). A secondary listing has been established in Australia through Chess Depositary Interests. The Group benefits from an A rating from both Standard & Poor's and Fitch Ratings, and from an A2 rating from Moody's. For more information, please visit www.urw.com

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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. See page four for details. www.knauf.co.uk



Health, Safety & Wellbeing

CLOCS brings the construction logistics industry together to revolutionise the management of work related road risk (WRRR) and ensure a road safety culture is embedded across the industry. Working together they are helping to protect pedestrians, cyclists, motorcyclists and other road users who share the roads with construction vehicles.

CLOCS is the national common standard for construction logistics. Implemented by construction clients through contracts, the CLOCS Standard provides a framework enabling the management of road safety that can be adhered to in a consistent way. www.clocs.org.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



WILLMOTT DIXON

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Client of the Year and Outstanding Customer Satisfaction

Willmott Dixon is a privately owned contracting and fit-out company. Being a large company means they have the scale to create a huge and lasting positive impact on our society. This is not only done through what they build and maintain – it is achieved through the fantastic efforts of all their people who make a major contribution to enhancing their local communities.

They achieve very positive impacts on the industry and the wider community and provide a great example to others. In 2017 they won the Sunday Times 'GivingSomethingBack' award for our focus on strengthening the fabric of society.

As the company grows, they are invested in working as 'one team' to ensure they continually deliver exceptional projects to their customers www.willmottdixon.co.uk



Preservation and Rejuvenation

For almost 20 years, RIFT has been working to ensure people and businesses get the most from their money. From handling tax refunds and Self Assessment returns for individual clients to making innovation pay for companies through R&D Tax Credits, we're a sharp pair of eyes and a safe pair of hands for hundreds of businesses and thousands of people.

"RIFT's foundations are deeply planted in the construction industry. As a company, we strive to champion innovation, sustainability and outstanding customer service in everything we do. These are all core values of Constructing Excellence, so we're thrilled to be sponsoring the 2018 Constructing Excellence SECBE Awards." – Sarah Collins, Head of Research & Development, RIFT Group. www.riftresearch.com



Sustainability

Temple Group Limited 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



People Development

Cheesmur Building Contractors are a multi-award winning SME contractor based in Sussex and specialising 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 it's 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 and resulting achievements and contributions from its employees. www.cheesmur.co.uk



G4C Future Leader

Tarmac, a CRH company, is the UK's leading sustainable building materials and construction solutions business. Tarmac combines the knowledge and expertise of two of the construction industry's most iconic brands: Tarmac, the pioneers of the modern road and Blue Circle, the company that patented Portland Cement.

The company's innovative products and solutions not only safely deliver the infrastructure needed to grow the UK economy today but also help to create a more sustainable built environment for the country's long term future. Tarmac has contributed to some of the UK's biggest construction projects, including The Sainsbury Laboratory, Wembley Stadium, Heathrow Terminal 5, Blackpool Sea Defences, The Shard and London 2012.

www.tarmac.com



Apprenticeship Initiative

CoTrain, a CITB 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 a minimum of 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



Value

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



Image: Vanessa Barton Photography



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



Digital Construction

Clearbox delivers a simple, scalable integrated single source of information across an asset's lifecycle – from conception to operation. They are not just another software company... they have come from the construction industry, have lived your problems and wanted to find a solution to ease your pain.

Clearbox delivers a powerful information environment, with the processes and visualisation tools required to gather, enrich and manage project information across the entire asset lifecycle. Information is secure but available in context, anywhere, anytime and across a variety of devices. Their solutions are easy to use, require minimal training, will save you and your business time and money, and will go on to extend your project knowledge across your entire portfolio. www.clearboxbim.com



Integration & Collaborative Working

Waterloo Air Products plc has over 100 years' experience in ventilation system design, engineering and manufacture. With a collaborative approach to projects, Waterloo delivers the most suitable air terminal devices to fulfil the air flow requirements of even the most complex buildings. By introducing innovative new products and continuously sharing technical and commercial knowledge with customers, Waterloo remains the UK's leading manufacturer of air terminal devices.

Visit Waterloo's new website focused purely on design at design.waterloo.co.uk



Trusted procurement for better buildings and homes

Offsite

LHC is a leading provider of free-to-use framework agreements used by local authorities, social landlords and other public sector bodies to procure works, products and services for the construction, refurbishment and maintenance of social housing and public buildings.

The LHC team offers independent technical advice, procurement expertise and customer support from set up, research, documentation and procurement to supply chain management.

LHC offers dedicated framework arrangements for the most popular building products and services, inclusive of pvc-u, aluminum and timber windows and doors, roofing and asbestos works and services, as well as frameworks for energy efficiency and refurbishment, off-site construction of new homes and school maintenance and extensions. www.lhc.com



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/PPP, 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, schools 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



leaders in construction

Constructing Excellence in London and the South East

SECBE's mission is to be an inspiring, innovative and collaborative organisation, driving positive change through the London and South East built environment sector. As Constructing Excellence in London and the South East they work hard to promote the very best working practices and companies shortlisted through the Constructing Excellence SECBE Awards.

They develop and deliver services that make a demonstrable difference to their customers and partners – services that enable construction clients and supply side businesses in the built environment sector across the region to deliver and operate much better buildings and infrastructure. SECBE helps organisations to be demonstrably safer, more innovative, more productive, more profitable, more sustainable and highly attractive to investors and workers. www.secbe.org.uk

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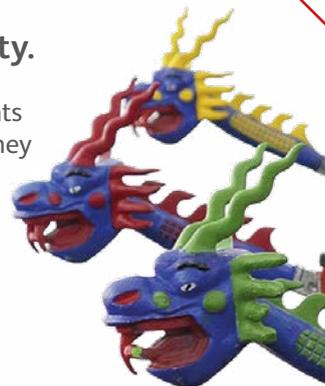
CRASH is the construction industries charity.

Each year CRASH host a number of team fundraising events like The Construction Dragon Boat Challenge, to raise money to help homelessness and hospice charities.

They wouldn't be able to continue their work without the support they receive from those in the industry.

Get involved – get your team together!

Sign up to an event www.crash.org.uk



Photographs of The CRASH Dragon Boat Race by Vanessa Barton photography

Award sponsored by



Digital Construction Winner 2018

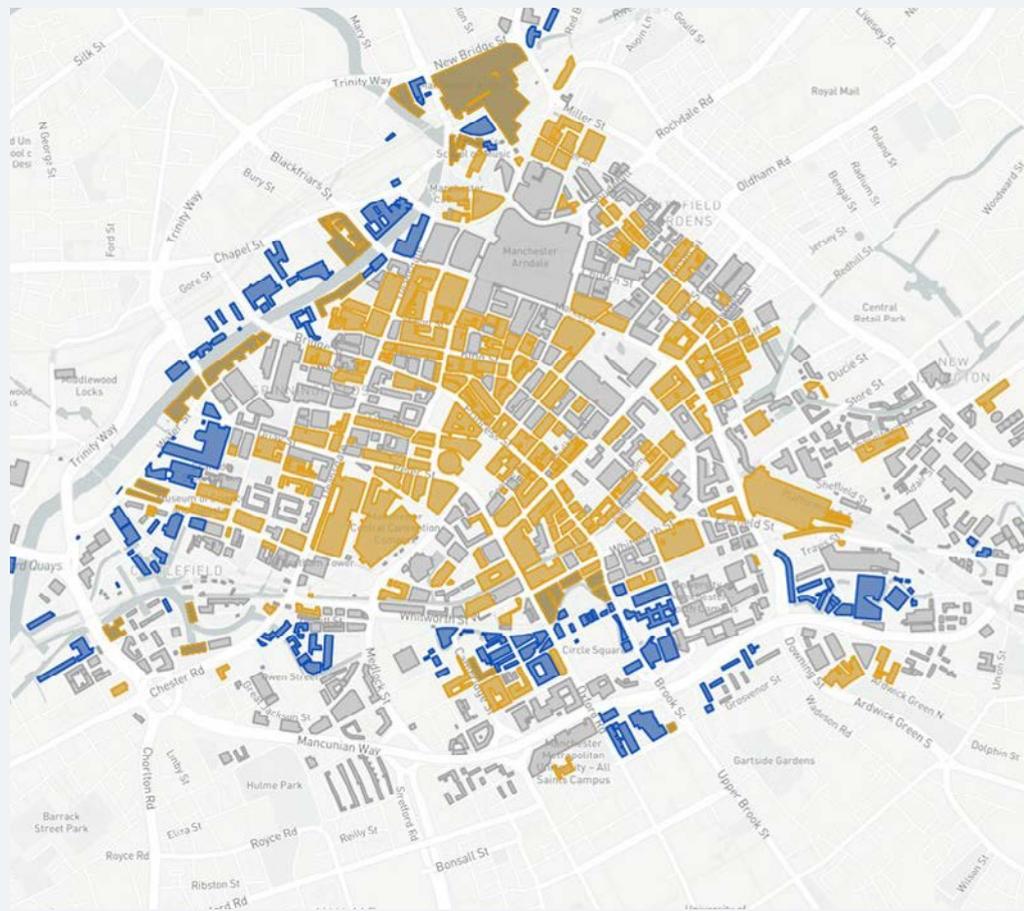
VISUALISE

The Judges say...

This project addresses an industry-wide problem of connecting and integrating information from multiple sources. Collaboration with multiple stakeholders has helped to provide engagement and buy-in up and down the supply chain.

Organisations such as Skanska are responsible for building and managing/maintaining multiple infrastructure assets (energy, transport, urban and other systems) for local authorities, transport infrastructure operators, utilities companies and facilities such as hospitals and schools. These physical assets are often widely geographically distributed across a city/region and may be under, on or above ground level. Many assets are currently managed within 'closed systems' and based around asset type where data may be available but is not effectively utilised.

A project consortium led by Skanska with BRE, SMEs 3DRepo, Unit9, The Carto Group and asset owners (including Hampshire County Council and Great Ormond Street Hospital) utilised their in-house resources to deliver VISUALISE. This is a fully integrated system to support effective and efficient management and future construction of physical infrastructure assets.



Contract value: £1m project with £680k Innovate UK funding with balance funded by consortium

Type of work: Research project

Actions

- Consortium partners pooled their staff/skills, software/digital solution development capabilities, key infrastructure and supporting data, and industry-wide access.
- Developed a single environment for integrated data visualisation and analytics capability.
- Combined with Building Information Modelling (BIM) and 3D mapping enabled by GIS.
- Allowed stakeholders to understand project processes across large sites.

Impacts

- Better intelligence and functionality for asset managers leading to better asset management.
- Reduced risk of failure thereby improving security of supply.
- Improved lifetime performance and better value to asset owners.
- Estimated 8% saving in the cost of infrastructure asset management allowing for reinvestment and a more aligned strategy.

Lessons learned

VISUALISE enabled Hampshire Highways to understand weather patterns, landscape management and street lighting correlations. It identified that grass cutting activity near and around streetlights was more prevalent than other parts of the verges – the light was causing the grass to grow faster and more supply chain activity was required to maintain. Lowering the LUX output of the lights saved electricity, reduced the grass cutting regime and saved money.

The lessons learned from this first stage solution form the basis of the business plan to leverage commercial investment for development of a full solution; a unified, geospatially referenced web-based 3D interface that connects disparate information from massive infrastructure data sources down to individual BIM components for long term asset management and reports in real time.

Digital Construction Highly Commended 2018

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The J.P. Morgan Media Centre



Contract Value: £4m (Construction cost) **Type of work:** Refurbishment **Approx 900m²**

Since the original Media Centre at 'Lords' was completed in 1999, the game of cricket has moved on and broadcasting of the sport has grown considerably, bringing demands for greater facilities in terms of space and technology. DMA were able to upgrade the building while respecting the original spirit of the design by applying their technology-led design approach. By modelling the existing aluminium shell from the original 2D fabrication drawings, then laser scanning the existing interior, DMA were able to identify the voids within the building. Then, by carrying out very detailed 3D coordination of the structure, architecture and M&E, they pushed the internal shell further out, increasing the usable internal floor area by 15%.

DMA's coordinated model meant the entire design team was able to get to grips with the complexity of the building and its geometry very quickly. Solutions were explored and communicated easily, allowing for quick decision making, essential considering that no construction could be carried out during the cricket season. Phase 1 was completed before the 2016 summer season and phase 2 was completed in April, on time and within budget. The innovative techniques that were developed using advanced digital design and collaboration made it possible to deal with the complexities and enabled certainty of outcome and quality.

The Judges say...

This project demonstrates excellent application of tools and the huge benefits of digital construction. David Miller Architects is a great example of a 'leading edge' company.

David Miller Architects



Digital Construction Finalists 2018

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- Adoddle for Thames Tideway (ASITE)
- The J.P. Morgan Media Centre (David Miller Architects)
- Multiplex and Profinda
- VISUALISE (Skanska)

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SME of the Year Winner 2018

ITC

The Judges say...

ITC is a rounded SME that succeeds through very 'human' values. The efforts of all are reflected in the financial strength of the business and continued support from great colleagues and clients.

ITC is 25 years old and one of the South East's leading main contractors in the fit out and refurbishment sector. Areas of expertise encompass commercial offices, healthcare, education, central and local Government and leisure, as well as 'special projects' such as the building of the Komodo Dragon enclosure at London Zoo. Despite the varied nature of their work, two things remain constant; commitment to delivering the highest of quality work, and building and maintaining great relationships with clients.

Measuring performance, seeking out better ways of working and developing operating procedures to support the team have been instrumental in their success. Their Innovation & Development committee has been responsible for numerous 'best in class' ideas rolled out on projects and clear commercial gains have been achieved through their reviews



Number of staff: 64 Company turnover: £31m Type of work: Fit out and refurbishment

and recommendations. "It is clear to the directors that time and money spent cultivating, motivating and empowering our colleagues plays a huge part in the success of our business today"... Ian Conway MD

Actions

- Instil core values that have been carried from a founding team of 3 to 60+ staff.
- Invest heavily in training and development to retain a professional and highly motivated team.
- Fully inclusive approach to supply chain.
- Strength of conviction to invest significant time and funds in technology to improve delivery of projects.

Impacts

- Maintained a profitable and well managed business through 3 recessions.
- Retained and still serving their first customer Cannon (UK) after 25 years.

- Benefits of collaborative working enjoyed by the whole supply chain; good communication, flexibility and partnership working.
- Continual progression of colleagues from young trainees and operatives to senior members of the overall management team and future directors of the business.

Lessons learned

ITC measure their performance through KPIs covering the full spectrum of the business. This allows them to monitor and improve their performance and revise their processes. They know they don't always get it right first time, but they seek feedback to make sure the organisation moves forward with intrinsic values and a common purpose.



SME of the Year Finalists 2018

- Ayre Chamberlain Gaunt
- Golden Houses Developments
- ITC
- Playle & Partners LLP *see Winner in People Development category*
- Roe Timber Frame LLP
- Warner Surveys



Golden Houses Developments

Number of staff: 160 Company turnover: £12m



Golden Houses Developments ethos is that 'Better People Make Better Business'. Their commitment is to work hard and be fair, be respectful, build strong relationships, push the limits and cut no corners in finding the best solutions. These values are embedded in the business and they aim to make these values count every working day with their

own staff, supply chain, clients and the public. A balanced approach to 'hard' and 'soft' skills with all workers inhouse leads to enhanced team spirit (95% employee satisfaction) and encourages a relentless search for perfection. Their approach enables Golden Houses to build cheaper and faster with very high standards.

Warner Surveys

Number of staff: 53 Company turnover: £6.2m



Warner Surveys is an SME that provides Topographic and Construction Survey services in the UK and overseas and can demonstrate over 35 years of continual growth. Throughout 2017, they have driven and executed a strategy to be able to service new geographic areas, clients and project types, resulting in a 67% increase in turnover from 2016. They are

continually developing their procedures and capabilities to ensure that they are up to date with the latest technologies and techniques within the survey world, clearly demonstrated by their investment in £500,000 worth of new equipment which will maintain their standing at the cutting edge of survey providers.

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We work in *collaboration* with major construction frameworks and CITB to recruit, employ and support over 50 apprentices through CoTrain, our Shared Apprenticeship Scheme.

Collaboration

Award sponsored by



People Development Winner 2018

Playle & Partners

The Judges say...

Playle & Partners' high level of investment in training per employee results in demonstrable positive outcomes which are fundamental to maintaining a successful business and a dominant position in the industry.

Playle & Partners LLP is a multi-disciplinary property construction consultancy founded in 1954. With four partners and 35 members of staff across four locations, people are at the very heart of their business. As an SME, a key challenge is competing with large scale multi-national companies for talent; to maintain a competitive edge, the team has had to come up with innovative ways of attracting and retaining the best qualified people with sought-after expertise.

At entrance level, they support local careers fairs and STEM Ambassadors. In 2017 they attended 6 school and 12 university events and offered work placements and permanent positions as a result. The practice consistently encourages the flow of skills, mindfulness of behaviour towards the local community and support of charitable events.



No of staff: 35 Turnover: £2.5m

Actions

- Constant quest for new endeavours and innovation.
- Tailor-made training and development programmes.
- Correct balance between work, study and mentoring.
- Investment: in 2017 equivalent cost of training + hours equated to £147,105.
- 23% of total workforce engaged in external training.
- Commitment to equality & diversity: 35/65% male/female ratio compared to industry average 13/87%.

Impacts

- High staff retention and satisfaction levels.
- Long serving staff members, who have been encouraged to train and develop.
- High employee productivity.

- Positive impact on the economic and social aspects of employee's lives.
- Enduring, stable working environment that engenders positive working relationships.

Lessons learned

This is a sustainable business that always encourages its people to upskill. All their programmes are designed and developed by experienced mentors within the practice who use the support and advice of appropriate resources and governing bodies. ISO 9001:2008 accreditation ensures that training programmes are well structured, recorded and audited. The practice is also actively working on being accredited by the Investors in People.

People Development Finalists 2018

Award sponsored by



- Astins Ltd
- HOP Consulting Ltd
- ITC *see winner in SME of the Year category*
- Kayleigh Plant Hire
- Playle & Partners LLP
- S-Skills for Highways (Kier Highways)
- Think Differently (Mitie)

Astins Ltd

Number of staff: 235 Company turnover: £45m



Astins show their commitment to the workforce through the Astins Institute with a dedicated training team who take an active role in the provision of training for employees, subcontractors, new entrants and local residents. They ensure that the development strategy in place addresses the needs of site operatives, management and support teams at head office. They

cover trainees, apprentices, formal and technical qualifications and behavioural skills with quality a key focus. As a collaborative organisation, Astins build relationships with key industry leading training programmes including FIS, LRCTG CIOB and are currently in the process of accrediting their training with CITB through the new ATO system.

S-Skills for Highways – Kier Highways

Number of staff: 3,500 Company turnover: £750m



An innovative collaboration between Surrey County Council (SCC) and Kier that brings vulnerable people furthest from employment into the workplace through a supported programme, S-Skills for Highways engages with 30 candidates per year that are not in education, employment or training (NEETs) or those with special educational needs. The programme aims to improve the development and wellbeing of young people. The training provides transferable

skills, CITB recognised qualifications and experience to enable a career in highways, street-works, utilities or the broader civil engineering sector. This social enterprise is made possible through a flexible and progressive procurement model, where social and community value is up there with safety, profit and value for money as contract priorities, and achieves significant outcomes for all those involved including a sense of responsibility and pride.

Think Differently – Mitie

Number of staff: 53,000 Company turnover: £2b



The 'Think Differently' programme sees the collaboration between Mitie, Remploy, The National Autistic Society (NAS) and Geason Training, to challenge the perceptions of disabilities in the workplace and give valuable work experience to people with a wide range of disabilities. During an 18 month period, a minimum of 60 candidates are given the opportunity to participate in a 12-week placement in a role suitable to their aspirations

and skill set. Mitie employees volunteer to be Disability Coaches and Mentors and are trained in Mental Health Awareness and Systematic Instruction to ensure they are prepared to support the candidates. Following completion of the 'Think Differently' programme, candidates are given a reference and an industry recognised qualification, which not only acknowledges their hard work, but also helps them to secure future employment.

Kayleigh Plant Hire

Number of staff: 15 Company turnover: £3m

KAYLEIGH

Plant Hire Ltd



Kayleigh Plant Hire considers its staff its biggest asset and therefore its investment in staff development is substantial, resulting in a confident, motivated workforce that delivers great customer service and achieves results over and above other SMEs of a similar size. Tangible results are clear in terms of higher staff morale, very low staff turnover, safer operations on and off the road, buy-in of safer working practices and health and safety goals across the team. To

achieve a culture where safety and efficiency of operations are paramount, they have created a unique development and training strategy where professional learning never stops. Their approach equips the workforce with the skills they need to thrive and crucially empowers them to deliver the best service to customers. With the skills shortage a real problem in the construction and plant industry, Kayleigh stand out as an 'employer of choice'.



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Cheesmur winners of the SME category in 2016

'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 staff retention and sustainable business growth. Strong leadership, traditional values and a sense of humour have been their key to success"

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Apprenticeship Initiative Winner 2018



The Judges say...

This is an exemplary model of an employer-led apprenticeship programme that is co-designed to meet productivity issues and an identified skills shortage.

CETC is a partnership between Solent Civil Engineering Employers Group (SCEEG) and Fareham College. It is a simulated construction site that has been designed to give civil engineering apprentices a realistic training environment to get them site-ready. SCEEG provides governance to the apprenticeship programme and comprises employer members, associate members such as CECA, suppliers and construction companies outside of civil engineering such as Taylor Wimpey. Day-to-day, the centre is managed by a site manager and training delivered by experienced civil engineering operatives.

The project supports the development of the existing workforce in a practical way that is not only cost and time efficient, but also re-engages the workforce with skills that are of value to both the individual and the employer. CETC has attracted national attention and government



Type of organisation: Further education, working with a consortium of employers

interest as an example of an employer led, co-designed apprenticeship. Due to the programme's success, proposals for a new £4.1m 'CETC 2' campus have been awarded preliminary funding of £2.8m from Fareham College and the Solent LEP for an estimated Autumn 2019 completion.

Actions

- Led by industry – The Solent Civil Engineering Employers Group.
- Curriculum developed to ensure the basic 20-week training fulfils employers' requirements.
- All employers committed to ensuring 3% of their workforce are apprentices.
- Two cohorts of 42 apprentices a year, over a two-year programme. At any one point training a total of 168 apprentices.

Impact

- Industry appropriate apprenticeship programme designed to meet skills

shortages and productivity issues.

- Significant interest attracting new entrants to the industry – 140 applications for 42 places.
- 'Off-the-job' training means apprentices can immediately be productive employees on site.
- Good retention rates and guaranteed permanent employment upon successful completion.

Lessons learned

This is a practical scheme that not only addresses the skills shortage but importantly the lack of 'suitable' apprenticeship standards and low levels of funding available. It has achieved the right staff ratio to deliver first class training and, at an early stage, apprentices are fully aware of what is expected of them, especially in the winter months.



Apprenticeship Initiative Finalists 2018

Award sponsored by



- Careers Under Construction (Telford Homes)
- CETC – Civil Engineering Training Centre (Fareham College)
- HOP Consulting Ltd
- Osborne Construction
- Westridge Construction Ltd

Apprenticeship/Trainee programme



Type of organisation: Contractor Number of staff: 164 Turnover: £161m



Osborne are breaking down the stereotypical view that apprenticeships are only trade focused by offering management apprenticeships covering the disciplines of site management, quantity surveying and design. They support the apprentices throughout their studies by using their extensive knowledge base across the business. All apprentices are

site based for 80% of the time and have a bespoke training matrix which covers their day to day duties as well as training. Apprentices are highly valued at Osborne as they are keen to learn, ambitious and hard working. 95% of apprentices and trainee's stay on with Osborne for more than five years after they have graduated from the programme.

Careers under Construction



Type of company: Developer Number of staff: 260 Turnover: £300m



Telford Homes has developed a trainee scheme that is inclusive to all education levels from the age of 18 and with routes to professional disciplines including, site managers, surveyors, technical coordinators, planners, engineers, estimators. 'Careers under Construction' offers formal education alongside dedicated and experienced support to gain a level six qualification. This trainee

scheme dovetails with a knowledge retention programme and is an innovative way to future-proof the organisation. With an aging workforce, 29% approaching retirement age, this initiative creates a way to retain expert knowledge through offering less demanding roles and an opportunity to pass on their knowledge by becoming trained mentors to deliver 'on the job' training to apprentices.

Westridge Construction Ltd



Type of organisation: Contractor Number of Staff: 180 Turnover: £33m



Westridge operate an 'open door' policy that creates openness, transparency and encourages apprentices to communicate easily with their managers, mentors and members of staff. Since 2010 they have recruited 48 apprentices and trainees, 30 of them still work for Westridge with a number at a senior level. They provide their trainees with a programme that includes practical experience, rotating placements to gain

practical experience in various disciplines and college attendance once a week to gain a relevant qualification. Westridge develop good relationships with the college tutors and assessors to confirm that their apprentices are getting the right support and assign mentors to help them to achieve their full potential. Regular communication and development reviews make sure apprentices have full insight into how they are progressing.

BUILD A CAREER ON SOLID FOUNDATIONS CIVIL ENGINEERING AND GROUNDWORK APPRENTICESHIPS

The Solent Civil Engineering & Groundwork Apprenticeship programme helps develop the skills and qualifications required to work on a variety of commercial and industrial building sites. This unique training programme enables apprentices to earn competitive rates of pay and achieve CPCs & CSCS certificates.

If you are interested in workforce training and development visit www.cetc.ac.uk to find out more.



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G4C Future Leader Winner 2018

Natasha Baum Bid Manager, Willmott Dixon

The Judges say...

Quietly confident in her ability to deliver, the panel felt Natasha would be able to get the very best out of a team by using a variety of leadership styles.

Natasha’s colleagues say that she is a ‘born leader’. Receiving solid endorsements from key directors she consistently demonstrates great efficiency and exceptional people skills and has a unique ability to bring customers, team members and the supply chain together to deliver outstanding projects.

Joining Willmott Dixon four years ago as a sustainability manager, she has successfully transitioned into her current bid manager role with responsibility for project delivery in the preconstruction phase. It matters not whether it is a £10m or £40m scheme; she demonstrates the same focus, attention to detail and extremely positive and proactive approach. She understands the drivers of different audiences and is able to tailor her message – from inspirational pledges in bid submissions and tender interviews to practical solutions and technical advice in project meetings. Natasha has won a number of sustainability awards and most



recently was nominated by her peers for the Willmott Dixon Building on Better Award in three categories – Customer, Quality and Local Hero.

Actions

- Clear communication skills and relentless drive.
- Works to the highest possible standards and creates a very strong team ethos.
- Helps all team members get a good understanding of the project.
- Sound technical skills and answers at her finger tips to all questions.
- Desire to improve company processes and tools.
- Excellent technical and value engineering skills to challenge and innovate.
- A passion for low-carbon, responsible solutions and ability to influence projects in the very early stages.

Impact

- Leads by example. She’s a hard taskmaster but everyone wants to do their best for her.
- Colleagues, supply chain and importantly customers have confidence in her ability.
- Ultimately creates a better product for customers and gives confidence to the business.
- Successfully bridges the gap between the sustainability and commercial fields.
- Rave reviews, record profits, quality schemes, great team feedback and exceptional QA audit compliance.

Lessons learned

No matter what the role, project or situation, Natasha embraces the challenge. She is a great ambassador and role model for her team and her organisation. The success of such a talented and professional young person clearly demonstrates that there are rewarding careers for women in construction.



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G4C Future Leader Finalists 2018

Award sponsored by



- Alex Heath – Willmott Dixon
- Luke Page – Willmott Dixon
- Natasha Baum – Willmott Dixon
- Thomas Schindler – AECOM
- Tom Corbishley – Turner and Townsend
- Steven D Smith – Willmott Dixon

Thomas Shindler – Graduate Project Manager



Thomas joined AECOM's graduate scheme in 2016 and has since been involved with a variety of projects, ranging from fast-paced commercial, residential refurbishments and larger scale masterplans. Consistently demonstrating leadership qualities when working within teams, Thomas proactively takes ownership of tasks, offering solutions when interacting with senior management and by advising younger

graduates on career progression. His involvement with the RICS Matrics CPC Committee and the Urban Land Institute (ULI) Young Leader Committee, has allowed him to successfully arrange CPD events on topics such as BIM, soft skills and asbestos management, and pilot a Workplace Exchange programme which aims to deepen relationships within the industry across multiple professional services.

Tom Corbishley – Senior Cost Manager



As a founding member of Turner and Townsend's 'Addressing the Balance Forum' aimed at encouraging industry to be reflective on the society we live in, Tom believes that diversity drives improved business performance and is passionate about tackling industry wide gender imbalances to improve collaboration, innovation and to bridge the skills gap. He is

currently a commercial manager at HS2 and although it is a challenging project, he has set out to develop a positive, collaborative environment to enable the wider team to focus on achieving their objectives. As a result, the team has been able to work collaboratively to demonstrate value for money and deliver on time to maintain key programme milestones.

Luke Page – Construction Manager



After leaving the armed forces in 2009 and joining Willmott Dixon as an assistant building manager, Luke became involved in some challenging projects, using his leadership skills to bring teams together to ensure that projects were delivered successfully to the client. In 2015, Luke was appointed project lead on an

£18m office development, which ultimately led to securing the project Nexus, a £40m flight simulator and production facility for the aviation industry. Because of the hard work invested and the relationship he had built up with the client and the supply chain, Luke was asked to stay on and lead the project with his team.

Alex Heath – Construction Manager



Alex's approach to management ensured that his first project as construction manager, a £17m secondary school, was delivered on time, snag and defect free to the client and to the end user. Due to a delay in the project early on due to poor weather, it became clear to Alex that a collaborative approach was required to get the project back on schedule. Alex took a

more personal approach to communicate with the team; limiting the use of emails, using face to face meetings and one-to-ones to interact, allowing him to build stronger relationships and to motivate and engage more effectively with the team. With this open and honest approach, Alex created a change in culture and attitude ensuring successful project delivery.

Steven D. Smith – Services Manager



Driven to create and implement new ways of working, Steven always seeks improvement and marginal gains for the business. He has created tools and sought to bring about cultural change through fostering collaboration with consultants and supply chain partners. From Smart Procurement to realising the true energy requirements, Steven understands the

value of putting the customer at the heart of design and consistently demonstrating commitment to their 'best interests'; a service unmatched by WD's competitors. His passion for optimal performance and involvement in schemes to develop a healthier and happier workforce is also having a significant impact on the productivity of the team.

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Preservation and Rejuvenation Winner 2018

‘Your New Town Hall’, Lambeth

The Judges say...

This project gained exceptional client feedback. The team established expectations early in the project and managed them through collaboration and a commitment to mobilise heritage skills and training.

The scheme involved the consolidation of Lambeth Council’s buildings from 14 to 2, retained many of its historical elements whilst blending modern facilities and completely new services. The team accomplished sympathetic transformation and restoration of this Grade II Listed building and importantly achieved improved operational performance, saving £4.5m per year in running costs. As well as providing offices and rooms for council staff, the mixed-use scheme has become self-funding – through the income generated from weddings, room hire and enterprise space for local businesses.



Type of organisation: Local authority

Contract value: £45m

Approx 8,503m²

Actions

- Concerted and strategic effort to identify where heritage benefits could be achieved.
- Clearly defined scope of works.
- Open and collaborative approach to procurement and delivery.
- 80 surveys prior to start of work greatly reduced risk.
- 26 new craft apprenticeships created.

Impact

- Decisions by the whole team/supply chain made in confidence.
- Equitable assignment of risk.
- Innovative solutions.
- Blending of modern and old to achieve 35% reduction of CO₂ footprint and BREEAM Excellent.
- Low impact on heritage elements.

Lessons learned

A strategic approach to restoration and rationalisation of the council office estate provided real value for money with improved staff productivity and better accessibility for the community. The flagship refurbishment has allowed the volume and interiors of the original town hall to shine through, restoring its place as a public landmark and centre of democracy.

**MORGAN
SINDALL**


Lambeth

CARTWRIGHT
PICKARD

Preservation and Rejuvenation Finalists 2018

Award sponsored by



- Academy House (ISG)
- Caledonian Park Clock Tower & Heritage Centre (Clarkson Alliance)
- Hackney Town Hall Phase 4 (Osborne Construction)
- The Royal Parks Brompton – Cemetery Conservation (Bolt and Heeks Ltd)
- The Source BMX Skate Park, Hastings (Saville Jones Consultants)
- Your new town Hall', Lambeth (Morgan Sindall)

Academy House – ISG



Approx 59,000m² Construction product: Retail and office space



Situated on London's busy Oxford Street, logistical issues presented just some of the challenges faced by ISG on this refurbishment. The project consisted of high end cut and carve refurbishment, completing shell and core works across four levels of retail units and a Cat A fit out across four office floors. Out of hours working became a regular theme and innovative solutions such as use of the spider crane and meticulous planning for the closure

of Oxford Street to lift major plant onto the roof were a testament to the experience of the team. Difference in tolerance between drawings and actual dimensions involved altering frames and shaving back concrete. Academy house now fits with the grandeur of neighbouring properties with striking handmade faience tiles and redesigned retail frontages comprised entirely of glass with no visible perimeter columns.

Caledonian Park Clock Tower & Heritage Centre



Contract value: £2.9m Type of work: Renovation & new build



On the Heritage 'At Risk' register and described by Historic England as 'vacant and slowly decaying', the challenge of this refurbishment project was to restore the 'jewel in Islington's crown' and put the clock tower back into the heart of the community. The location of the tower within the park means it is widely accessible but the internal access was a major challenge as it was not designed for public use. Safe access, visitor management and protection of the clock mechanisms will enable more people to experience the

building. The conservation plan identified considerations in terms of scope, materials and methodology and was informed by English Heritage guidance. A clear project governance structure facilitated consistent channels of communication, efficiency in decision making and kept the project on programme. Regular meetings enabled project outcomes to be revisited regularly and united the team which took a creative approach to ensure as many people as possible would benefit from the project's legacy.



Hackney Town Hall Phase 4



Type of client: Local authority Contract value: £15.5m



Phase 4 was the concluding phase of a 6 year collaboration by Osborne Construction and the London Borough of Hackney, to modernise the existing 1930s Art Deco, grade II listed Hackney Town Hall. Extensive collaboration and liaison with council staff, clear segregation, and dust and noise suppression measures addressed a major challenge of completing the works while the building was occupied and continued to hold weddings and civil ceremonies. Planning and

early involvement of the supply chain achieved outstanding results with 97% of features and fittings restored including timber doors, frames and architraves, skirtings, ironmongery, crittall windows and marble and parquet floors. Comprehensive M&E modernisation and extensive structural alterations ensured the Town Hall is fit for purpose including a major innovation to install the ethylene tetrafluoroethylene (ETFE) roof which forms the new atria spaces.



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Civils Project of the Year Winner 2018

London Bridge Station Redevelopment

The Judges say...

Arguably Europe's most multi-faceted infrastructure development, London Bridge Station was delivered in a way that sets a blueprint for the delivery of major complex projects and creates legacy for the capital and surrounding areas.

Built in 1836 with little investment since the 1970s, the key aim was to untangle the bottlenecks and approaches to London Bridge Station to accommodate more trains and more passengers. Around 140,000 people currently use the station each day and it was important to remain operational while extensive works were carried out. Applying a holistic approach to all aspects of the project, Network Rail, Costain and the Costain supply chain (over 200 suppliers) have worked collaboratively with relationship and interface management critical to success. The culmination of six years of major redevelopment, London Bridge Station is now a world-class transport interchange with a grand new street level concourse that represents a dynamic piece of twenty-first century architecture that delivers significant benefits to its local area and commuters.



Contract value: £1b Type of work: Redevelopment of Victorian railway station

Actions

- Complex staging process deployed: involved demolishing the old platforms and arches below and reconfiguring the tracks in nine stages – each stage had to be completed before moving onto the next.
- Pre-fabrication and a modular approach to keep the station, train services and surrounds operational and safe.
- Programme-wide sustainability strategy included: integration of LZC technology, whole life case studies, waste and emission reductions, operational waste management plan.
- Managed within an existing footprint surrounded by highways, hospitals, residential, commercial.

Impacts

- World class interchange and vital node in the capital's busy transport network and a catalyst in the regeneration of the London Bridge Quarter.

- Sympathetic to its heritage and delivered within its planning conditions: two listed building consents, a Conservation Area Consent and an in-depth set of S106 obligations.
- A truly legible layout, allowing the station to feel like a single station for the first time.
- New and improved rail services projected to save 24 million of CO₂ per annum.
- 65% increase in station capacity from 56 to 90 million passengers per year.

Lessons learned

Work around social value has attracted and retained greater diversity of talent than most rail projects helping to bridge the skills gap facing the sector. Many lessons learned have been captured to share with the wider industry including 52 sustainability focused best practice case studies highlighting how solutions and improvements have been achieved.



Civils Project of the Year Finalists 2018

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- London Bridge Station Redevelopment (Network Rail)
- Westminster Bridge South Improvement Scheme (Kier Highways)

Westminster Bridge South Improvement Scheme

Contract value: £3.278m Approx 26,392m² Type of work: Road/Transport Infrastructure



Completed 3.5 months ahead of schedule and under budget, the scheme transformed a dangerous and intimidating junction into a safe, modern environment. Operating under the scrutiny of tourists, the travelling public and London's media, effective collaboration and the highest standards of quality and safety were imperative. The iconic 155-year-old Grade II listed Westminster Bridge introduced structural engineering complexities and a huge range of high profile stakeholders – hospitals, hotels, residents, transport authorities and 3rd party contractors, all presented conflicting

needs. These formidable challenges paled into insignificance when, just 10 days before planned commencement, Westminster Bridge was subjected to a devastating terrorist incident. Kier and TfL reacted calmly and efficiently to quickly conceive and introduce enhanced security measures. Delivering well beyond the brief, TfL, Kier and their supply chain worked together to achieve a plethora of first-ever highway design, construction, safety and environmental innovations, setting new standards for London's sustainable travel infrastructure.



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CoTrain is a Shared Apprenticeship Scheme working in partnership with and co-funded by CITB (Construction Industry Training Board).



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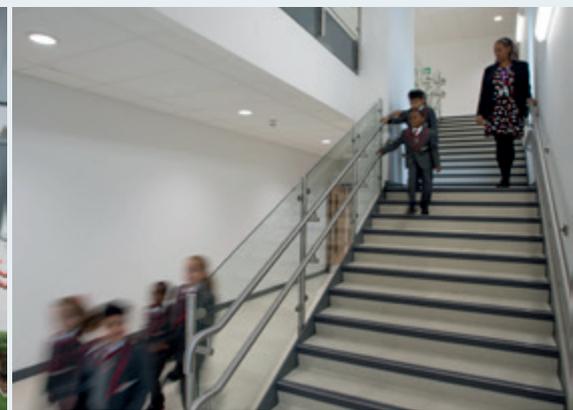
Building Project of the Year ≤£10m Winner 2018

Heathfield Academy, Croydon

The Judges say...

The management team was excellent – motivated and engaged. They really cared about what they were working towards and fully invested in achieving their goals.

Willmott Dixon was asked to take over the development of Heathfield Academy – a client and a community had been badly let down. The site was partly demolished, and the school was in temporary accommodation. The project, a three-floor reinforced concrete framed building came with many challenges including: a 'must open' date with just 49 weeks to complete; substantial site constraints; a client budget under pressure as a result of spend with the previous contractor; and potential inefficient design. Willmott Dixon succeeded in redesigning the scheme within existing planning stipulations, completed the demolition and other enabling works and delivered a 'life-changing' environment for the pupils and staff.



Contract value: £10m Approx 2,600m² Type of work: New build

Actions

- Budget pressures shared with supply chain early in the process to engage support.
- Team encouraged to share knowledge on 'what had worked well elsewhere'.
- Well organised site with excellent health & safety.
- 'Human factor' motivated project team leading to better production, quicker decision making, and better safety and quality throughout the build.
- 'Right first time' message relentlessly communicated.
- Built relationships with the client and the children to restore faith and confidence.

Impact

- The whole team worked together to find new products and efficiencies to conserve funds and make programme gains.

- Programme collaboration and good communication created a 'one team culture'.
- The team overcame many technical challenges, made quicker decisions and achieved high quality throughout the build.
- Total commitment to improving the lives of the school and surrounding community.
- Handover achieved 4 weeks early and defect free.

Lessons learned

The project stands out for many reasons but none more than the culture – the project produced a truly collaborative programme. Listening to everyone is important and making sure everyone understands that there is no hidden agenda, smoke screens or margin to slip on dates can instill a determination to get it 'right first time'.



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Building Project of the Year ≤£10m Finalists 2018

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UNIBAIL-RODAMCO-WESTFIELD

- Cuthbert Street, London (Golden Houses Developments)
- Gales Place, Crawley – Passivhaus (Westridge Construction)
- Heathfield Academy – Croydon (Willmott Dixon)
- The J.P. Morgan Media Centre (David Miller Architects) *see Highly Commended in the Digital Construction category*
- University of Portsmouth Dental Academy (Kier) *see Featured Finalist in the Integration & Collaboration category*
- Worcester College, Sultan Nazrin Shah Building (Beard)

Cuthbert Street, London



GOLDEN HOUSES

Type of work: Refurbishment Contract value: £4.5m Approx GIA 15,500ft²



The complex nature of the refurbishment of Cuthbert Street meant that Golden Houses had to work closely with the client and offer solutions to unforeseen issues that came to light during the development. By working together with designers, they overcame several challenges including various planning gains introduced during the project which led to the need to redesign the project, the added

pressure of discovering a weak structure, and contamination in the ground leading to major re-sequencing work. Golden Houses Developments have demonstrated their ability to find and implement solutions in an inspiring and cooperative way. They maintained technical precision and high standards to deliver 19 luxury flats to a very satisfied client, on budget and ahead of schedule.

Gales Place, Crawley – Passivhaus

Type of client: Local Authority Approx 1,009m² Contract value: £2.3m



Gales Place is the first Passivhaus project in the whole of Sussex and the first commissioned by the client, Crawley Council, to provide affordable housing for residents. It provides 6 flats and 7 houses built for high comfort with low energy bills and is one of the few in the UK that has received Passivhaus Certification. To ensure the site team had the skills to achieve the Passivhaus Standard, they undertook

a specific course provided by an accredited trainer. This training allowed them to share their knowledge with the sub-contractors and engage with them to ensure the team approach was adopted throughout the construction. To achieve air tightness of .55 to .62 is extremely difficult and the team is proud of its hard work to understand and deliver the Passivhaus concept.



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Francesca Roberts, Chief Executive of CRASH

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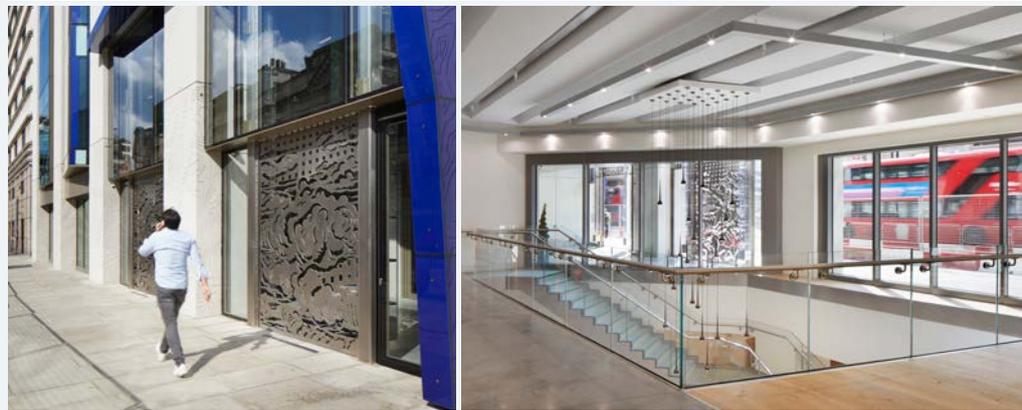
Building Project of the Year >£10m Winner 2018

25 Wilton, London

The Judges say...

From a very early stage, the PCSA (Pre-Construction Service Agreement) enabled the project team to work collaboratively to develop innovative solutions and maximise potential revenue for the client.

The team delivered this high-quality and highly sustainable redevelopment with bespoke façade cladding, on a tight, logistically challenging site, with zero injuries. 25 Wilton is a refurbishment that performs both commercially and functionally in the same way as a prime commercial new build. It incorporates high-quality rental apartments into a building previously used exclusively for commercial purposes, resulting in social and environmental benefits. In short, the development has the feel of a high quality new-build. It competes for rental values with the best of the recent new developments in Victoria but was delivered for £38m compared with a reinstatement valuation of £58.4m for the same result as a new build.



Contract value: £38m Approx 14,094m² Type of work: 'Cut and carve' and rooftop extension

Actions

- Enthusiasm, professionalism and collaborative working of all involved.
- The core of the structure remained intact.
- All marginal opportunities for expansion identified: atria infilled, building services reorganised, design for optimisation of light.
- Additional three floors of high quality rooftop residential space.
- Sustainable approach to building services and fabric design to optimise energy efficiency, achieving BREEAM Excellent.
- An innovative mix of uses underpinned fresh construction ideas, including digital fabrication techniques.
- Significant community engagement included liaison with local schools and helping homeless people.
- Threefold increase on initial valuation, and an increase in floor area of 2,801m².

Impact

- Design and delivery of project was exceptional scoring 9/10 client satisfaction.
- Excellent Health & Safety demonstrated through CCS scores, awards, and no RIDDOR incidents.

Lessons learned

25 Wilton is thoroughly modern in its approach to its mix of uses. Getting left behind in an area of major regeneration, a tired and underperforming building has been refurbished rather than rebuilt and transformed into an investment that will maintain its value to the client over the long term.



Building Project of the Year >£10m Finalists 2018

- 25 Wilton, London (Kier Construction)
- Aperture (Kier Construction)
- Imperial Green Residential Development, Hythe (Jenner Group)
- Parklands Manor Care Home, Surrey (Metnor Construction)
- R7 – Kings Cross (Kier) *see Featured Finalist in the Offsite category*
- Southampton Harbour Hotel & Spa (HGP Architects Ltd)
- St Thomas’ Hospital Emergency Care Pathways (Logan Construction) *see Featured Finalist in the Value category*

Aperture

Project value: £11.65m Approx 2,200m²



Described as “A modern village hall”, Aperture is a main community hub for the first phase of 2,500 residence on the Greenwich Peninsula. The high specification, five storey building comprises a restaurant, a day nursery, estate management, community centre and a gym. Design, management and construction of the bespoke façade was a challenge, with a series of mock-ups, sample approval sessions and workshops taking place to resolve the technical challenges. The team also had to deal with the competing needs of the multi-end users

that developed during the construction phase. Kier worked closely with the client team, consultants and the supply chain to absorb changes into the programme and provide advice on cost and lead times to meet the client’s aspirations. The team delivered this complex building on a tight footprint, in a multi-contractor environment, with zero injuries or incidents and no defects at handover. Aperture exceeded the expectations of the client by developing and adapting design in an open and collaborative way.



Imperial Green Residential Development

Project value: £12m Approx 7,350m²



Following successful completion of Phase 2, Jenner Group were also awarded Phase 3 of this high specification development designed to the bespoke requirements of purchasers that included unique features such as upside-down living and passenger lifts. The luxury 3 and 4-bedroom homes are set within the grounds of the Mercure Hythe Imperial Hotel. The development has aesthetically enhanced the Folkestone seafront and, through its construction, has delivered many other benefits to the local community and the teams involved.

Regular client review meetings were held with the design team throughout the project to make sure everyone involved was up to date on the progress and the next steps. M&E subcontractors were integrated with the project team in the early stages to work closely with architects and engineers to identify and rectify any potential issues before construction. A trusted and local supply chain was engaged to ensure full commitment to a successful project outcome and fully integrated as part of the team.



Southampton Harbour Hotel and Spa

Project value: £24m Approx 8,038m²



The Southampton Harbour Hotel and Spa comprises a 6 storey Luxury Boutique Hotel and Spa with a 10 storey building, comprising both commercial and residential accommodation. The design team, main contractor, consultants and end suppliers worked with the client to ensure that all aspects of the design were fully considered prior to installation on site. The project was challenging in terms of the bespoke design

and the constraints of building on the promontory which was a very narrow site with the dock wall to its perimeter. The new building along the harbour knits seamlessly into Southampton’s highly successful Ocean Village Promenade. With Socio-economic benefits measured in increased open market jobs for residents, the development has proved itself commercially successful and a catalyst for further economic opportunities.



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