

CWC Products and Services



Project and business excellence through collaborative working

CWC brings together the expertise and knowledge developed through Constructing Excellence's Demonstration projects and the Department for Business Enterprise and Regulatory Reform's (BERR) Research Programme, and many industry initiatives into a framework with a common sense approach that will help you to establish the environment for, and deliver, excellence.

The earlier we can support you on a project, the greater the level of excellence you could achieve. We offer a total support and advisory service covering business objectives, change management, procurement, design and supply and construction logistics into end-user occupancy.

How CWC Products and Services work:

CWC offers expert consultancy and training support and advice to ensure client success and team and end-user satisfaction through:

- Organisation and behaviour change
- Procurement strategy and supply chain development
- Understanding and managing costs
- Process improvement.

The benefits they bring:

Successful collaboration and improvement in value for money through effective management of people, process implementation and the application of enabling tools can dramatically improve your business

CWC Products and Services Leadership organisational development



performance. CWC offers the support and advice that gets people working together, provides the processes that enable collaboration, and applies the best tools to support collaborative working.

CWC enables excellence – a measure of stakeholder appreciation and satisfaction in which:

- End-user requirements are not only met but exceeded
- Clients achieve business success
- Design and construction teams gain satisfaction through business success and the enjoyment of working together.

Establish Excellence

- Robust brief development with success factors and design quality measures
- Project plans best suited to achieve project excellence
- Building collaborative project environments.

Deliver Excellence

- Ensure integration and excellence in design and construction with the *Avanti* Standard Method and Procedure (SMP)
- Promote collaborative behaviour and team success
- Secure continuous improvement through end-user involvement.

“The only truly effective way of delivering great buildings that delight end-users, on time and to budget, is to achieve excellence at both a business and project level through collaboration.”

Sir Michael Latham, Chairman,
The Collaborative Working Centre (UK) Ltd

“By adopting the CWC model of collaborative working with the supply chain, we have reduced our costs by 25 per cent on our £50m programme of improvement.”

Tim Price,
Chief Executive, Hillingdon Homes Ltd

CWC has developed a series of programmes, tools and techniques to help clients, suppliers, contractors and consultants work together in a structured, practical format.

The CWC diagram (overleaf) maps out the stages in the construction cycle and introduces some of the issues you will need to address. Most organisations need help throughout the project – and CWC can provide the guidance needed at all stages and levels in this journey.

How can we help you?

CWC has developed six services to support clients during the change to collaborative working

Diagnose: is a rapid review of the suitability of the current organisation structure and capability to collaborate effectively

Integrate: develops collaborative leadership skills, behaviours and processes for early involvement of contractors and suppliers in design, costing and planning

Improve: facilitates and trains teams to use tools and techniques to deliver continuous improvement

Mobilise: diagnoses the existing capability for collaboration and establishes new roles and responsibilities

Open Book: sets up an open book cost management system to gain a detailed understanding of costs and set targets for improvement from project to project

Procurement: selects partners for long-term alliances and prepares collaborative contracts with everyone incentivised to deliver for the client.



About CWC

CWC was set up in November 2001 from the University of Warwick with BERR funding, chaired by Sir Michael Latham, and under the auspices of Constructing Excellence. Its purpose is to take forward the learning on Integrated Supply Chains and Collaborative Working arising from a number of leading research and Demonstration projects. CWC's products and services are proven to deliver major benefits and have now supported over one hundred clients including BAA, NHS Estates, local authorities and housing associations.

Case study: Costain

During its £30 million PalaceXchange development project, Costain wanted to deliver a high quality end product with less waste in the design process. As a result of using *Avanti*, they saved almost 800 man-hours in the formatting and preparation of drawings for issue in just one area of the project and £100,000 in remedial design work. They achieved faster information exchange and improved cost certainty. Costain and other members of the PalaceXchange project team have committed to implementing the *Avanti* approach on future projects.

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Constructing Excellence, Warwick House, 25 Buckingham Palace Road, London SW1W 0PP

T 0845 605 5556 E helpdesk@constructingexcellence.org.uk W www.constructingexcellence.org.uk

Constructing Excellence is committed to reducing its carbon impact.

CWC Diagnose

What we do and how we act

The CWC diagnostic provides a rapid review of the suitability of an organisation's structure and capability to collaborate effectively. Effective collaboration is reliant on many issues, mainly leadership and people. The CWC diagnostic approach assesses organisations, people and processes and identifies priorities to improve through better briefing, design, supplier management and site operations.

How CWC Diagnose works:

The diagnostic includes a comprehensive assessment tool to evaluate processes and to ensure that the appropriate structures are in place to support collaboration and the people who deliver projects. We have developed a "Route Map for Success". The Route Map has evolved from Constructing Excellence's learning of world class industry. Our approach is constantly under review and is updated regularly.

The diagnostic covers organisation structure and strategy, people behaviours, procurement excellence and project excellence. It will help identify areas where your organisation can reduce project costs and improve delivery.



CWC will interview your staff and stakeholders including clients and suppliers and assess current strategy and processes and performance data against industry best practice. We work with client teams to analyse the interviews and performance data and develop priority actions and recommendations to improve.

CWC Diagnose does not dictate an improvement plan. CWC facilitators work with client teams to assess issues and find solutions ensuring widespread support for improvement plans.

The benefits it brings:

The CWC diagnostic will provide your organisation with a rapid review of current performance and the root causes of problems. CWC develop change plans that improve partnership working and lead to significant improvements in value for money from construction schemes. We also provide an action plan for improvement.

Clients who have used the CWC diagnostic tool have experienced:

- Lower costs – savings of between 10-30%
- Changes in staff culture, where all employees understand how they influence value
- Opportunity and establishment of continuous improvement across the supply chain leading to on-going savings
- Elimination of waste through improved processes.



CWC Diagnose – Tools and Techniques

CWC diagnostics:

- Business excellence
- People behaviours
- Procurement excellence
- Scheme excellence

Leadership & Team behaviour stocktake

Change management planning

Knowledge Management

Performance Measurement

About CWC:

The CWC Diagnose consultants have qualifications and experience in business management. They have a range of backgrounds from management, design and supervision of major construction projects in the UK and overseas.

Their specialist knowledge includes managing organisational change for supply chain partnering including collaborative contracts, integrating design and construction processes and behaviour change. CWC Diagnose has helped over 50 clients and their supply chains to establish the structure, processes and capabilities for long-term collaborative frameworks that deliver value and efficiency improvements.

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Long term alliances with all parties delivering common objectives

CWC helps clients and contractors form strategic alliances with the supply chain through procurement and preparation of framework agreements and contracts that promote collaborative working. We set up performance and incentive mechanisms, establish target costs and encourage risk sharing, so that clients can deliver efficiency and value savings. Our contractors and suppliers can also make sensible margins.

How CWC Procure works:

Our service aims to select partners that are committed and have the competency to deliver ongoing improvements through collaborative working. Through procurement we gain transparency of costs and performance and develop the supply chain at and beyond tier 1. CWC Procure is customised for each client but typically includes four stages:

Stage 1: Develop Procurement Strategy & Programme

CWC Procure starts with the development of a procurement strategy covering what it is that clients or contractors want to procure in terms of range of services and how key aspects of supplier delivery will be managed. We help clients identify the critical business competencies around which they structure management and staff resources, and which services and activities they seek from suppliers. We help resolve fundamental procurement decisions such as how to split up the work, the optimum number and size of suppliers, the form and length of contract. Finally we can help the client develop a procurement programme.



Stage 2: Set the Assessment Criteria & Scoring Mechanism

We help set the quality and price assessment criteria and scoring mechanisms to ensure transparency for both short listing and final selection. We customise CWC procedures for clients to evaluate suppliers in areas such as:

- value for money
- commitment to local economic development and skills development
- sustainability policy
- management and organisational structure
- geographical coverage
- health and safety procedures and records
- experience of working in partnership and with open books.

Stage 3: Selection and Appointment of Strategic Partners

We adapt procurement to suit each client's individual strategy. Typically we support some or all of the following activities:

- Preparation and publication of OJEU notices and contract documents
- Industry awareness sessions to inform them of the tender processes and evaluation criteria
- Quality and cost assessment techniques including:
 - Leadership and behaviour assessment
 - Site visits
 - Interview and written questionnaires
 - Cost model preparation and assessment

- Open book review – agree gross margin and understand how labour, materials, plant, risk and preliminaries are calculated
- Assessment of responses and awards.

Stage 4: Mobilisation

Training of client and supplier staff in the new roles and responsibilities for managing a collaborative contract is carried out through our 'Mobilisation' Service.

The benefits it brings:

The CWC Procure system provides an innovative approach to complex needs. Efficiency gains and cost reductions of between 10 and 30% are commonly achieved by choosing partners with the capability to deliver improvements and the appropriate contract incentives. CWC Procure leads to changes in project processes, behaviours and organisation culture.

What we have done:

Cambridgeshire County Council, Cambridgeshire Highways Services (CHS)

An intelligent Highways Client with diverse needs, CHS had a number of existing framework agreements that were coming to an end. Well advanced in collaborative thinking, CHS worked closely with CWC to develop a tailored and complex solution that allowed the consolidation of these contracts. It achieved a unique and integrated approach to design and construction that recognised the Authority's intelligent status, but built collaborative processes, allowing provider, client and supply chain to work far more as an integrated team now known



as Cambridgeshire Highways Partnership (CHP). CHP completed some £12 million pounds worth of construction work using the new Partnership in the first six months of its existence.

Our People:

CWC Procure is a specialist service offered through a small number of highly experienced professionals, that have an excellent working knowledge of the collaborative working environment and of most traditional procurement routes and contracts.

About CWC:

Our professional skills include experience preparing and training teams to work with all collaborative contracts including NEC, PPC and the JCT collaborative contracts performance incentive mechanisms. We have, through research and practical experience, developed our suite of collaborative cost setting, control tools and training programmes, and successfully worked with over 50 clients from the public and private sector. We continue to stay at the forefront of industry practice by running, on behalf of Constructing Excellence, industry working groups on procurement and cost management.

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CWC Mobilise



Understand current performance and mobilise for collaboration

CWC Mobilise consists of two parts:

- The diagnostic reviews an organisation's current ability to collaborate effectively, identifies opportunities for improvement, and develops an action plan.
- Mobilisation ensures effective collaboration through support to staff, to develop new capabilities.

Mobilise delivers a structured development programme during the start up of a collaborative framework or contract. It includes training for the client and supply chain staff in all the capabilities required for successful collaboration.

Mobilise has been designed to fit within any construction organisation or project environment. The approach is a bespoke delivery for each client. Mobilise works in any sector including Housing, Highways, Education, Health and Utilities for frameworks, or single schemes and works with clients, contractors, designers and suppliers.

How CWC Mobilise works:

The Mobilise toolkit engages the entire supply chain from the award of a new contract, laying the foundations for effective collaboration. Mobilise also works for existing projects that may not be functioning in a fully collaborative way.

We start with a diagnostic that assesses a partnership's potential for effective collaboration through assessment of the organisation structure, capability of staff, processes and behaviours. We work with senior management to develop an action plan that sets out priorities for improvement.

CWC Products and Services

Leadership organisational development



CWC consultants follow the diagnostic stage by helping teams develop capability in critical areas including:

- Collaborative working skills
- Operating the contract
- Programming/budget control
- Process mapping/roles and responsibilities
- Team building
- Information flow and communication exchange
- Structured review
- The future
- 3 month review workshop

Mobilise tools achieve strong foundations for the operation of any contract, by engaging individuals and teams in the development of new processes and definition of roles and responsibilities, under a collaborative contract. Mobilise will train staff in the use of key tools for delivering continuous improvement for the duration of the collaboration. Mobilise tools set up a project team for successful collaboration, through the development of project leaders and development of the whole team's capabilities.

The benefits it brings:

From its conception, Mobilise has evolved to meet the challenges of day-to-day working environments and to equip teams with the foundation for success. Mobilise is a very powerful toolkit that justifies its deployment within any organisation and has demonstrated significant successes and versatility within many CWC clients.

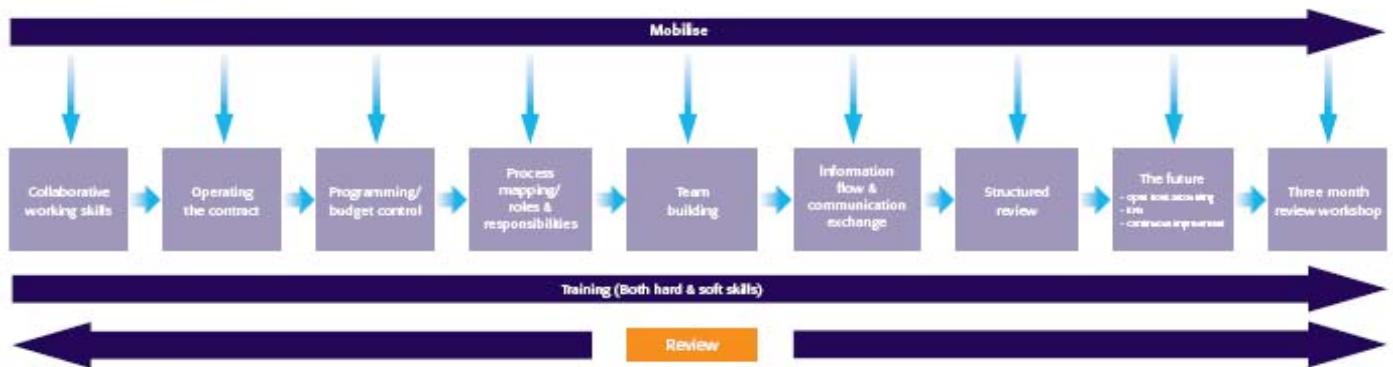
About CWC

The Mobilise programme was developed at the University of Warwick and includes practical training and individual development programmes. Our specialist consultant teams blend individual consultants expertise in commercial behaviour change and process improvement. Our consultants specialising in people change have developed their skills working in many industry sectors including water, power, manufacturing, aerospace and more recently construction with CWC. Our process improvement people are predominantly from the manufacturing sector although they have spent between five and ten



years specialising in construction. Our commercial people are all from construction and have many years experience understanding cost throughout the construction supply chain.

Mobilise Process Map (Generic)



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CWC Open Book



Understand, reduce costs and increase margins

CWC Open Book provides a detailed understanding of cost and other aspects of performance and sets targets for improvement from project to project.

The most powerful message from CWC clients is that really successful collaboration started when they understood the underlying cost base of their contractors and main suppliers. Only then could they begin negotiating cost reductions, but on the basis of attacking suppliers' costs and not by reducing margins. CWC Open Book is a cost management system developed through research and proven with over 50 clients. We establish true cost transparency between clients and their contractors and suppliers and generate major savings through the elimination of unnecessary cost.

The Tools and Techniques:

CWC Open Book trains teams to operate robust open book cost management processes. Our support ranges from training through to providing the whole cost management service including:

- Open book reviews to understand contractors and existing suppliers cost base and reporting systems
- Establishing open book cost management processes
- Training in roles and responsibilities under a collaborative contract
- Ongoing cost management support:
 - Target cost setting
 - Open book reviews
 - Incentive systems
- Development of best practice user manuals.

CWC Products and Services

Leadership organisational development



CWC Open Book – Tools and Techniques

- | | |
|--|--|
| <ul style="list-style-type: none"> • Target costing • Risk management • Incentivisation implementation • Value planning • Cost control and reporting systems • Open book reviews • Cost database • Innovation and savings registers • Integration of supply chain | <ul style="list-style-type: none"> • Value Management • Value Engineering • Budget and management • Cost benchmarking • Options appraisal • Life cycle costs • Asset management • Cost planning • Financial reporting |
|--|--|

How CWC Open Book works:

We apply CWC Open Book to all forms of collaborative contracts. We develop incentive models and work with project teams to establish reporting systems and controls, set target costs, and evaluate risk. Once CWC Open Book has developed a common understanding of costs, the project teams work together to identify opportunities for efficiency savings.

We link KPIs such as user satisfaction, quality and delivery on time to the incentive models to ensure all critical areas of performance are improved. Performance data is collected and stored in a shared database and underpins ongoing continuous improvement activity.

“Our first completed scheme has indeed delivered success. We finished one week early with no defects and the predicted final out turn costs delivered a saving of approximately 15 per cent against final target price.”

Karen Seager – Civil Engineering Client & Quality Manager – Coventry City Council

“By adopting the CWC model of collaborative working and Open Book Management with the supply chain, we have reduced our costs by 25 per cent on our £50m programme of improvement.”

Tim Price – Chief Executive, Hillingdon Homes Ltd

The CWC open book review thoroughly interrogates contractors and suppliers costs and accounting systems and gives clients confidence that cost reports are real.

We develop contractors’ and suppliers’ confidence and trust by agreeing sensible margins.

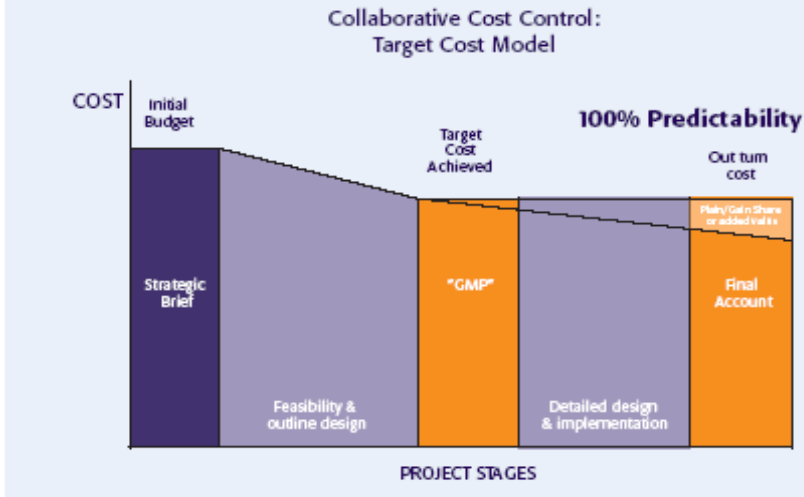
The approach removes emotion and allows teams to interrogate true costs, not only at tier one level, but also throughout the supply chain.

The benefits it brings:

We drive efficiency savings from tendered rates.

CWC Open Book delivers savings in the region of:

Open Book management of live contracts	
Preliminaries	5% - 20%
Specification and cost of works	4% - 35%
Risk	10% - 40%
Reduced client management support through reduced tendering, ongoing management	5% - 30%
Structured approach to Process Improvement	5% - 50%.



About CWC:

Our professional skills include experience preparing and training teams to work with all collaborative contracts including NEC, PPC and the JCT collaborative contracts performance incentive mechanisms. Our team of cost consultants has gained many years experience setting up and delivering open book cost management systems. We have through, research and practical experience, developed our suite of collaborative cost setting and control tools and training programmes and successfully worked with over 50 clients from the public and private sector. Our capacity can be increased through alliances with selected companies and committed associates. We continue to stay at the forefront of industry practice by running, on behalf of Constructing Excellence, industry working groups on procurement and cost management.

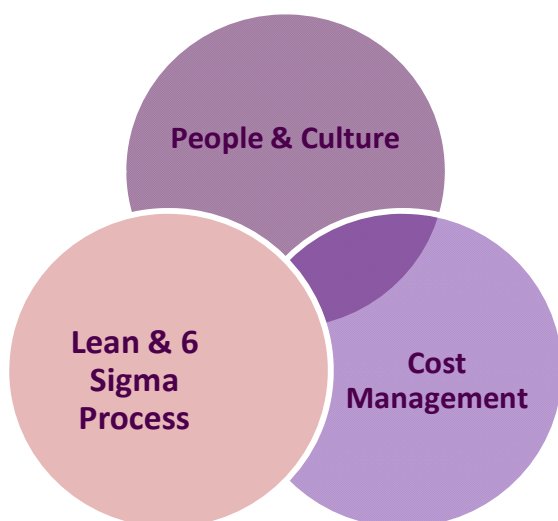
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CWC Improve

The Essential Tools to Deliver Continuous Improvement

The current drivers in public spending all relate to Value for Money. The Building Schools for the Future Programme, Public Housing and Highway Maintenance are all affected by the drive to reduce cost at the same time as maintaining quality and improving customer satisfaction. This means using less resource and money to achieve more and it can only be achieved through an integrated programme of continuous improvement.

The Lean Sigma approach is a development of tried and tested methodologies from other sectors and provides a structured approach to an ongoing programme of change. It is a new concept to construction and it has taken some years for CWC to integrate these processes with the principles of Open Book Cost Management so that savings based on real costs can be identified.



Step 1: Define - Work with senior management to set the direction

Step 2: Enthuse - Train and enthuse people in the theory and practice

Step 3: Measure - Identify what the public value

Step 4: Analyse - Analyse the current state

Step 5: Improve - Identify improvements - implemented by the staff

Step 6: Control the change - Deliver improvements - in-house after training

The other key aspect that is critical to the success of any improvement programme is the involvement of all the people who affected by the change. The unique "Enthuse" stage enables every stakeholder from end users to contractors to be involved fully in change and removes the barriers to progress.

The unique value of the CWC approach is this relationship between cost, process and people. The balance between these three forces is what really drives and sustains continuous improvement.

The Evolution of Improve

Quality management theory has existed in one form or another for a century. Historically the Japanese led the world in process improvement and “Lean” manufacturing has led to principles that are employed throughout the world today.

The construction industry has only really embraced quality theory in the last generation and the drive to change, pioneered by Sir Michael Latham, led to the establishment of CWC as a leading organisation in construction industry thinking.

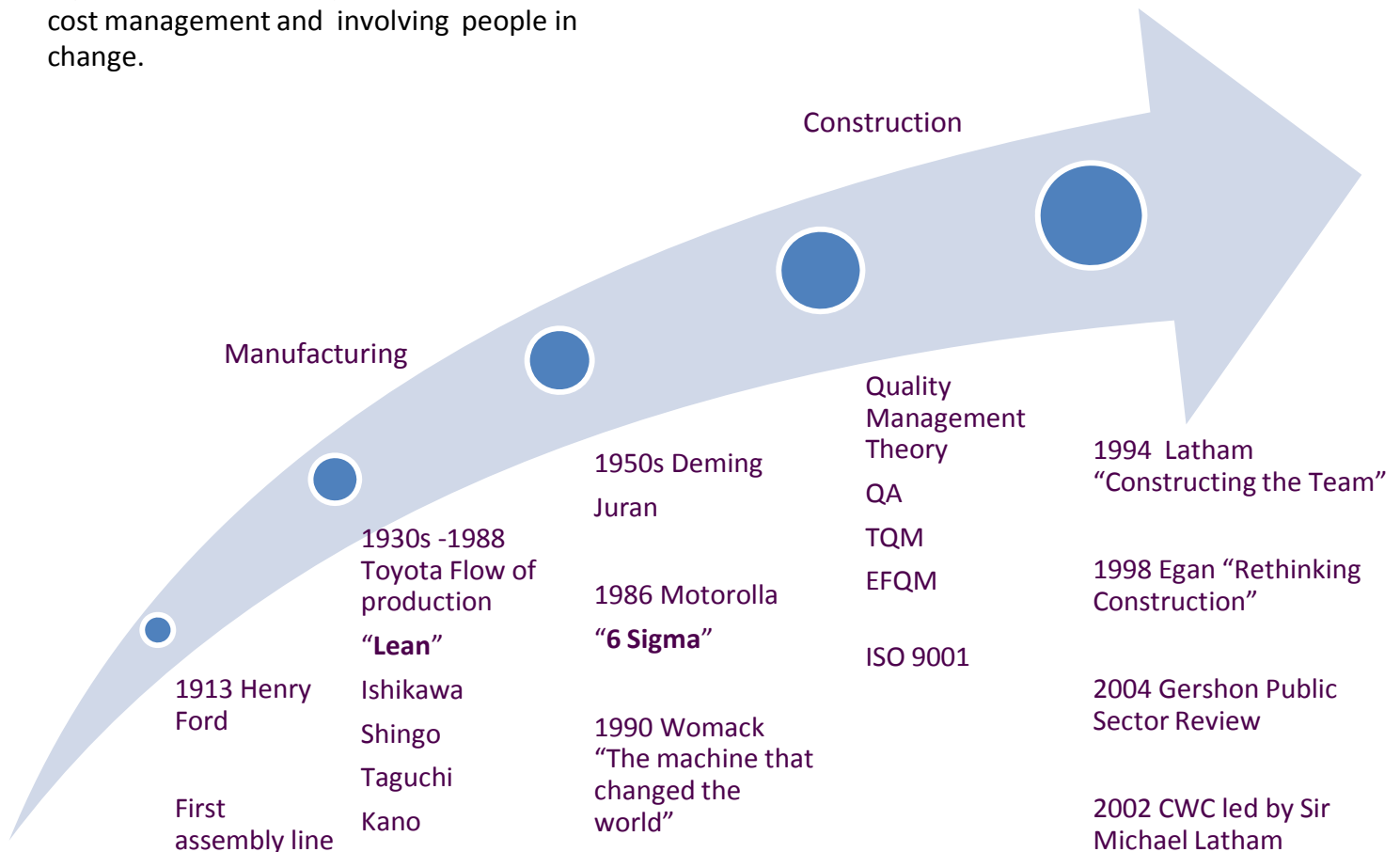
Bringing together leading academics and process improvement experts from the retail and manufacturing sector with a team of senior construction professionals has enabled CWC to create a unique model based on the tried and tested theories of “Lean” and “Six Sigma” but with the key added elements of cost management and involving people in change.

The methodology is straightforward and involves working with a core team through a series of logical stages.

By working collaboratively with Client staff there is a natural transfer of knowledge and Clients’ own staff will develop skills that may ultimately lead to formal qualifications; this can be a great incentive for participants.

A lot of hard work and commitment is needed to make sure that the right things are being measured and analysed at the outset so that when improvements are made through a wide range of techniques the outcomes can clearly be seen.

After a programme of several months a savings register identifies where and how processes have improved and shows their value. Ultimately the development of in-house capability and the continued commitment of staff makes the process sustainable so that public services continue to improve.



Working with partners and supply chains to improve projects through collective performance

The Integrate programme has evolved from the Construction Strategic Forum's *Toolkit for Supply Chain Integration* and includes proven application through better quality of design, supplier management and site operations. Our approach is constantly under review and is updated regularly. The systems view uses a comprehensive menu of tools and techniques to improve processes, and to ensure that the appropriate structures are in place to support the processes and the people who deliver them.

Integrate has been designed to fit within any construction organisation or project environment. The approach is a bespoke delivery for each client. Integrate can be applied to any sector including Housing, Highways, Education, Health and Utilities for frameworks or single schemes and works with clients, contractors, designers and suppliers.

How CWC Integrate works:

We start by diagnosing the current organisation, process and behaviours. This allows us to understand what needs to happen, so that people can work collaboratively and develop a route map for change.

CWC consultants focus on key business objectives, diagnose strategy and the organisation's capability to



deliver and work with a menu of tools and techniques. This enables us to integrate project teams, measure and review performance, identify waste and inefficiency and continually improve processes. CWC does not dictate how to improve, they ensure support for improvement by facilitating teams to find solutions.

The Tools and Techniques:

Our support ranges from training through to facilitating organisation process and behaviour change, including the use of tools and techniques selected to:

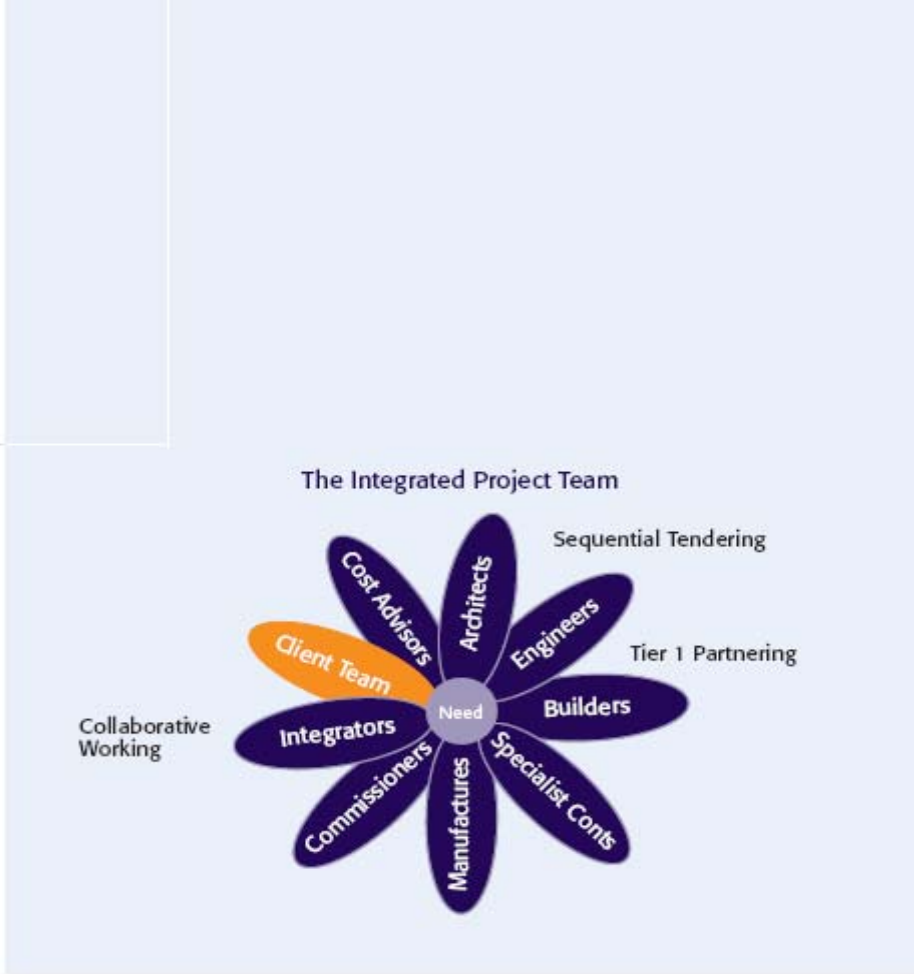
- develop strategic and detailed performance briefs that meet the user performance requirements and establish a target price
- develop integrated project teams and an integrated design process
- mentor teams in the use of Value Management, Quality Function Deployment, Risk Management and Value Engineering techniques
- create a collaborative working environment based on developing the working cultures and ensure that the partners maximise joint expertise, skills and knowledge.

The benefits it brings:

Our proven structured approach delivers measurable savings to clients and construction partners. CWC Integrate methodologies not only deliver dramatic benefits during delivery, they strive to develop individuals and underpin continuous improvement in organisations. All team members will receive comprehensive training on CWC Integrate techniques and learn how to deliver them within their work places. CWC Integrate delivers results and individual development opportunities to allow organisations to grow their internal capabilities.

About CWC:

Integrate was developed by CWC to bring together the learning from three major Government sponsored Constructing Excellence development projects. *Building Down Barriers*, run by the MoD, developed and piloted tools and techniques for fully integrating the supply chain on two Defence projects at Wattersham and Aldershot. The *Toolkit For Supply Chain Integration*, and *Avanti* projects for IT supported collaboration, were all adapted into the CWC Integrate service. CWC mentor and train client staff and project teams during the implementation of collaborative processes, including advising all parties how to deal with contractual, process, human cultural and IT issues. Our consultants come from varied backgrounds but have all gained many years experience of delivering major improvements and savings to construction projects.



CWC Integrate – Tools and Techniques	
<p>Collaborative Briefing:</p> <ul style="list-style-type: none"> • End user facilitation • Kano • Value management • Design Quality Indicators <p>Collaborative Planning</p> <p>Off Site Assembly:</p> <ul style="list-style-type: none"> • Off-site strategy • Supplier Selection • Integrated Product Development 	<p>Collaborative Design:</p> <ul style="list-style-type: none"> • Gateway process • Design teamwork <ul style="list-style-type: none"> - Leadership training and facilitation - Concurrent working - Supplier clustering - Visual control - Communication • Value Engineering • Risk management • ICT platforms

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The CWC CAP Toolkit

What we do

The CWC CAP Toolkit enables an organisation to understand its true costs and demonstrate the level of Value for Money being achieved. It works by identifying the true cost of doing, managing and commissioning the work.

CWC provide your staff and other key stakeholders with a detailed briefing illustrating how the CAP Toolkit is compiled while providing 'at elbow' support when required. The data is validated and this process includes an audit of a proportion of the data submitted.

How it works

The CAP Toolkit works by identifying accurate output and input measurements along with the true cost of service delivery. This is achieved by:

- identifying the roles and responsibilities of everyone involved in the delivery of the repairs & maintenance service/capital works
- carefully apportioning the employee costs into the various work streams for repairs/capital works
- identifying all of the other cost components such as plant, vehicles, materials & sub-contractors and apportioning these costs into the various work streams
- obtaining a range of performance, input and output data.

A detailed evaluation is carried out to provide a rounded Value for Money judgment which identifies, not just the cost of service delivery, but also areas of waste & inefficiency, along with data on performance and how this relates to outcomes for customers.

The evaluation includes using a range of bespoke "Value-for-Money Performance Indicators" which focus on the Economy, Efficiency and Effectiveness of each facet of service delivery. The bespoke indicators can be used to identify issues such as poor performance, poor quality, high cost and poor outcomes for customers.



For example there are metrics that identify:

- the labour cost per unit of work activity
- the output (i.e. the level of work completed per operative per day)
- the level of satisfaction with the delivery of each aspect of the service.

This combination of measures helps to identify inefficiencies within the current service delivery. The approach of looking at a potential problem from different angles is one of the key strengths of CAP, which makes it essential as a robust performance management tool.

The bespoke Value for Money Performance Indicators are designed to cover the broad range of common activities undertaken by social housing providers, Local Authorities & Local Highways Authorities and can provide in-depth analysis of an individual organisation's performance against its peers.

Case Study

Client: North Tyneside Council
Annual value: Approx. £45m
Commission: To measure the level of Value for Money being provided on capital & revenue work across housing, education and Corporate property.

CAP was used to establish a robust baseline prior to the implementation of a Joint Venture. The review identified the service areas that needed improving and the level of efficiencies that could be achieved.

CWC have now been appointed for the next 10 years to provide a regular measurement and benchmarking service.

The benefits

The CAP Toolkit is primarily used to:

- identify a robust baseline prior to implementing change or business improvement initiatives
- measure progress (against a previously established baseline) following the introduction of business improvement or other forms of change
- benchmark performance against peers using a comprehensive set of Value for Money Performance Indicators
- do a combination of the above, e.g. you may wish to baseline your performance and establish where you are within the marketplace prior to undertaking a procurement to outsource service provision.



CWC (UK) Limited, Warwick House, 25 Buckingham Palace Road, London, SW1W 0PP

T 0207 592 1152 E enquiries@cwcltd.biz W www.cwcltd.biz

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Management Skills

The Management and Leadership programme has been developed to provide a flexible approach to providing management with the skills to deliver the needs of the public sector reform agenda. The approach is to provide a suite of modules based on a core programme of five modules which are personalised into bespoke courses depending on the needs of a particular organisation. Assessment is carried out by experts from CWC and the University of Warwick to provide recognised qualifications. The prime objective is to achieve performance improvement throughout the industry and business benefits to participating organisations.

The return on investment is enhanced by CWC's ability to obtain funds from a variety of sources including Construction Skills, the RDAs and the Learning and Skills Council. Bespoke courses can be designed to suit specific needs from topping up skills in a specific area to planning a full programme leading to accredited qualifications.

The table below shows the core modules.

Business Management	Procurement & the Supply Chain	Project Integration	Business Improvement	Sustainability
Leadership	Value Based Procurement	Project Planning and Control	Lean Principles and Applications	Design for the Environment
Financial Decision Making	Collaborative Contracts	Collaborative Design Management	Quality Management Techniques	Site Waste Minimisation
Change Management	Supply Chain Management	Open Book Cost Management	Process Improvement using 6 Sigma	Sustainable Procurement
Strategic Marketing	Whole life Costing	Culture and Behaviour Change	Performance Measurement Methodology	Corporate Social Responsibility

Qualification Structure for Accredited Work- Based Learning

Level 3/4 Award	10 Hour/ 1 day course	
Level 4 Certificate	3 Awards + 120 hours on job	
Level 4 Diploma	3 Certificates + 360 hours + 2 Projects	

Learners can accumulate Credit & Accumulation. Transfer Points and build from one qualification level to the next.

An accumulation of courses, which must balance Business, Technology and Operations elements will ultimately lead to formal qualifications:

- **Certificate in Construction Business Management**
- **Diploma in Construction Business Management**