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ARBENIGRWYDD
YNG NGHYMURU



CONSTRUCTING
EXCELLENCE
IN WALES

*Award Winners
2007*

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Constructing Excellence in Wales Awards 2007



The Constructing Excellence in Wales Awards, held at the Holland House Hotel in Cardiff on 8 June, were a landmark for our industry and our country.

The Welsh economy has enormous potential but it needs the nation's construction industry to rise to the challenge of underpinning the growth and providing the robust infrastructure required for the economy to thrive. So, it is entirely appropriate for us to be celebrating all that is best in our industry. What's more, we were not let down by the Welsh construction industry as the quality of the award entries was truly outstanding with the number of entries exceeding our expectations for what is the first year of the Awards.

There were too many entries to be able to showcase the true extent of the industry's expertise, commitment and dedication to delivering not just a quality finished product, but providing service in the right way. Each category captures one of the core principles that underpin the rethinking construction ethos first defined by Sir Michael Latham. The winners and the highly commended organisations and projects described in this document are great examples of best practice and what can be achieved in the day-to-day reality of live projects.

Award winners and select nominees from the evening will be considered for the Constructing Excellence UK awards that will be presented later this year in London, where Wales will be competing with the winners and nominees from across the country. As a result of the calibre of the work and the organisations involved with our built environment the rest of the UK will be in for a tough time!

I believe these awards represent the beginning of what will be a period of growth in the industry in terms of quality products and business process. I think that we will see the evidence of this at our 2008 Awards next spring.

Richard Wilson
Chairman, Constructing Excellence in Wales

We would like to thank all our sponsors who contributed to the success of the awards.

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The Judges

The judging panel for the awards was selected from across all sectors of the industry, both public and private. Their wealth of knowledge and experience is matched by the breadth and quality of the projects in Wales.



Professor Phillip Jones – Welsh School of Architecture

Phil is chair of Architectural Science and Head of School at Cardiff University. His teaching and research interests are in the field of environmental design and sustainability in the built environment.



Ian James - Systems Manager, Stradform

Ian has over 25 years construction experience in many senior roles. He is actively involved with Constructing Excellence and was instrumental in the setting up of the South West Wales Club.



Roger Young – Director, Institute of Directors Wales

Prior to joining the IoD Roger spent many years in blue chip companies at Board level and with venture capitalist groups before becoming Chief Executive of UK Government agencies in Southern England.



Brian Morgan – Director, Creative Leadership and Enterprise Centre

Brian was previously Chief Economist at the WDA and is currently Chairman of Welsh Whisky - distillers of the Penderyn Single Malt and Chairman of Brecon Carreg.



Iwan Jenkins – Associate, Morgan Cole

Iwan has wide experience of framework agreements and experience in contentious matters particularly in relation to litigation, mediation, expert determination and adjudication.



Andrew Thomas - Operations Director, CCI North West

Andrew heads up the Centre for Construction Innovation (CCI) in the North West of England and works extensively across all sectors in the North West advising comprehensively on Procurement.



Colin King – Sustainable Construction Manager, BRE

Colin has experience working for a major national house builder and as Development Manager for a Local Authority where he was responsible for delivering new build council houses which were at the forefront of sustainability.



Martin Sykes – Chief Executive, Value Wales

Previously Executive Director, Smarter Procurement at the Office of Government Commerce, Martin has extensive private sector experience. He was involved with both the Latham and Egan Reports and the 2006 Sustainable Procurement Task Force.



Calvin Snook - Head of Business Transformation, Chandler KBS

Previously responsible for the delivery of the Capital Investment programme at Dŵr Cymru, Calvin has led successful change programmes through collaborative working and is Deputy Chairman of Constructing Excellence in Wales



Geoff Wildman – Senior Estimator, Morrison Construction

A founder member of the South West Wales Constructing Excellence Club, Geoff has been in the industry for 33 years having originally trained as a Quantity Surveyor. He has worked for clients, contractors and SMEs.



Wyn Prichard – Director, ConstructionSkills Wales

Wyn has been involved in Skills Learning and FE Colleges for the last ten years of his career. He spent six years in the Training and Enterprise Council working specifically with business in terms of improving their quality and training development.



Jeremy Williams - Equity Partner, Hugh James Solicitors

Jeremy is a partner and the Head of Construction and Projects. He has extensive experience in PPP/PFI, construction and engineering, corporate and commercial law, advising both the public and private sector bodies on major projects.



Cindy Harris - Development Officer: Design Review, Design Commission for Wales

Cindy joined DCFW in 2003 after 17 rewarding years at the Centre for Alternative Technology in Machynlleth. Author of two books on environmental buildings, Cindy has developed skill building and education programmes for professionals and lay audiences.



Kevin Hibbs - Regional Design Manager, Taylor Woodrow Construction

Kevin is a Director of Constructing Excellence in Wales and has over 30 years industry experience working on many prestigious projects, including the National Assembly for Wales Debating Chamber.



Malcolm Price - Head of Capital Programme, Dŵr Cymru Welsh Water

A Chartered Civil Engineer working mainly in the water sector for the last 30 years, Malcolm has been heavily involved with collaborative working strategic alliances that have delivered over £1bn of Capital Projects for Welsh Water.



Stella Saunders - Projects Design and Development, Cardiff City Council

Stella is a chartered architect and a CDM Co-ordinator/architect and project manager. She is Past Chairman of South Wales Construction Safety Group and is a Fellow of the Association of Project Safety.



Denys Morgan – Executive Secretary, ICE Wales

With nearly 40 years experience in the construction industry, principally on highway, transportation, and technical services schemes, Denys is the Immediate Past Chairman of Constructing Excellence in Wales and Chair of CIC Wales.

Phil Roberts - Group Deputy Chief Executive and Director of Development, Gwalia Cyf

A Chartered Building Surveyor Phil is an honorary member of the Royal Society of Architects in Wales. He is a panel member of the Design Commission for Wales and his particular interest is in environmental design and construction.

2007 Award Winners



Leadership & People Development Award 2007

Winner

Watkin Jones & Son

In what was a very impressive submission, this small team demonstrated an example of personal and people development unusual for this size of company.

Sometimes it is a truism to say that the main component of a successful business is its people. However, saying it and then making sure that you motivate them and understand them is crucial. Watkin Jones Group has linked a logical and practical approach focussed on skills with emotional understanding and has led to a motivated, healthy and more importantly a happy workforce. The management team is consistently looking at ways to improve all aspects of working life, personal care and commitment to people development for all its employees at all levels regardless of seniority. In the past year it has concentrated on improving the atmosphere, attitudes and culture of the business. It has introduced a programme to assist employees in various demanding and stressful situations and given senior management specific training and executive coaching to give them the skills necessary to lead the team. One major performance indicator has been a reduction in absenteeism figures with no employees on long term sickness leave.



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Leadership & People Development Award 2007

Highly Commended

City & County of Swansea – Corporate Building Services

It was very clear from the submission that City & County of Swansea had taken a bold strategic decision to undertake a major programme of staff training and development. This is taking the form of a number of initiatives, but together they are all aiming to produce a skilled workforce to meet the needs of the twenty-first century. The corporate building services team has in the region of 550 employees covering a full range of disciplines, together with in excess of 50 modern apprentices. Its management has embraced the principles of leadership; mentoring schemes are in place and there is positive engagement with schools and minority groups to educate the community about careers in construction. The team has made tremendous progress in a short period.



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Project Leadership Award 2007

Winner

Trawsfynydd Strategic Integrated Framework

Trawsfynydd is an outstanding example of how leadership needs to be embedded within a development programme in what is a very important project for Wales. The decommissioning of the nuclear power station at Trawsfynydd was always going to be a sensitive project that needed expert management. The team needed to make the shift from traditional leadership techniques to a system that involved the whole team in order to realise the value in the scheme. To achieve this, the management embraced a more consultative approach to secure ideas and suggestions from all the partners involved – i.e. they have embedded leadership principles amongst everyone, and not one single person. The submission illustrated that the project team has made a successful transition and is now leading the way for best practice in this sector.



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SME Award

Winner

CW Electrical

This business has been one of the most enthusiastic exponents of best practice in the country. Its passion for improvement that runs from the top and throughout the operation was quite evident from a well prepared award entry. Change, innovation and best practice has become embedded in the organisation in both culture and processes and there is a strong commitment to training and development through direct employment and apprenticeships. Unlike many other small businesses, there is an extensive use of IT and a willingness to apply sophisticated tools and systems that are normally only applied by the bigger players. It was also clear from the submission that the drive for business improvement is not new and individual development has been ongoing over time – for example an apprentice taken on in 1990 has now progressed through the organisation to the position of contract manager.





Health & Safety Award 2007

Winner Morrison Construction

Morrison's was a clear winner of this award just for their outstanding record of over 800,000 man-hours worked without a lost time accident. This alone is excellent evidence of very sound health and safety management in a collaborative environment working in an alliance with Dŵr Cymru/Welsh Water. However, they also demonstrated excellent method by not just measuring results but also pinpointing the improvements they have made in the process. Success in health and safety is all about having the right culture – something that was made very clear in Morrison's submission. One key factor was the openness and honest culture applied to all areas of the company. This has created an environment where all team members feel comfortable reporting any incidents. This in turn has established a common culture of improvement – something every business needs to strive for. It was also clear to the judges that Morrison's had gone beyond the requirements of CDM.



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The Legacy Award - Sustainability 2007

Winner Gwynedd Consultancy – Class 3 County Road near Plas yn Rhiw

Not only did Gwynedd Consultancy demonstrate an excellent approach towards sustainability in this entry, but they consistently showed an innovative and imaginative method to problem solving. The first obstacle was how to manage the work on what was a constricted site; the second was to find a way to preserve the local habitat during the construction phase. As with all good sustainable projects, the design and planning stage had to be very thorough and flexible to meet environmental constraints. Throughout the project Gwynedd Consultancy made good use of local labour, materials and on-site recycling processes and secured community involvement and support for the scheme. They re-established a public transport link for the community and made a positive addition to the landscape. Finally, the award entry itself was well put together, clearly demonstrating the sustainability credentials ingrained in the project.



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Innovation Award 2007

Winner

Gwynedd Consultancy – Pont Gwynfynydd

As we have seen in the sustainability award, Gwynedd Consultancy has an innovative approach to its work. The team showed innovation in all respect of its work at Pont Gwynfynydd with excellent involvement of specialists at an early enough stage to make a real difference to the project. This shows not just innovation, but foresight. Not only that, but the team also demonstrated that they were sensitive to the local environment and used locally sourced materials where ever possible. They went on to apply good working practices to reduce risk and potential wear and tear, which in turn helped them overcome other potential problem areas. Challenging issues that needed to be dealt with were: heavy traffic, inclusion in a conservation area and maintaining a cycle route. The consultancy took the approach of engaging the people best placed to 'know how' to address specific issues – quickly, efficiently and sustainably. The outcome is a modern, high performance bridge which maintains a traditional appearance.



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Innovation Award 2007

Highly commended

Torfaen County Borough Council – Hollybush Integrated Children's Centre

This submission was a highly impressive example of sustainability in its use of timber construction and with an emphasis on life long low maintenance. The Torfaen team had focussed on the best way of securing whole life value and to manage costs effectively. The all round approach of the team and its effective application of the design process at the beginning of the project allowed them to put together a very sustainable and innovative solution.



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Integration & Collaborative Working Award 2007

Winner

Read Construction Supply Chain Network

This award is the story of a small contractor that was determined to do business in a different way – not client driven but driven by the organisations own values – as advocated by the principles of rethinking construction and best practice. However, it is not just about doing things differently, it is also about the successful growth of an indigenous Welsh company from three to 80 employees. It is also about what can happen with commitment to a very positive engagement of the supply chain backed up by a strong contractor led approach. Above all, the success of Read Construction Supply Chain Network is evidence that it is all about investing time and not money that makes the real difference providing it is based on faith in the process and a sound strategy of implementation.

Read



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Integration & Collaborative Working

Highly Commended

Charter Customer Focused Maintenance

Charter's award entry was a clear demonstration about what can be done by following best practice – its team achieved real results and therefore we wanted to acknowledge its success with a commendation. Its approach was to adopt an established framework and methodology but work in open partnership with its suppliers. It required a lot of commitment and dedication on the part of the management and their supply chain and demanded some cultural shifts as well. This was supported by a strategy based on analysis and evidence and guidance from specialist consultants. It was clear to the judges that the process had been a positive learning experience with some excellent all round benefits.



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Achievers Award 2007

Winner

C D Gray - Bridge for Schools

C D Gray is the winner of this award because we believe they are leaving a legacy. In physical terms there is the Bridge for Schools itself; there was strong collaboration between industry and schools which is vital for the long term reputation of construction; and in terms of people, the business made a connection with staff, school children, students, public, companies and professional bodies. Their approach has been recognised by others and is not just acknowledged as innovative, but has been replicated as well. Their work has gone a long way to change the perception and image of the construction industry and also to secure respect for its outputs. It is worth stressing that C D Gray did not have a business case for these actions, but the fantastic results and feedback clearly are justification enough. The judges regarded their approach as inspirational.



Judges Special Award

The judges created a discretionary award to recognise the submission that has consistently scored highly across the whole array of award categories, indicating consistent and comprehensive excellence.

Winner:

Porth Relief Road Project Team

The Porth Relief Road project and the integrated team that led the scheme has demonstrated collaborative working, overcome some major challenges and initiated changes in products and process that has left a long lasting positive impression within the client and construction organisations. Not only that, but the project has improved the quality of life of the local community, stimulated the involvement and growth of small and medium sized enterprises and encouraged individual skills development that has resulted in the creation of a sustainable work force. Taken as a whole, this has created something of a sector legacy.

The judges have described the scheme as: "A benchmark of how to improve the economy, employment, capital cost and time reduction. It is a testimony to the relationships developed in the team."



What a night!



It truly was a celebration of all that is excellent about construction in Wales.

We have had excellent feedback about the event and people are already asking for details for 2008. Confirmation indeed that we were not over-enthusiastic in booking the Celtic Manor!

What pleased me most about the whole event was that we not only had entries from all over Wales but that we had winners from all over Wales.

For me I could not ask for clearer evidence that we have achieved one of our targets set by the Welsh Assembly Government – set up a communication network for the construction industry in Wales – the information certainly reached many, many desks.

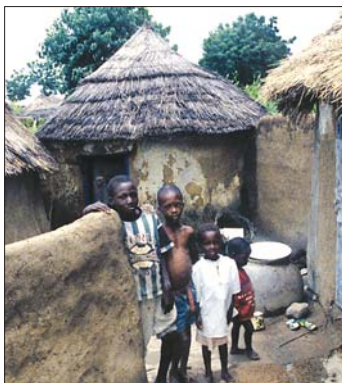
We have begun the detailed planning for 2008 and have built more time into the calendar. An Awards event with a team the size of ours is no mean feat!

Those of you who were able to attend the dinner will recall that I announced the Best Practice Clubs will be hosting the winner's presentations over the next few months. A lot of time and effort went into entering the Awards and it is our job to ensure best practice is shared across Wales. The last thing we want is for these entries to remain on the shelf in the office.

I look forward to seeing many of you at these events in the Autumn and thank you all for ensuring our first Awards were a huge success.

Milica Kitson
Chief Executive, Constructing Excellence in Wales

Support for Charity



Habitat for Humanity is the charity supported by the Constructing Excellence in Wales Awards in 2007.

It is an international house-building charity working in 92 countries whose mission is to eradicate poverty housing and homelessness worldwide, which they do by enabling people in poverty to build their own simple, decent home.

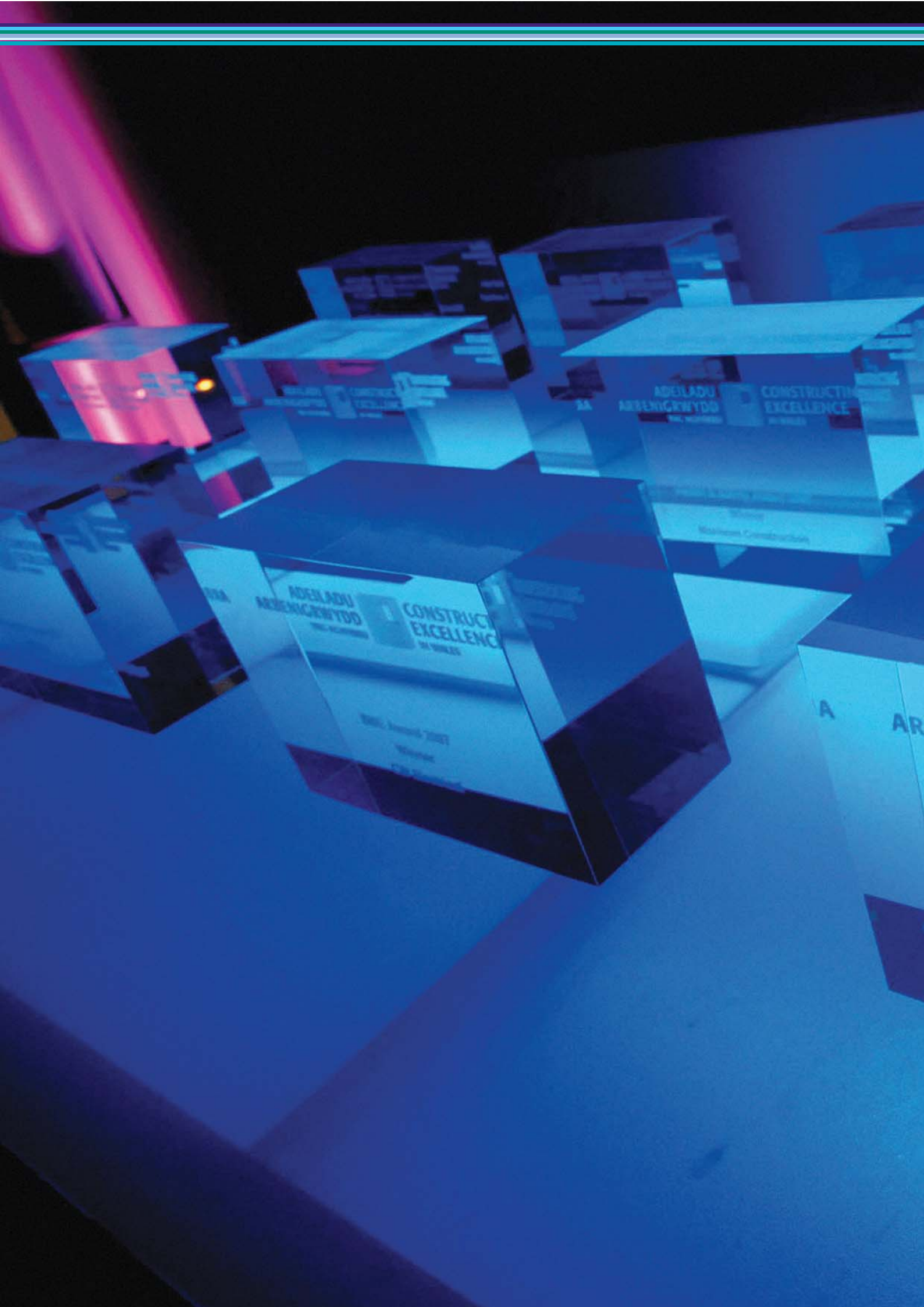
Since being founded in 1976, Habitat for Humanity has enabled more than 230,000 homes to be built. Homeowners must labour for up to 500 hours to build their own homes and others in the community. They then pay back the cost of the house at a rate they can afford. This money is effectively reused to build further homes.

Constructing Excellence in Wales is proud to announce that over £4,400 was raised at the awards dinner. This is a huge sum, which will fund the construction of 3 and a half homes in an impoverished community.



We are also planning to support the charity in a more practical way. Habitat for Humanity sends teams of volunteers into deprived regions to help build these homes. We wish to make the most of the expertise and goodwill of the construction industry in Wales, not to mention the huge enthusiasm shown since we highlighted the work of the charity. We propose forming a team of volunteers from our members and supporters who will sign up and join our group from Wales to visit one of the deprived areas of the world to help build a home.

If you are interested in volunteering as a member of the team then contact us at awards@constructingexcellencewales.org.uk or on 02920 493322.



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IN WALES

Awards Dinner 2008

will be held on 20th June 2008
at the Celtic Manor Resort Newport,
venue for the 2010 Ryder Cup.

Further information will be available at
www.constructingexcellence.org.uk/regions/wales
in the near future.

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