

## Report of the Members Convention 21 Sept 2005

The inaugural members' convention was attended by around 125 members, mainly from Be and the Housing Forum. As well as presentations on the way ahead for Constructing Excellence, we consulted on strategic priorities for 2006/7. Tables of 6-8 people of mixed discipline (client, contractor, consultant, supplier) and sector (housing, buildings and estates) provided the following headline conclusions:

- There were no surprises in "key industry-wide priorities or messages for CE in the coming 1-2 years with procurement, skills, clientship, value, recruitment, collaborative working and sustainability all specifically identified by at least 25% of the groups
- There remains the need for much more evidence of the benefits of the business improvement themes promoted by CE
- The message of the new CE and the benefits of membership (and the mergers) needs serious sharpening.

The detailed feedback from each table is attached, in summary the answers to the three questions posed were as follows:

1. **Recommendations for key industry-wide priorities or messages in the coming 1-2 years (number of mentions):** procurement/supply chain integration/frameworking/value for money (9), skills shortage (8), good clientship, value (both 6), recruitment, collaborative working, sustainability (all 5), safety (3), PFI, knowledge management, Olympics (all modern methods, profile, international experience, incentivising for change, radical processes, SMEs, ICT (all 1).
2. **Ways in which could the activities currently planned within Member Forums help in addressing these priorities, or hinder.**  
**Help:** regional/local network (5), evidence of benefits, all disciplines/whole supply chain, demonstration, feedback/promotion for future skills (all 2), member accreditation, charter – suppliers and clients, the 6 'must dos' are right, ProCure 21, measure frameworks, fluidity in two-way communication, members host meetings, VALiD, Avanti and the 3 housing themes should all be pan-sector, supplier expertise, quality speakers, standardisation of tools (all 1).  
**Hinder:** lack of clarity and consistency, lack of integration across CE /group vision ( both 6), unclear benefits, lack of focus, poor engagement with SMEs (all 5), attendance/seniority (3), information overload (2), supply chain compliance, key industry leaders missing, indecisive governance structure, under-representation, over-dominant single forum, London-centric, attract young, preaching to the converted, lack of larger client consensus, elitism, clubs a problem for people moving project to project, government fear of 'soft' issues (all 1).
3. **Key skills or competences required by CE for these priorities:** communication (8), sales, lobbying/influencing (both 5), leadership (4), dissemination, member involvement, relevance and customer focus, business plan, brokering/enabling (all 3), inspiration, delivery, business case, facilitation/coaching, contact and relationship management/networking, high profile membership, international insight, marketplace understanding, quality IT systems (all 2), project management, CSR expertise, showcasing, credibility and authority of knowledge collection, collaborative working, visible competencies on website, secondees (both ways), scenario building, point of contact, knowledge management, quick wins (all 1).

	<p>What do you think should be the key industry-wide priorities or messages for CE in the coming 1-2 years?</p>	<p>In what specific ways could the activities currently planned within Member Forums help in addressing these key priorities or messages? Are there any ways in which Member Forum needs or activities might hinder or delay achieving industry-wide impact?</p>	<p>What do you see as the key skills or competences CE needs to have as an organisation, to work successfully on these priorities?</p>
2	<p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>• Skills crisis and competency – linked to productivity – training.</li> <li>• Requirements of SME’s – relevance to them – but positive for them to identify themselves with change agenda.</li> <li>• To develop tools to facilitate collaborative working across the supply chain.</li> </ul> <p><b>Message for CE to its members</b></p> <ul style="list-style-type: none"> <li>• How do you secure value for CE (ROI)</li> <li>• How can you get involved on working groups</li> <li>• How are outputs communicated?</li> <li>• Working with like-minded people within CE – back in organisation working with not all like minded people.</li> <li>• Needs to empower the owner and decision maker – facilitate tools to collaborate and engage through the supply chain.</li> <li>• Project positive image of the industry e.g. through academic involvement</li> <li>• Conceptual construction</li> <li>• Working closely with CITB – CS</li> <li>• Quality assurance system from CE</li> <li>• Links from member forums to regions and local clubs network.</li> </ul>	<p>Some form of membership accreditation – demonstrate your commitment on your application of current activities. Review of clients - potential supplier charter.</p>	<p>Better communications skills – performance Credibility and authority of knowledge collection. Lobbying skills Dissemination of knowledge Member involvement Relevance and customer focus. Inspiration to encourage people to join and engage in activities.</p>
3	<p>Educating Client Dissemination of message throughout, across whole industry Recruitment, training, apprentices, retention Whole life value and costs Procurement consortia opportunities and supply chain integration</p>	<p>A clearer understanding is required of the various disciplines contained within CE – including and extending beyond those represented here today We reviewed the six key areas and felt they would/could address our priorities There needs to be demonstrable evidence of</p>	<p>A good sales team is required A clear business plan is required (industry consistency over membership fees and a clear structure – linkage between national board and regional clubs who are supported by ‘real’ practitioners Ability to act as brokers – to channel</p>

	<b>What do you think should be the key industry-wide priorities or messages for CE in the coming 1-2 years?</b>	<b>In what specific ways could the activities currently planned within Member Forums help in addressing these key priorities or messages? Are there any ways in which Member Forum needs or activities might hinder or delay achieving industry-wide impact?</b>	<b>What do you see as the key skills or competences CE needs to have as an organisation, to work successfully on these priorities?</b>
	<p>Bridge gap between disciplines - integration and collaboration  Maximise IT usage to drive and deliver effective efficiencies - guide users on opportunities  Role out Avanti opportunities and way of working collaboratively – design integration  Sustainability agenda (more research/evidence required)  Showcase good practice  Environmental issues i.e. reduce waste, etc. (more research/evidence required)  Improve safety record – starting with design  Promote CSCS throughout whole industry</p> <p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>• Collaborative working (Avanti)</li> <li>• Training</li> <li>• Value &amp; Sustainability</li> <li>• Consolidate industry bodies to create one voice</li> </ul>	<p>benefits of CE membership &amp; extended to ‘other’ key bodies i.e. key bodies i.e. Housing Corporation, AC, CIOB, RICS, ICE, RIBA  There needs to be consistency across National and regional representation to send out a consistent message throughout the industry and its bodies</p> <p><b>Hindering Factors</b></p> <ul style="list-style-type: none"> <li>• Unclear, over-complicated outcomes</li> <li>• Inconsistencies</li> <li>• Not demonstrating benefits and losing buy-in (under-representation)</li> <li>• Exemplars of good practice restricts profit margins</li> </ul>	<p>members to right end  Communicate effectively with members  Promote real opportunities and benefits of membership</p>
4	<p>What’s going to happen now?  How will the new organisation settle down?  We have less and less time will this really help?. Soon to be a lot more organisation than we thought.  Can’t see how we can contribute to the whole.  There is a lack of focus.  Need a concise business strategy or mission.  Risk of having too many parts  Priorities must be the same across all partners. Priorities: resource, training attracting people in the industry.  What are we here for?</p>	<p>Couldn’t answer the first part as no-one knew the agenda!!!!.</p> <p><b>Hinder or delay</b>  Lack of clarity  Unclear benefits  Must have good communication.  Be careful of dominant forum handling the rest of the group.  It seems to scattergun. Be careful of a weak or indecisive main council.</p>	<p>Strong leadership and co-ordination  Make things happen  Shown results  Do things – don’t just talk  Collaborative working must be seen to influence across the whole group. What does collaborative working mean to each group?.  Members must see that CE has a finger on the pulse.  Information is vital.  There must be an advantage to members to get a <b>Commercial advantage</b>.  Need for rapid reaction NOW – FOCUS.</p>

	<p>What do you think should be the key industry-wide priorities or messages for CE in the coming 1-2 years?</p>	<p>In what specific ways could the activities currently planned within Member Forums help in addressing these key priorities or messages? Are there any ways in which Member Forum needs or activities might hinder or delay achieving industry-wide impact?</p>	<p>What do you see as the key skills or competences CE needs to have as an organisation, to work successfully on these priorities?</p>
	<p>Transparency and collaboration Who are the competitors – we need to be close to them to ensure we are not pursuing the same agendas</p>		<p>Mission of targets</p>
<p>5</p>	<p><b>Industry wide priorities for next 1-2 years</b> Is 2 years long enough? Implementation of MMC Skills shortage Promoters of industry alignment and partnership across industry – greater integration Pressures of producing better product (housing). If aiming at efficiency saving how can be achieved and at what cost plus integration Too many stands available. Too many reverting to type and gone backwards on procurement. Lack of clarity, which route is <b>Consolidation in what's available and better integration</b> People and industry – health and safety, government Image damages industry if we don't get it right PFI discussed improving workings of this as a way of creating a model – so look at mistakes of past Striving to make improvements but held back in implementation – needs stringer lead from CE International performance review and bringing best practice models that will work in the UK Better regulation and reduction of bureaucracy</p>	<p>Skills needed to join up more with each group Still industry leaders outside of CE – need to bring them in Greater emphasis on thematic working across working streams of CE, HF, BE, etc. Demonstration projects – are they correct in current form across industry issues? Key issue is to get all to concentrate on the same issues Sub-contractor issues, they know rules but obeying them is another problem... Knowledge and control of information centre How can get SMEs to engage and develop info for them – need to reach out and influence smaller companies</p>	<p>Expert assistance Central database facility Agree schematic streams, develop quick wins to bring members on board Government networking: Whitehall stalls, communication skills Leadership skills Why are people not here who said they would be?</p>
<p>6</p>	<p>Fundamental look at our processes i.e. start with a blank sheet of paper e.g. waste logistics</p>	<p>P21 exemplar – fundamental look produced an excellent model. Department of Health and</p>	<p>Facilitators, arbitrators and processes for extracting real issues from complex</p>

	<b>What do you think should be the key industry-wide priorities or messages for CE in the coming 1-2 years?</b>	<b>In what specific ways could the activities currently planned within Member Forums help in addressing these key priorities or messages? Are there any ways in which Member Forum needs or activities might hinder or delay achieving industry-wide impact?</b>	<b>What do you see as the key skills or competences CE needs to have as an organisation, to work successfully on these priorities?</b>
	<p>early engagement – ordering priorities – master/ servant – manifestations within ‘collaborative working’.</p> <p>Fundamental look at incentivising for change.</p> <p>Private sector clients only interested in cheapest price</p> <p>Regulatory costs come off the bottom line with no obvious added value; look for the added value e.g. the environment</p> <p>Bids process is unwieldy. CE could help streamline bid process. Share bid knowledge between clients. Use IT in evaluation (e.g. MOD defense equipment, bids submitted on CD ROM to format)</p> <p>How I agree with you but the word is not CE but industry. CE can change its behaviour – helping staff with personal skills</p> <p>PFI’s: Clients’ unrealistic expectations a major hazard – half way through process they establish that they can’t afford it so start all over again. Not an infrequent experience.</p> <p>Attracting people into the industry.</p> <p>Need a realistic brief before you go to market</p> <ul style="list-style-type: none"> <li>• Briefing</li> <li>• Accommodation</li> <li>• Affordability</li> <li>• Outputs</li> </ul> <p>DE Regional Prime Contracts – an unwieldy package.</p> <p>Client performance a huge issue – especially in public sector (something for CE?)</p>	<p>politics destroying this initiative. Education looking at a P21.</p> <p>Framework agreements and PFI processes need more working on.</p> <p>Trent for larger and larger = premier league market excluding medium sized builders.</p> <p>Damaging trend.</p> <p>Look at defence equipment similar experience. history re similar experience. Influence of procurement policy and practice on the structure performance and sustainability/wellbeing of the supply chain.</p> <p>E.g. P21 sme issue – PSCP’s add their margin and Trust now one step further removed.</p> <p>Sir R McAlpine never had time to look in detail at our supply chain.</p> <p>Need top level forum on the business downsides and benefits of current models of procurement and some resolutions amongst some larger clients to address these.</p>	<p>situations/issues and risk cost price CSR H&amp;S (core and aspirational). Need to be able to demonstrate benefits and take people at all levels through what change means for them.</p> <p>Do not scare people away from CE. CE stands for Constructing Excellence and not Constructing Elite. (e.g. the Top 60).</p> <p>Smaller companies need to influence our agenda. Small companies can commit to and implement quicker change quicker than large companies, better relationships with clients.</p> <p>More innovation</p> <p>Big guys have a lot to learn from the small guys.</p> <p>Small firm network = strong relationships (often 20 years old). Powerful enabling forum</p> <p>Trust and repeat business = continuity</p> <p>Delays on big projects = team disintegration</p>
7	<p>2012 Olympics – the world will judge us on how we deliver and also the legacy. We have</p>	<p>CE could help measurement of framework agreements, measurements can be measured</p>	<p>Membership commitment – need to find way to better engage members</p>

	<p><b>What do you think should be the key industry-wide priorities or messages for CE in the coming 1-2 years?</b></p>	<p><b>In what specific ways could the activities currently planned within Member Forums help in addressing these key priorities or messages? Are there any ways in which Member Forum needs or activities might hinder or delay achieving industry-wide impact?</b></p>	<p><b>What do you see as the key skills or competences CE needs to have as an organisation, to work successfully on these priorities?</b></p>
	<p>to be precise in our communication Integration between the forums and get best value out and cross cutting agenda; facilitated events Stability – fewer changes in the organisation Key account management – good long term relationship with clients i.e. appointing one point of contact for client – can help educate the client; frameworks save time. Have to be able to demonstrate the benefit of this Knowledge management and communications Bring younger people into the industry – up-skill the business; feedback to universities from industry Bring skill base back into university education Bringing women into industry – male/female skill set</p>	<p>initially but tails off so CE could encourage/facilitate long term measurement Demonstrating good practice Produce groups rather than talking shops – people must realise that they have to participate Fluidity in communication within forums and out to press – space for members to input into working groups. Perhaps a form/website where people can input their ideas Feedback to universities from the industry so the industry get the skills they need</p>	<p>Sales/marketing – communication – regular visits to members, account management (key person for each 10 companies, etc.) Visible competencies on website i.e. expert in design – cover gaps – make more holistic as an organisation. Membership could provide part of the sales resource. Visionary CEOs could help Secondees from industry – best ways of hearing messages from industry. Could be part of their role in their company i.e. to spend a month with CE. Give secondees contracts. Members could agree to host 4 x Meetings per year and provide the secretariat, etc. – membership commitment. Secondees from CE into business</p>
8	<p>Labour – use skilled Eastern European labour – not what want to do But clients want local workforce , yet not prepared to support a commitment to their training Isolated pockets of excellence in clients Key Client</p> <ul style="list-style-type: none"> <li>• ‘supplier diversity’</li> <li>• Comps using local population/broad mix</li> <li>• Likely to invest in this</li> <li>• Need to learn to deliver</li> </ul> <p>Orbit</p> <ul style="list-style-type: none"> <li>• Spread/some regeneration</li> <li>• Now with new build: not so easy to do</li> </ul> <p>Obligated to go to Europe for bids/open up Peabody</p>	<p>STSC</p> <ul style="list-style-type: none"> <li>• More in a long term using partnerships</li> <li>• Transfer to other sectors</li> <li>• Sell to clients for long term frameworks political requirement e.g. Tf</li> <li>• Not just money/more about ways of working</li> </ul> <p>Refurbishment/renewal -inclusive Nothing in CE addressing this Climate change/email/internal environment/again relating to refurbishment</p> <ul style="list-style-type: none"> <li>• Need inter-disciplinary/skills/flexibility</li> <li>• Better project management skills – more sophisticated problems</li> <li>• Little in CE addressing this</li> <li>• United House multi-disciplinary</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic scenario building – not entirely in house; find a person/skills to do this – members/consultancy</li> <li>• Project management – get more success out of what we are doing</li> <li>• Better raising awareness – at large; within member organisations - a big issue; publicity, communication pack, for champion support</li> <li>• How to make being part of CE of benefit to organisation</li> <li>• Could we do something similar for club members too? Club members a problem for people who move from project to project</li> </ul>

	<p>What do you think should be the key industry-wide priorities or messages for CE in the coming 1-2 years?</p>	<p>In what specific ways could the activities currently planned within Member Forums help in addressing these key priorities or messages? Are there any ways in which Member Forum needs or activities might hinder or delay achieving industry-wide impact?</p>	<p>What do you see as the key skills or competences CE needs to have as an organisation, to work successfully on these priorities?</p>
	<ul style="list-style-type: none"> <li>• Training, skills, shortages</li> <li>• Lack of apprentice training</li> </ul> <p>Refurbishment, enhancement and renewal of infrastructure of existing built stock – CE focussed on new build/make more obvious</p> <p>Enhancement of reward of investor – key issue is expanding access – “50% step free by 2016</p> <p>Climate change</p> <ul style="list-style-type: none"> <li>• More extreme weather</li> <li>• Travel policies</li> <li>• International environment</li> <li>• Research needs/CE can act as integrator for the industry</li> </ul>	<ul style="list-style-type: none"> <li>• Teams all go in together</li> <li>• Positive reaction for residents</li> </ul>	
9	<p>Continuing pressure on safety / health / welfare / environment issues. Resources training / women.</p> <p>Training / skills / apprentice – Environment legislation changes – climate changes.</p> <p>Continuity of work</p>	-	-
10	<p>People resources and skills</p> <p>Sustainability</p> <p>Extending partnership properly through supply chain</p> <p>Implementation/co-ordination of legislation</p> <p>More co-ordinated response to government</p> <p>Cost to industry of selection process – PFI/OJEU</p> <p>Improving whole-life cost/value performance</p> <p>Cap Ex/Op Ex relationship – no incentive unless combined</p>	<p><b>Help</b></p> <ul style="list-style-type: none"> <li>• Valid – efficiency, defining value</li> <li>• Avanti – efficiency, process</li> <li>• 3 groups housing forum – improving stock; customer satisfaction; MMC</li> <li>• Local clubs/regional clusters</li> </ul> <p><b>Hinder</b></p> <ul style="list-style-type: none"> <li>• Duplication or poor collaboration between groups</li> <li>• Level of representation/commitment/participation –</li> </ul>	<p>Marketing for membership and to raise profile</p> <p>Run as a business not a club</p> <p>Influencing government</p> <p>Technical capability to act as the industry point of contact</p> <p>Communication management/knowledge management/in an effective/practical/real way e.g. good practice dissemination</p> <p>Learn approach</p> <p>The amount of initiatives/events/information received from CE and their organisations can</p>

	<p><b>What do you think should be the key industry-wide priorities or messages for CE in the coming 1-2 years?</b></p>	<p><b>In what specific ways could the activities currently planned within Member Forums help in addressing these key priorities or messages? Are there any ways in which Member Forum needs or activities might hinder or delay achieving industry-wide impact?</b></p>	<p><b>What do you see as the key skills or competences CE needs to have as an organisation, to work successfully on these priorities?</b></p>
		<p>marketing effort</p> <ul style="list-style-type: none"> <li>• Suspicion from government of 'soft' issues in relationships</li> </ul>	<p>be difficult to handle/manage.</p>
<p>11</p>	<p>Olympics</p> <ul style="list-style-type: none"> <li>• delivery, achievement and quality</li> <li>• more collaboration</li> <li>• ODA</li> <li>• Legacy issues addressed</li> <li>• Should we only be doing this for Olympics?</li> </ul> <p>Collaboration working and supply chain integration</p> <ul style="list-style-type: none"> <li>• Overarching theme?</li> <li>• Why prevented? <ul style="list-style-type: none"> <li>○ government don't practice what they preach (e.g. OGC) and procurement</li> <li>○ clients – how they approach competition; too cost driven and competitive tendency; solution – cost of ( ) to industry too low</li> </ul> </li> <li>• lack of professionalism in industry, therefore competitive nature of industry</li> <li>• Some clients encourage e.g. BAA, Tesco – is this just because they are private clients?</li> <li>• Education and training</li> <li>• Need to demonstrate benefits</li> <li>• Driven by Gurshon Report in the same places in public sector e.g. ALMOs, etc.</li> <li>• Influence of EU and regulation and competition</li> </ul>	<p>Make up of membership across supply chain MMC content of manufactures /specialist contractors in membership Pull along supply chain as a major attraction? Need more participation from educated clients Need to strengthen regional structure, needs to strengthen if to succeed Open eyes and see reality and perception Drop off of regional actuality is dangerous Need to get good speakers Promote/re-brand work (e.g. reports around demonstration News of competition</p> <ul style="list-style-type: none"> <li>• Need to better understood</li> <li>• Co-operation</li> <li>• Encouraging project innovation</li> <li>• Under for costs</li> </ul>	<p>Free events/seminars for member (skills events otherwise) Delivery value not just fees Centre has to focus better...</p> <ul style="list-style-type: none"> <li>• To many chiefs doing what they want</li> <li>• Need central, form</li> </ul> <p>Deliver future agendas e.g. sustainability, etc.</p> <ul style="list-style-type: none"> <li>• Change by a critical man</li> </ul> <p>CE – heavy clout and influence to government Champion construction as in other companies</p> <ul style="list-style-type: none"> <li>• Recruitment and retention</li> <li>• Status of construction is low</li> </ul>

	<p>What do you think should be the key industry-wide priorities or messages for CE in the coming 1-2 years?</p>	<p>In what specific ways could the activities currently planned within Member Forums help in addressing these key priorities or messages? Are there any ways in which Member Forum needs or activities might hinder or delay achieving industry-wide impact?</p>	<p>What do you see as the key skills or competences CE needs to have as an organisation, to work successfully on these priorities?</p>
	<ul style="list-style-type: none"> <li>• Professionalism in the industry</li> <li>• Behaviour               <ul style="list-style-type: none"> <li>○ Qualification/registration</li> <li>○ Training</li> <li>○ Lowest common denominator</li> </ul> </li> <li>• Industry fragmentation               <ul style="list-style-type: none"> <li>○ Supply chain consolidation</li> </ul> </li> </ul>		
12	<p>Risk Management</p> <ul style="list-style-type: none"> <li>• As an industry doesn't know how to do management risk</li> <li>• In the planning stages need to establish risk management process which is up dated through the life of the project – can't just establish rigid generic risks</li> <li>• Money saved through successful risk management should become an incentive for good risk management</li> </ul> <p>Value management</p> <ul style="list-style-type: none"> <li>• Client learnt value of engineering, but contractors take all the risk</li> <li>• Needs to be process</li> <li>• Point of intervention who gets upside</li> </ul> <p>Integration and collaboration working</p> <ul style="list-style-type: none"> <li>• Are there enough skills in the supply chain to work this and realise objectives</li> </ul> <p>How to engage clients as true partners</p>	<p>“Initiative overload” – spreading too thickly – tackle one or two things and make them effective</p> <p>Risk management group Carillion don't know about it despite being “head of Risks”</p> <p>Don't read “be inspired”</p> <p>People can be gaining benefits through the working groups, there are some things specifically relevant</p> <p>Some of the groups will find, but as CE should have some lone objectives. Rank them as priorities</p> <p>As reminder, do tell everyone activities and ask them to rank</p> <p>What is the output to the wider influence of the working groups? How does the wider industry learn about the industries? “We are not on the CE website all day”</p> <p>Tool kit been produced, but they are inundated with toolkits</p> <p>Website might be a good place to start and links through to the output of the group</p> <p>Lots of work can be going on, but have to deliver to the masses. Need to chose 3-5 issues and get a step change in place</p> <p>Could the regional clubs help to disseminate to the grass roots?</p>	<p>Ability to influence government and policy (land, planning)</p> <p>Treasury RE: procurement routes</p> <ul style="list-style-type: none"> <li>• Amount of work government lets realisation of limited supply clients</li> <li>• Need to understand government supply chain</li> </ul> <p>Need for transparency about what CR is doing</p> <p>Engaged with what's happening in whole industry, not just the SE.</p> <p>Engage with the procurement of clients to aim for real partnership; explore how to achieve value</p> <p>Sustainability CSR</p> <ul style="list-style-type: none"> <li>• Emissions will be big issue</li> <li>• Clients are interested but want zero cost</li> </ul>

	What do you think should be the key industry-wide priorities or messages for CE in the coming 1-2 years?	In what specific ways could the activities currently planned within Member Forums help in addressing these key priorities or messages? Are there any ways in which Member Forum needs or activities might hinder or delay achieving industry-wide impact?	What do you see as the key skills or competences CE needs to have as an organisation, to work successfully on these priorities?
		<p>At the regional level very disparate levels: this could be a problem for CE. Plumber- Atkins at meetings            Fallen out with local clubs because subject matter is repetitive. Want to be able to talk about specific and projects and tangible issues            CE local clubs need to offer a range to “white van man”, Atkins and local commercial            Subject matter has to be specific, getting away from “motherhood and apple pie”            Not the “what” it is, the “how” on specific issues            Working groups are very well managed</p> <p><b>Need</b></p> <ul style="list-style-type: none"> <li>• More active participation in the working groups</li> <li>• Stop holding all the meetings in London – takes a whole day out</li> </ul>	
13	<p>Lifting profile of the construction industry with the government and wider society (better recognition, cabinet level etc.)            Transparent transfer of knowledge available (single source and accessible)            Attract new talent (schools) and increase skills of existing workforce            Efficiency agenda (address and give advice)</p>	<p>Provide ‘hard’ evidence of why different ways of working (case studies) work            Lack of single source accessible knowledge bank – McKinsey model            Branch office of CE outlets (regional office)            Demonstrable influence over political process (practical aspects in particular) central, regional and local – 2012            Local government TF – what do they do?</p>	<p>Joined up thinking            Marketing and selling            ‘sex up’ the proposition            Contact management between CE and ‘clients’            Maintain ‘high profile’ membership            Relationship management across various levels – accessible</p>
14	<p>Are there industry wide priorities are they individual groups?            Different forums must have different priorities, have not been delivering, causing pressure on membership.            Need to explain how the different groups come</p>	<p>Groups like MCI have never managed to engage the people doing the work.            Need to create industry strategies – create a vacuum and people not to fill it.            Need confidence to plan strategically forward not helped 12 month budgeting cycles.</p>	<p>Benefit from incite into sustaining business projects abroad – experience from other people operating abroad.            Need to focus on what it does.            Management of supply chain is completely different from 10 years ago.</p>

	<b>What do you think should be the key industry-wide priorities or messages for CE in the coming 1-2 years?</b>	<b>In what specific ways could the activities currently planned within Member Forums help in addressing these key priorities or messages? Are there any ways in which Member Forum needs or activities might hinder or delay achieving industry-wide impact?</b>	<b>What do you see as the key skills or competences CE needs to have as an organisation, to work successfully on these priorities?</b>
	<p>under branding. DCM 'decision change management' FCC 'fairer contracts for construction' Contracts often highly biased – people won't sign out of business. Need to agree a system for profit to be shared down the supply chain. If you use DCM &amp; FCC they would have a more productive and healthier industry. 20 years on still talking about some topics – needs to produce simple messages relevant to all of use. Enforcing good practice beyond start of meeting – tends not to be carried down the chair. Try to influence hundreds of suppliers we deal with – such hard work to educate the group with 'Egan' etc. People are resistant to training. Requirement and report future risks – general and specific. Architects – even major companies are too small. No visibility of work moving forwards.</p>	<p>Change is a client requirement. Need more details of strategy and activities to deliver advantages. Concerns that fee are too high to ensure whole supply chain. Need to create a platform that people want to join. Industry wide presentation but what will it do for me?. Can see what large companies get out of the 7K but a disproportionate result of small organisations. Need to create awareness to attract young individuals.</p>	<p>Show casing successful case history with seminars to learn lessons as we have done with BE. (not as bits of paper that usually don't get read).</p>
15	<p>Procurement by clients – currently 20% Promotion of best practice, recognition – expertise in delivery. Alignment of supply chain practices to streamline prequel – instability of relationship. Change driven by pull of 'benefits' for clients ASAP. Demo programme (comprehensive) required. External independent endorsement (with meaning) Good practice is a given – added value.</p>	<p>Should procurement program drivers poor practices e.g. 20 weeks / £100m submissions. Message forum – already good at understanding customer needs (not wants)</p> <ul style="list-style-type: none"> <li>- Surveys</li> <li>- 'Customer driven strategy'</li> </ul> <p>Summary of existing CE activity and resources. Demo programme- informing clients in laymans terms.</p>	<p>Good understanding of market place – development Good influencers and well connected – government procurement. Effective networkers / introductions – needs understanding of member companies. Ability to deliver / make happen</p>

	What do you think should be the key industry-wide priorities or messages for CE in the coming 1-2 years?	In what specific ways could the activities currently planned within Member Forums help in addressing these key priorities or messages? Are there any ways in which Member Forum needs or activities might hinder or delay achieving industry-wide impact?	What do you see as the key skills or competences CE needs to have as an organisation, to work successfully on these priorities?
	Moving from good towards excellent. Mutual understanding of value of customer need - 1 : 5 : 200	CE too confusing / high level – hinders understanding / use. Main board briefings.	
16 18	Stop talking about collaborative working – let's get on with it! Walk the talk Re-emphasises the principles of Ruth Construction Provide expertise – to take the first step and beyond Not done yet – do not move onto something new until we are sure this is being done Seek evidence, confirm people are doing what they say they are doing	Carry on what we are doing – promoting, reinforcing the business case etc. demo projects Regional contacts and clubs to be part of the fundamental in the delivery of the message	Leadership Coaching Facilitation Communications: provide clarity in the organisation (CE) – what is that one thing that makes them want to join? Relevant experience
19	Recruitment – address Training and increased professionalism (how do you manage people?) Industry image Waste and sustainability – understanding requirements Improvement in the supply chain Inspired and excited at awareness level at the good impact of being involved in a construction project that will shape society	In what specific ways could the activities currently planned within member forums help in addressing the key priorities or messages? Are there any ways in which member forum activities might impact hinder or delay achieving industry-wide impact? Worry that the forums seem geared more towards 'larger' organisation (fees) Now standardisation of some industry measured tools (KPIs) Preaching to the converted Not able to offer more of a implementation – of tools to help address; to a greater area of crisis industry issues (training/education)	Standardisation (of inter-supply chain measurement procedures) of procedures (measurement of KPIs) Develop through business schools Provide a central advisory body Consultancy – offered to people/companies
20	Sustainability /corporate social responsibility Regeneration Environment, remove waste? Reaction to government policy/influence government policy Productivity	Training and education (collaboratively) CE & BE as a central point of reference – services, funding grants For the future/capacity building (not just to maintain the status quo) Global skills base?	Better understanding Links into the government departments Effective lobbying High profile members Well connected IT competent/slick/enabled

<b>What do you think should be the key industry-wide priorities or messages for CE in the coming 1-2 years?</b>	<b>In what specific ways could the activities currently planned within Member Forums help in addressing these key priorities or messages? Are there any ways in which Member Forum needs or activities might hinder or delay achieving industry-wide impact?</b>	<b>What do you see as the key skills or competences CE needs to have as an organisation, to work successfully on these priorities?</b>
Be proactive/not reactive Training and skills Efficiency (in process/production) Affordable housing Awareness Ratings on properties – ECO OK Best value for money (spend more on existing stock) Infrastructure/transport	CE with CITB to encourage OH+S, recruitment of workforce from abroad Promote industry/improve image of industry – CE website better search engines; focus on helping	Knock walls down between terrace houses! Integrated Strategic influence of training boards and agendas NOT traditional training provider CE as a sign-poster/enabler...not a provider Better industry knowledge? Be more in touch with the industry (for internal CE staff) PR and marketing skills to improve industry image/raise profile More members – surprised at only 220 members!! Better clarity – the business message from CE is unclear to the industry Creativity commercial