

Driving Productivity – Our Future Programme

Report on the ECI Members Forum held at the Offices of Turner & Townsend on 3 April 2019.

Background

35 people attended the Forum which was kindly hosted by Turner and Townsend at their London offices overlooking St Paul's Cathedral. We are most grateful to them for being excellent hosts. We express our thanks to all speakers and participants for a successful event and especially our chair John Fotherby of Kingswood Consulting for his energy and drive to advance the ECI agenda.

Outcomes – Next Steps

The forum illustrated that different industry sectors are facing the same challenges and arriving at similar conclusions – with one exception – the significant reduction in **the 41% transactional** cost identified by CII in its OS 2.0 initiative.

Productivity was identified as being the key subject in Europe that is understood to be instrumental in achieving successful project outcomes. It transcends industry sectors and there is a growing body of knowledge globally relating to the causes and potential improvements in productivity. The agenda for change and improvement across sectors has a great deal in common – we will major on this.

ECI is committed to supporting the CII OS 2.0 program. We believe that this is best served by the ECI building on the current Productivity initiatives across industry sectors in Europe. This will inform the CII research and outputs for OS 2.0 and ensure readiness in Europe to take benefit from the adoption and implementation of OS 2.0 as it evolves.

Since the components of some of the solutions are clear there is no need to generate more new content – it is time for words into action.

The question is how our members and the wider industry sectors should implement Productivity improvement. This is our focus.

Our plan is to leverage our 'community' to learn from each other and from other industries. Who has 'cracked the productivity challenge' and how was it achieved?

We will create opportunities to build a network in our own industry and with other sectors by connecting people and sharing the learning, starting with our sister organization Constructing Excellence, ECITB and others in Europe. The key to success is engagement, commitment and contribution by industry - owners, contractors, the supply network and service providers – we need your support to enable us to create the opportunities.

Presentations

[View from a related sector: Project 13 – From transactions to enterprises in UK infrastructure.](#)

Phil Wilbraham, Director of Expansion, Heathrow Airport Ltd provided a great insight into the Heathrow Expansion project and how they will be applying the Project 13 principles to deliver greater value throughout the asset life and the importance of leveraging value through the asset life. Phil also introduced the current work programme of Constructing Excellence, of which he is co-chair.

[Relaunching the ECI awards for excellence.](#)

Andy Callison, WSP introduced the ECI awards and the important role they played in highlighted excellence across the ECI network. These are open to ECI members and no-members.

[Digital team-based learning programs - how to apply to remote working by ECI member groups.](#)

Gabriele Burian, Kingsfield Academy provided an overview of how digital technology is changing how we learn and interact and considered how ECI members could use these technologies to communicate, collaborate and deliver ECI outputs.

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Project performance in the changing oil price environment,

Aileen Jamieson, Chair of the Performance Forum highlighted several recent press releases by a number of oil and gas companies claiming improved cost and schedule performance and dispelled some of the myths by using actual reported data from completed projects. By examining the success of the ENI Zohr project, Aileen was able to provide five key steps to improve project performance in the offshore industry.

Latest OS2 update,

Stephen Mulva, CII provided an update on the latest progress on OS2 and the great work that is going on to drive forward that agenda.

Working Sessions

Participants reflected on the issues important to them and which they would like to see the ECI champion as part of its best practice development offerings to the membership. The outputs from the working session were collated under the following three main headings.

Knowledge

- Curate the data we've got
- Enable data to be properly used
- Review and update existing works
- Make it available to the world at large
- Issues to address – policy – IP – firewalls – disclaimers
- Proper document library
- Build on existing knowledge and systems
- Integration with BRE & Constructing Excellence
- Validating and showcasing what we already have
- Lessons learned – transfer and disposal of innovation, especially from other sectors of engineering into ECI to help with lessons learnt
- Facilitate access to things like the Major Projects Authority Knowledge Hub
- How do you create live lessons learnt?
- Share learning across industry
- ECI publications – improve access and searchability – curate content

Productivity / Standardisation

- Take out wasted efforts and processes
- Need for major clients to stimulate shift to manufacture / assembly model
- Make productivity improvements in a way that's relevant to small companies / teams with low profit margins who don't have large budgets to apply – e.g. at a different scale to the likes of Heathrow.
- Lean process execution plus six sigma
- Time on tools – AWP – WFP – Production Planning
- Standardisation of products / specs to devise efficiencies across industry sectors – drives further modular design
- Which innovation and initiatives will be most effective in accelerating industry improvement?
- CE Nuclear Group – work on productivity
- ACTIVE Principles / Toolkit
- Look at what CII have done with productivity
- Explore differences between global practices and how to find solutions

Collaboration

- Could ECI be the integrator to guide owners and supply chain to a win-win
- Commitment with ECI members
- Framework for members to collaborate
- Relationship with academia – work better with academia
- Collaborative environment within the ECI membership to share knowledge and best practice
- Embed OS 2 into construction industry graduate programmes and drive knowledge sharing
- People and behaviours
- Baseline the industry behaviours to share and instigate innovation / improvements
- Serendipitous social contact
- Collaborative contracting – how ECI can stimulate client / operator engagement with collaborative approaches

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Our programme for 2019

1. Access to ECI archive/back catalogue

This will now be made available online on our website, with all publications free to download from a simple listing of hyperlink. We will update you about this link in our next email newsletter.

2. ECI events

The ECI Autumn Forum in September in London will focus on sharing members case studies and others on how they have tackled the barriers and succeeded in improving productivity.

The Annual Conference in October in Amsterdam will review progress on the above and collaboratively develop the plan for the next 12 months.

The ECI Awards will be reinstated for Young Achiever and Projects of the Year and presented at the annual conference. Note these are open to non-members too. Please see the website page for more information and entry forms.

3. Constructing Excellence events

To strengthen cross-learning with the infrastructure and construction sectors, the ECI community will be invited to forthcoming Constructing Excellence events and communities of interest, including:

- Nuclear conference: 2nd May, London
- Safety Critical Issues in Mega-Structures, 17th May, London
- Member Forum focusing on Offsite developments, 4th June, London
- G4C Annual Conference, Generation4Tech, 18th June, Leeds
- Digital theme group
- Performance Measurement Forum

See www.constructingexcellence.org.uk/events for further details.

4. Other actions

We will host another client roundtable in the autumn, before the annual conference, with the objective that contractors can attend too. This will allow us to further socialise our productivity agenda. We will also support other events around Europe, including a roundtable in Milan with CMS Cameron McKenna.

Your views

As ever we welcome the view of our members and wider community on this plan. Our objective is to deepen the level of engagement of major players in the European engineering construction sector, and to do this we need your active participation. Please check out the website at www.ecionline.com or contact us at the office below.

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