

**Business Challenge:** How to “de-risk” MEP commercially and in delivery of MEP across Willmott Dixon Construction South and ensure the services department is ready to meet customer future needs.

No business has a right to exist, therefore we need to continue to demonstrate value to both our external and internal customer within the business. This business challenge will never be achieved as the construction industry is ever-changing. We must continue to reflect on what we do with the primary focus of *not accepting challenges and failures; but to adapt to find new routes to success*. **By learning from our mistakes, we can preempt the failures of tomorrow.**

My time on the IFLP course has shown me how I can utilise the team as whole, changing the collective thinking from a “it would be good if...” to “this is how we going to change...”. This has been done through guest speakers as well as other participants. With such a broad business challenge I changed it to a collective challenge to the whole of the services team, implementing taught processes of how to change their thinking, how they actively listen and debate ideas between them before collectively agreeing on the following short-listed objectives.

#### Preconstruction (Procurement & Design)

- Specialist Supply Chain (SSP)
- inDETAIL: Mechanical
- MMC Strategy

#### Delievery

- Pre-empting failure – Operational
- Commissioning Management Framework

#### Now or Never: Stainability

- Energy Synergy: Residential & Commercial

**SSP:** To create a supply chain of specialist that have design proportions, enabling us to introduce into them into design from RIBA stage two ensuring potential design gaps are identified and closed out prior to contract as well as to improve our commercial position naturally by placing orders direct with these specialists.

**inDETAIL:** Setting out in detail the level of design information we expect from our designers at each RIBA stages to ensure consistence from all consultants and supply chain partners.

**MMC:** Looking at ways of how modern methods of construction improve our operational delivery by standardise designs (without compromising our offering or agility). Build relationships with MMC manufactures but also understanding when MMC is not the right solution.

**Pre-empting Failure:** Accuracy of reporting, especially with regards to programmes. The installation may look 95% complete but how many man hours is required to complete last 5%? Understanding of the true programme position will allow required intervention at the right time, improve the likelihood that the building will be completed defect free and on time.

**Commissioning Manager Framework:** Whilst all partnerships need to be based upon an trust there still needs to be verification and independent commissioning managers are the project’s ‘Gate Keepers’. By creating a framework, we can improve consistency across projects as well as get early support during bids and the tender stage prior to contracts being awarded.

**Energy Synergy:** ES: Resi - Creating a process for residents to understand how they are using their home vs other people in similar sized and type dwellings. Allowing them to make educated changes to their energy usages. ES: Commercial is to continue to validate the performance of buildings demonstrating to customers that the performance of our design are as important as aesthetics and functional use of the space.