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CONSTRUCTION'S CULTURE



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What's on over the next month



▲ **Green light for the 'Hollywood of the north'**

Liverpool City Council has approved plans to turn the former Littlewoods building into a world-class film and television campus. Developed by Capital & Centric, the project includes restoring the 1930s Edge Lane building (CGI pictured). It has received £17m in funding from the Liverpool City Region.

◀ **HS2 archaeological digs**

Thousands of artefacts, including the bust of a female Roman statue (pictured), have been excavated from more than 60 HS2 sites between London and the West Midlands. HS2 has awarded a six-year contract to a consortium led by Headland Archaeology to analyse and archive the relics.



Ayo Allu FCIQB joined a round table of built environment experts to discuss the key principles of modern professionalism (p16-21)

▶ **Hove Beach Skate Park**

Morgan Sindall has built a new wheeled sports area for Brighton & Hove City Council as part of the ongoing Hove Beach Park project that is regenerating rundown facilities on the seafront. The skatepark includes a 600 sq m roller area and a 150m-long BMX pump track.

▼ **Veterans self-build in Plymouth**

Clarion Housing Group, Morgan Sindall's housebuilding arm Lovell, Plymouth City Council and homeless charity Alabaré have launched an initiative in Barne Barton that allows ex-armed forces personnel to build their own house under the supervision of a construction company.



SEAN CLEE



◀ **Terri the Terrapin**

A red-eared terrapin native to southern North America was rescued by a Southern Water ecologist at a river extraction site within the Testwood Water Supply Works in Southampton. Terri was rehomed by Project Terrapin at Raystede Centre for Animal Welfare.

◀ **Brewery pilots pioneering heat pump**

West Sussex-based Hepworth Brewery has said it is the first UK business to trial a new type of heat pump which could cut emissions by up to 90%. Unlike most heat pumps, which deliver hot water up to around 80°C, startup Futraheat's Greensteam technology says it can produce steam up to 130°C.



'Traumatic and brutal': ISG staff on contractor's collapse

Workers made redundant told CM they were unaware of the company's financial difficulties. By **Cristina Lago**



◀ ISG filed for administration in September, making thousands of workers redundant

Former ISG employees have criticised the contractor's communications prior to its demise on 20 September.

One worker, who asked to remain anonymous, told *CM* that rumours only began to spread in ISG's fit out business on Thursday 19 September.

"I told my director that we had to send a clear message to the team because they were getting scared and worried," she said. "As a line manager and team leader I had to reassure them."

Fit out wasn't among the companies included in the initial media coverage about ISG subsidiaries filing for administration.

"We believed fit out was still safe as it had been a very successful and profitable business," the worker said. "We thought

that maybe there was some restructuring happening but that there was a chance that we still had jobs by the end of the day."

That evening, ISG's CEO Zoe Price sent an email to all staff across the group confirming the rumours in the trade press were "factually correct".

"This was not the way I wanted you to find out and the news should not have leaked in this way," Price said in her email. "We had a managed plan to tell you what was happening on Monday [23 September] once we had more clarity, but news has leaked at the filing stage – and that is why I am writing to you tonight."

On Friday 20 September, Price held a town hall video call to inform staff across the eight arms of ISG's UK business they had been made redundant

with immediate effect and that EY had been appointed as administrators.

"That was it: no projects, no work, nothing," the worker said. "It was quite traumatic and brutal."

"I think the problem is not so much that ISG went into administration or that the sale didn't work out. It's how it was communicated to us and how we found out about it."

A member of staff who had been in the company for over three years posted a comment on *CM* saying that employees "had no idea" of the financial distress ISG was in.

"I loved working with our great team on site who worked hard for ISG," she wrote in reaction to the collapse's coverage. "We were all so unaware of this bomb coming at us."

Another worker who also requested to remain anonymous told *CM* that the previous 12 months in their business unit within ISG Construction had been chaotic, with constant restructuring involving new staff being hired and others made redundant, as well as a freeze on resources.

"There were changes every six months to everything," the employee said. "There was no settlement or single strategy; everything was all over the place." ●



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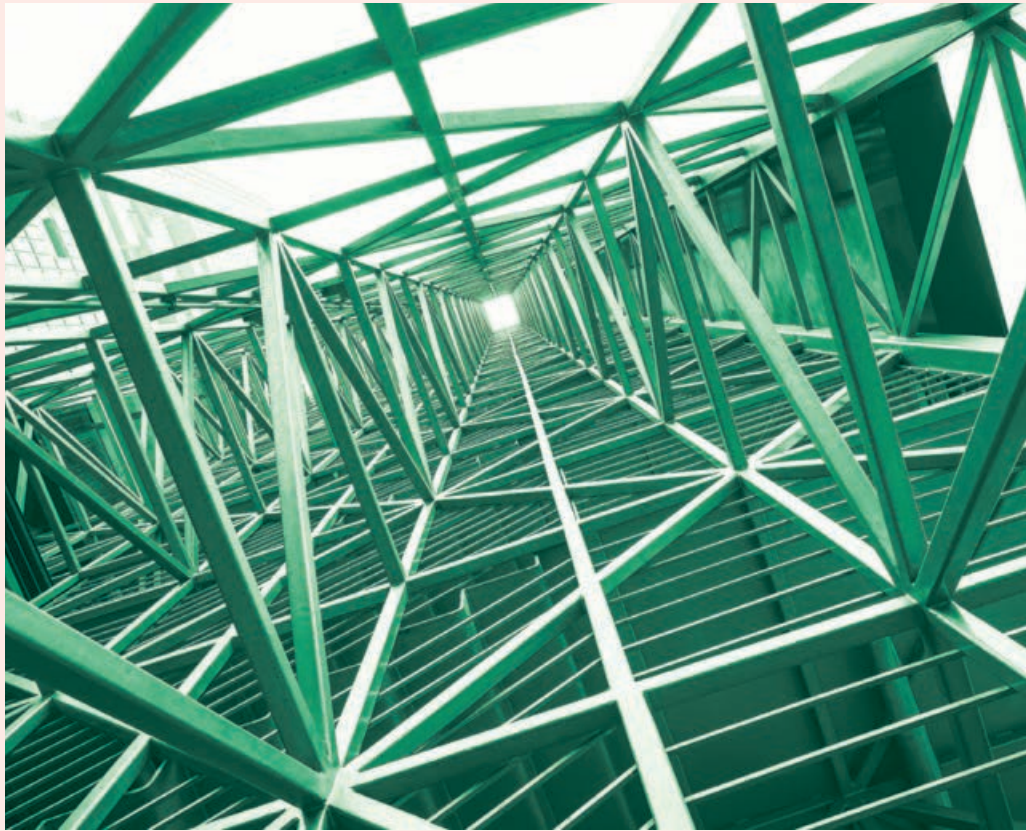
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Why construction should ditch its 'take-make-waste' approach

If the industry wants to embrace the circular economy, it must go beyond sustainability initiatives and adopt a restorative approach, writes **Pablo Cristi Worm**



Ahead of the 2024 United Nations Climate Change Conference (COP29) in Baku this month, now may be

a good time to shine a spotlight on the way the UK construction industry designs, procures, builds and disposes of our buildings.

According to the London Energy Transformation Initiative,

a network of built environment professionals working to make London zero carbon by 2050, buildings are responsible for 49% of annual carbon emissions in the UK, with non-domestic buildings producing an average of 1,000kgCO₂/m² of embodied carbon.

For instance, 48% of a commercial office building's embodied carbon comes from the superstructure,

while 17%, 16% and 15% originate from its substructure, facades and MEP, respectively. Equivalently, 48% of the embodied carbon in a commercial office project comes from materials and construction items, while 45% comes from maintenance and replacement.

The circular economy offers a solution to the environmental challenges posed by traditional

linear models like the 'take-make-waste' approach by aiming to decouple economic growth from the consumption of finite resources.

To achieve circularity in the construction industry, designing buildings with easily disassembled and reusable components is crucial. Although this requires a rethinking of the current construction economic model, various approaches are moving in the right direction.

Sustainable alternatives

Steel is a prime example of a highly recyclable material. Structural steel from demolished buildings can be tested and reused in new developments with almost an infinite life cycle. According to UK Steel, the UK alone produces approximately 9-10 million metric tonnes of scrap steel annually, and consumption is expected to nearly triple by 2050.

The manufacturing process for steel is currently carbon intensive, but the introduction of new electric arc furnaces and other measures to improve the sustainability of steel production could make steel an appealing material for the circular economy.

Other materials are more challenging when it comes to reuse. Unlike steel, concrete is difficult to reuse due to its chemical composition. Cement, the primary ingredient in concrete, is produced through a high-energy process that releases significant amounts of CO₂. CarbonCure, a Canadian manufacturer of sustainable concrete, estimates that cement manufacturing contributes to 7% of global carbon emissions and

The UK government has pledged to invest £22bn in carbon capture and storage projects

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The introduction of new electric arc furnaces and other measures to improve the sustainability of steel production could make steel an appealing material for the circular economy

concrete accounts for 50 to 85% of the embodied carbon in buildings.

However, innovations in low-carbon concrete offer more sustainable alternatives. These materials reduce the carbon footprint while maintaining the performance of traditional concrete.

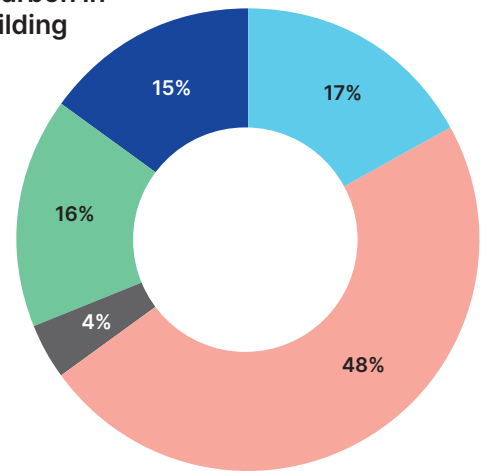
To embrace circularity, clients and architects may need to reconsider how concrete is used. For example, adopting a modern method of construction approach using modular or reusable blocks that can be deconstructed and used again when a project has reached the end of its life would represent a step in that direction.

While the circular economy contributes to a more sustainable society, it's important to note that not all sustainability initiatives align with circular principles. For the construction industry to truly achieve circularity, it must adopt a restorative and regenerative approach. This involves shifting away from the linear economy, using renewable energy, eliminating toxic chemicals and designing materials and products for repair and reuse.

Pablo Cristi Worm is an associate economist at Turner & Townsend.

Sources of embodied carbon in a commercial office building

- Substructure
- Superstructure
- Internal finishes
- Facades
- MEP



SOURCE: LONDON ENERGY TRANSFORMATION INITIATIVE (LETI)

UK scrap steel consumption between 2018 and 2023

- UK scrap steel – net exports
- UK scrap steel – consumed in UK



SOURCE: UK STEEL



Caroline Gumble
CIOB

Preventing another Grenfell is our responsibility

The construction industry has a collective duty to rebuild public trust and ensure that a tragedy like Grenfell never happens again, writes **Caroline Gumble**

“What does it feel like to be in an industry that kills people?” To be clear, that is not a view I hold – it was a question posed by someone outside our industry to one of my colleagues.

That question forces us to confront the responsibilities our work carries and the uncomfortable realities we are facing. The Grenfell Tower tragedy, where 72 people lost their lives, must never be forgotten and, sadly, will serve as a reminder of what can happen when safety and quality are compromised.

It has been a few weeks since the Grenfell Tower Inquiry’s final report was published. By now, every construction professional should have read it or at least reviewed the recommendations – and taken time to process and reflect on them.

The report lays bare the failures that contributed to the catastrophe and its findings must serve as a sobering call to action for everyone in the industry.

At CIOB we recognise the importance of rebuilding public confidence. I emphasise this in my speeches at CIOB graduation ceremonies, welcoming new members but also reminding them of the responsibilities they hold. I want the construction industry to understand – right across the

breadth of the sector – that we have a collective duty to ensure a tragedy like Grenfell never happens again.

The inquiry’s recommendations provide a roadmap for the necessary changes, but it is up to us – industry leaders, government and our community of professionals – to implement them.

CIOB has long been advocating for many of these changes, including the establishment of a secretary of state for construction and the re-establishment of a chief construction adviser. These roles would provide much-needed oversight, leadership and direction.

Tackling the changes

I want to commend the efforts of Eddie Tuttle, our director of policy, external affairs and research, and his team who have worked on quality in construction policy and engagement for many years now. Their behind-the-scenes work, built on trust and long-standing relationships with government and industry stakeholders, has helped prepare us for this moment. Now it is our job – and that of the government – to ensure that the inquiry’s recommendations are both responded to and acted upon, as necessary.



We are well positioned to lead and support collaboration across the industry in responding to these challenges

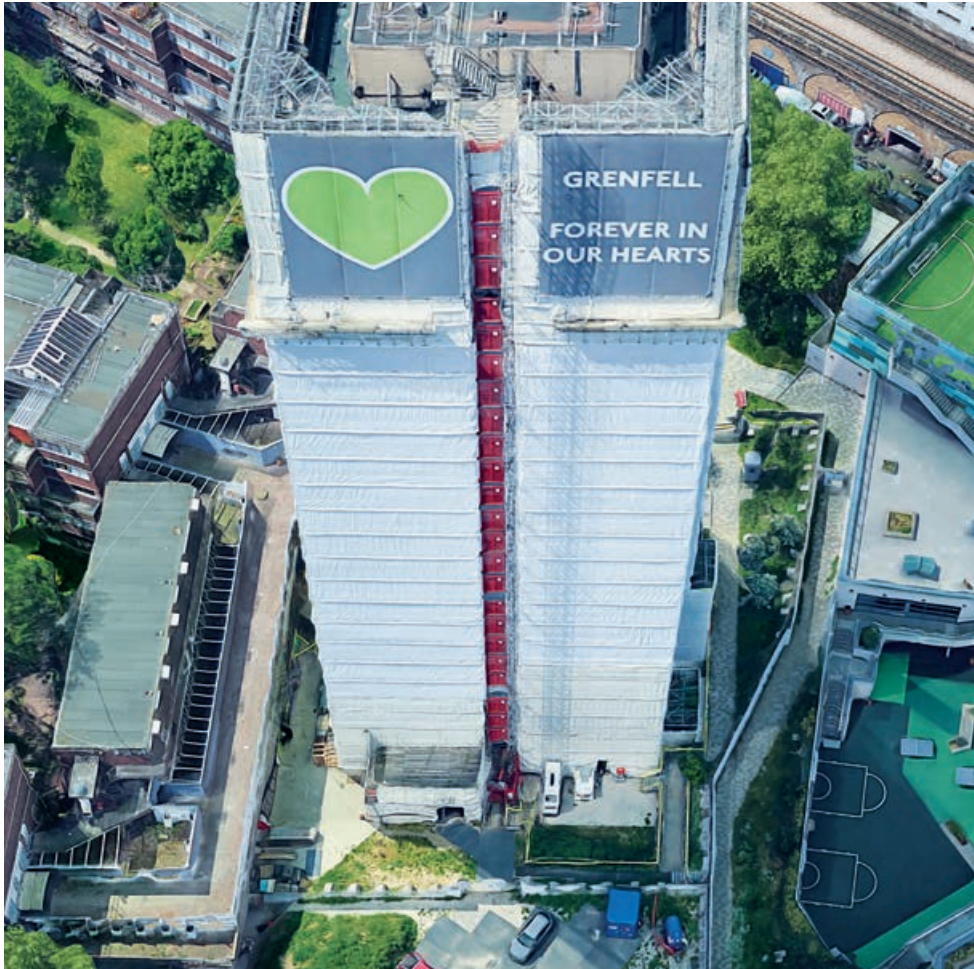
The work of Paul Nash, past president and co-chair of our quality implementation group, should also be commended. Paul serves on the industry safety steering group, led by Dame Judith Hackitt. His role, alongside CIOB’s senior vice president Paul Gandy, who will chair our policy and external affairs board over this next critical year, ensures that we are well positioned to lead and support collaboration across the industry in responding to these challenges.

In terms of collaboration and collectively tackling the changes that need to be made, we can also draw on Paul Gandy’s knowledge of the relationships with Build UK and the Construction Leadership Council.

In addition, we will also call on the experience of Ian Brant, former CIOB trustee, now driving several activities as deputy chair of the Construction Industry Council, a key interface for the professions as we ensure that the response to the report is both cohesive and helps make the changes that we all agree are necessary.

Our corporate plan, with its theme of modern professionalism, provides a solid foundation to address the inquiry’s recommendations. One

GOOGLE MAPS



Now it is our job – and that of the government – to ensure that the inquiry’s recommendations are both responded to and acted upon, as necessary



leadership on the post-Grenfell regulatory reforms has been both exemplary and vital and I expect her message will challenge the industry to keep pushing for higher safety and quality standards, even if not compelled to do so by legislation.

In addition to these initiatives, CIOB will soon be meeting with construction minister Sarah Jones MP to discuss CIOB’s pre-election manifesto, which aligns with many of the government’s priorities and covers areas such as safety, sustainability, professionalism and competence. I intend to play my part in ensuring that this important industry and the government work together towards a safer future.

The Grenfell Tower fire exposed the devastating consequences of negligence in our industry. We cannot undo the past but we can act now to prevent such a tragedy from ever happening again.

Our industry must rise to this challenge, with all of us placing safety, quality and professionalism at the forefront of everything we do – we have the serious and vital task of ensuring lives are safeguarded and that public trust is rebuilt through the work we deliver. ●

Caroline Gumble is CEO of CIOB.

of the three key areas of focus is quality and safety and, as we prepare for our next strategic planning cycle, we will prioritise engaging with members to understand the practicalities and potential opportunities that come from emerging challenges.

Next steps

In the short term, CIOB is taking several steps in response to the inquiry’s findings. We are reviewing our continuing professional development offer to ensure it

remains relevant and accessible. We are also using our many communication platforms, including *CM*, to promote the importance of competency and encourage more companies to join our company membership scheme, which demonstrates a firm commitment to quality, professionalism and the delivery of high standards.

We expect the industry to be energised and motivated by Dame Judith Hackitt’s address at the Sir James Wates Lecture taking place in London in November. Her

▲ The Grenfell Inquiry found that all 72 deaths had been avoidable



Claire Handby
FCIOB



Six ways good clients benefit the built environment

The best clients in the built environment do more than deliver on time and to budget; they also address economic, ethical and environmental challenges, writes **Claire Handby FCIOB**

1. Sustainability leadership

Construction is a major contributor to carbon emissions. Forward-thinking clients go green. They choose sustainable design and eco-friendly materials and reduce waste, aiming for green building certifications. This reduces environmental footprint and sets an example for resource preservation and climate change mitigation. The Leeds Teaching Hospitals NHS Trust is putting this thinking into practice with its new children's hospital.

2. Technology

Clients who innovate invest in research and development, setting project teams challenging KPIs (key performance indicators) that lead

to breakthroughs in materials and construction methods.

This focus on innovation delivers more resilient, adaptable and efficient buildings. The pursuit of smarter, user-centric infrastructure – which the Energy House Lab at the University of Salford is developing – is core to the future of the industry,

3. Procurement

Responsible procurement is the foundation of a successful project. The best clients lead by example and demand sustainable, ethical procurement that is collaborative, transparent and fair across the stakeholder map, including: sustainable sourcing; fair labour practices; and supplier diversity.

▲ The BBC at Salford Quays; the broadcaster is one of construction's progressive clients

4. Collaboration

Great clients engage with stakeholders early, so everyone is aligned with the project goals. This proactive approach builds trust, reduces surprises and improves problem resolution. By communicating clearly and setting shared expectations, they create cohesion, which leads to smoother projects and better long-term outcomes for all.

Transport for Greater Manchester has role-modelled transparent and collaborative working with its stakeholders, including the public, statutory authorities and government.

5. Social value

Top clients invest in the future by backing sustainable, innovative construction practices that benefit the economy. By investing in forward-thinking 'social value' initiatives they drive long-term economic growth and a more resilient economy.

6. Ethics

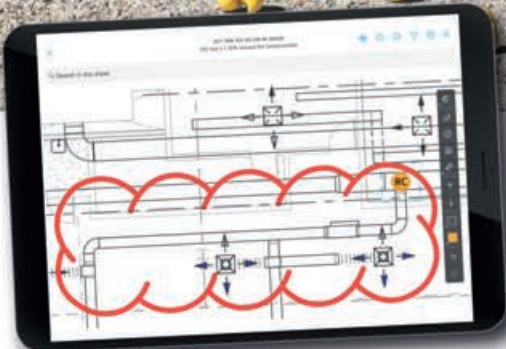
Transparent clients communicate their vision, address risks and resolve issues quickly. They balance cost, quality, safety and sustainability to meet current needs and benefit future generations. Additionally, they ensure construction benefits workers and communities, and provide social equity through better living conditions and wages.

Clients such as the BBC create lasting legacies, balancing economic, ethical and ecological goals so the project stands the test of time. ● **Dr Claire Handby FCIOB is a business consultant with 25 years of experience working with construction clients.**

CIOB's client guide, which will be updated in 2025, is available for download here: www.ciob.org/industry/support-for-clients.

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David Philp
CIOB



Charlene Burkmar
CIOB

How to make the business case for digital investment

It takes time to demonstrate the case for digital change, but will result in better adoption and positive value creation, say **David Philp** and **Charlene Burkmar** from CIOB's innovation advisory panel



The CIOB Construction Technology

and Data Conference, on 12 November, will offer a unique opportunity to explore the revolutionary impact of cutting-edge technologies and innovative use of data across our industry.

These advancements, from digital twinning to GenAI, are transforming established methods and helping elevate safety standards across the sector.

However, digital journeys necessitate that we consider how to achieve a business case for change that demonstrates the positive return, realising successful outcomes from an investment both for an organisation but also its customers and wider stakeholders.

Many organisations fail to achieve their goals in digital investment; Boston Consulting Group says that only 30% of digital transformations are classed as a success. This is partly due to the earliness of technology deployment and therefore limited understanding of the companywide and behavioural change required to achieve the outcomes.

Also perhaps, the term 'digital transformation' is itself an issue; instead, we advocate an agile and gradual, iterative approach to adoption where benefits and learnings are continuously realised along the way.

Getting started

First and foremost, it is important to be very specific on the purpose and benefit. This should be aligned with business needs and include a supporting impact pathway. Questions to ask include: why is this investment important to you, what are the outcomes required, and how does this support your wider business strategy or solve a problem? The digital enabler should be clearly articulated – and how it supports the intermediate and longer end benefit.

“ Every investment in digital should have tangible, value-led measures of success. It is critical to engage with stakeholders to be clear on the outcomes desired

Every investment in digital should have tangible, value-led measures of success. It is critical to engage with stakeholders across the organisation to be clear on the outcomes desired and challenges to be mitigated. This includes understanding the current level of digital maturity to define the appropriate and proportionate level of investment, change and schedule required. You will need to set clear milestones and key performance indicators.

Before you proceed to the investment case, it is important to test, test, test the actions that will lead to value creation. Create a 'sand box' to experiment in, potentially using historic data, to learn and improve with limited risk. This should be done on a specific use and benefit case.

Now, it is time to create a reliable business case – with a tested benefit calculation model – that is very clear on the organisational change, data and digital investment, return on investment and milestones to achieve the outcomes and support successful delivery. This all takes time – but it will result in better adoption and positive value creation. ●

David Philp FCIQB is chief value officer at Cohesive and chair of CIOB's innovation advisory panel, and Charlene Burkmar is CEO of Vision to Reality and a member of CIOB's innovation advisory panel. Register for the CIOB Construction Technology and Data Conference at www.ciob.org/events.

Feedback

A selection of readers' comments about news and issues in the industry from across the CIOB community and social media



● CIOB People

'We were left alone': how ISG's collapse is affecting pregnant staff

Two workers who were about to go on maternity leave when ISG filed for administration in September told CIOB People how the fallout has turned their lives and careers upside down.

Name and job title provided

The article really struck a chord. I was also made redundant following the collapse of ISG, a mere three weeks before going on maternity leave. Reading the ISG workers' stories is exactly what my partner and I are going through, placing us in immediate debt and uncertainty about our future. Unfortunately, as a senior employee, I too have been the breadwinner in our household which has now left a huge hole in our ability to live and survive following ISG's demise.

If you are a construction employer able to offer ISG employees who are pregnant or on maternity leave a part-time or full-time position, please email cristina.lago@atompublishing.co.uk

Ele George

Yet again, pregnant women and mothers are left alone. I was at risk of redundancy by Carillion while on maternity leave and felt abandoned by my managers. Worse, I was being pushed into a non-technical role simply because it 'suited' part-time working women. No effort was made to create a technical role aligned with my experience and skills. This was over 10 years ago, and it's disheartening to see we haven't moved on as much as we might think. I hope people read the article and reflect on how they can better support these women.

◀ It is estimated that over 50 employees were pregnant or on maternity leave when ISG collapsed

guarantee and others don't. The government could alter the latter straight away.

● CIOB People

Call for mental and physical health to be 'on par' in the workplace

A corporate psychologist and Institution of Civil Engineers fellow is urging employers to treat equally mental health injuries and physical injuries caused by work-related incidents.

Warren Davey

Excellent idea, it is time that employers treat mental health the same as physical, as it can be as debilitating, sometimes more so than physical health challenges. By making this reportable under RIDDOR, it may start to change the stigma and barriers people suffering from mental health challenges face.

We need policies that actually work, and not just something that looks good on a poster or a social media post once a year for Mental Health Day.



By making mental health injuries reportable under RIDDOR it may start to change the stigma people face

Warren Davey

● CM

Wates fires employee over 'unacceptable' Hillsborough comments

Wates Group fired a project manager after he was charged following 'malicious communications' shared on social media after a man died during a Sheffield Wednesday game.

Paul Corcoran

I have worked for Wates Construction many times as a freelance site manager and it's very sad to see Wates's name attached to this. The company has the highest standards I have come across in my 51 years of being in construction and long may they continue.

● CM

Grenfell Inquiry: what are the recommendations?

Prof John Edwards FCIQB via LinkedIn

Problems in the construction sector go well beyond the issues brought up [by the Grenfell Inquiry's final report]. For example, in the retrofit of

buildings there are certified systems that have an in-built risk of thermal bridging together with damp and mould – but they comply with building regulations! Aligned with that is the obsession with long-term guarantees for insulation materials which often results in the wrong type of materials being used because they have the

@ Share your views on the latest industry issues by posting comments online at www.constructionmanagement.co.uk or by emailing the editor at construction-management@atompublishing.co.uk

All change

CIOB convened a panel of construction clients, contractors and other influential figures to discuss the role of 'modern professionalism' in a changing industry. **Justin Stanton** chaired



PHOTOGRAPHS: DAN SCUDAMORE

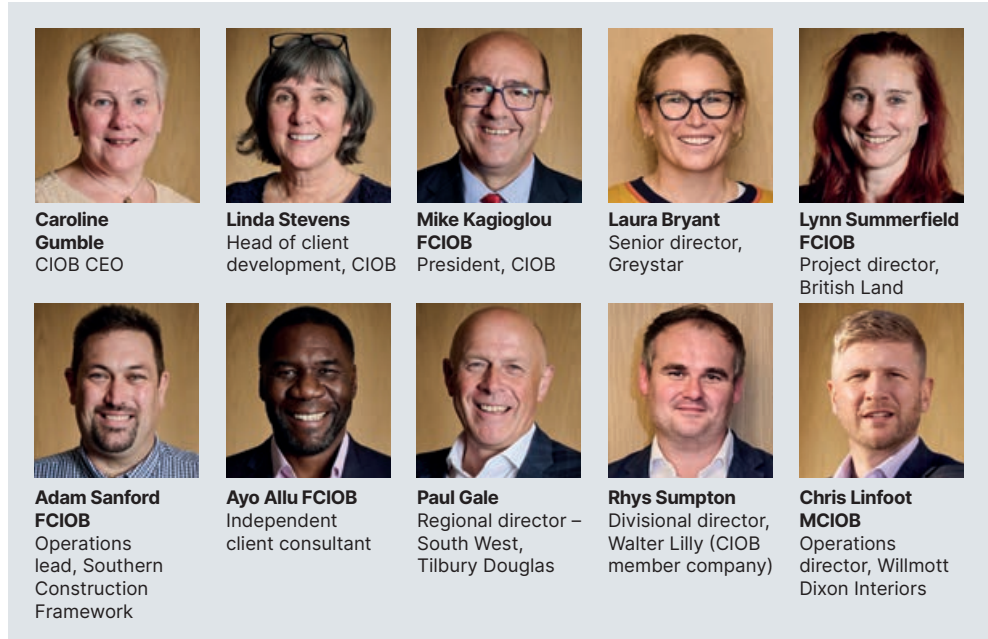
Caroline Gumble: The theme for our discussion today is modern professionalism, but I feel it's important to reflect on the recently published Grenfell Tower Inquiry report. Everyone in the construction sector should read the report, which can instigate real behavioural and cultural changes in the industry.

Modern professionalism is the overarching theme of CIOB's corporate plan leading up to 2028 and beyond. Professionalism needs to evolve to meet society's changing needs and respond to new challenges. The Grenfell report is a reminder that professionalism means not only accredited competence but also strong ethical conduct, driven by a clear moral compass.

At CIOB, we aim to ensure high standards of quality, safety and sustainability, while addressing the skills gap that continues to grow. The public's perception of construction can sometimes be negative, but there is a growing appetite within the sector to focus on quality, competence and safety. I encourage all of you here today you to share your knowledge and experiences.

Justin Stanton: Thank you, Caroline. We'll begin by asking the contractors how their organisations promote the core values of quality, competence, safety and strong ethics.

Paul Gale: Thank you, Justin. What we're trying to do is attract a broader range of talent. A personal example is



◀ Clockwise from left: Laura Bryant, Ayo Allu, Mike Kagioglou, Linda Stevens, Justin Stanton and Rhys Sumpton

my daughter, who studied history and international relations and now works for us as a social value manager. This role is increasingly important in today's industry, but I don't think students realise the breadth of roles available to them. We need to drive this message forward.

Chris Linfoot: For me, continuous improvement is at the heart of modern professionalism. At Willmott Dixon, we have an internal university system, and what stands out is the people who are passionate about learning. They're not just attending training sessions to tick boxes.

One major challenge we've identified is psychological safety. People need to feel comfortable admitting mistakes and sharing their lessons. Our best improvements often come from projects where people have felt safe enough to say: "I didn't do this right." This creates an environment for continuous improvement.

Rhys Sumpton: We've also focused on upskilling our current workforce, including those who have been in the industry for decades. Many experienced workers, whether managers, supervisors or tradespeople, entered the industry at a time when issues like sustainability weren't priorities. Change is difficult, so we've employed behavioural science to encourage this shift.

For example, our site managers often default to using the equipment they're familiar with, rather than exploring new, more efficient tools. An example is a vacuum excavator for working around utilities rather than a conventional excavator. We need to change that mentality by encouraging them to embrace innovation.

JS: Adam, at the Southern Construction Framework, you work with both contractors and clients. What's your view? ▶



◀ CIOB CEO
Caroline Gumble
and Tilbury
Douglas's Paul Gale
▼ British Land's
Lynn Summerfield
and Laura Bryant
of Greystar

I led a complex project where we prioritised team behaviour over technical challenges. The right behaviours not only create value but also lead to a better project experience

Lynn Summerfield,
British Land



Adam Sanford: We focus on public sector projects, which face significant resourcing challenges. We are exclusively two-stage, open book, as we believe it ensures the best delivery for the public sector. A good framework provider connects expertise across the supply chain and ensures consistency for clients, particularly regarding social value, biodiversity, and compliance with evolving regulatory requirements.

We've focused on recruiting based on ethics and culture rather than specific technical backgrounds. This has increased diversity in our team, allowing us to blend traditional and disruptive approaches, and bring in fresh perspectives.

Lynn Summerfield: Professionalism is about culture and behaviour. Having worked both as a main contractor and now as a client, I see challenges from both sides.

British Land is leading the private sector construction playbook, which focuses on changing behaviours and culture. I led a complex project at Norton Folgate in London where we prioritised team behaviour over technical challenges. The result was an amazing end product, completed safely, with everyone committed to the project. The right behaviours not only create value but also lead to a better project experience.

Laura Bryant: I'd add accountability to the focus on integrity and ethics. In the past, we've worked in silos, focusing on our individual roles, but now it's important to understand the bigger picture.

At Greystar, we try to break down silos through our graduate programme by giving new recruits a range of experiences across development and operations. We encourage them to speak to

residents and understand their needs, which leads to better buildings.

Post-Grenfell, we've also emphasised open dialogue in the industry to share best practices and discuss failings honestly. It's vital that younger generations are involved in these conversations. They bring fresh ideas and are not afraid to challenge the status quo, which can lead to innovation and improvement.

Linda Stevens: Clients have the power to influence every aspect of a project, including a collaborative culture, from the outset – which is the essence of the CIOB Client Strategy. Our aim is to help clients set up their projects for success.

Mike Kagioglou: The focus of my presidential year is the United Nations Sustainable Development Goals, and they encompass all the behaviours and outcomes we strive for, such as ethical practices.

Ayo Allu: Great points so far. I want to highlight three things about modern professionalism. First, it needs to be set at the project's inception. Second, many professionals need to grasp the wider economic and social challenges of the industry, which can help them make better decisions. Third, behaviours are shaped by structures, such as procurement processes. We need to design these structures to encourage collaboration.

Lynn S: I agree, Ayo, structures are crucial. But if the people putting them in place don't believe in them, they won't work. I've seen clients choose collaborative contracts, but if they don't commit to the collaboration, it fails. As clients, we have a responsibility to lead by example, creating trust within the team.

AA: Absolutely. Framework leaders and good clients understand the



We've seen that projects with difficult pre-contract periods often have better long-term outcomes. By having those tough conversations early, we avoid problems later and build stronger relationships

Chris Linfoot,
Willmott Dixon Interiors



need for collaboration. Within reason, clients need to foster an environment where, if a contractor realises they've made a pricing mistake, they can come forward without fear. The client should be willing to find a solution that doesn't leave the contractor out of pocket.

Lynn S: Yes, if the procurement process goes wrong, it's hard to recover during delivery. A difficult procurement leads to increased pressure on the delivery team, and that can compromise safety and quality.

PG: We often review projects that go wrong, but we don't do the same for projects that go well, as much as we should do. We should always capture lessons from successful projects so we can replicate that success in the future.

Lynn S: We did a lessons-learned exercise on Norton Folgate, which we thought went well. The feedback was positive, with a bias towards the benefits of the co-working space on site and leaders being accessible.

RS: Many contracts only measure success based on time and money. But we worked on a project where the client introduced a broader set of KPIs, including environmental impact and apprenticeships. This allowed us to celebrate small successes along the way.

AA: Clients have the advantage of seeing the full life cycle of a



▲ From left: Ayo Allu, Mike Kagioglou and Linda Stevens

project, from design to operation. Sharing this long-term vision with the construction team can help them understand the impact of their actions. If contractors know their work contributes to a project's success 60 years from now, it adds value beyond just meeting short-term financial goals.

CL: We've seen that projects with difficult pre-contract periods often have better long-term outcomes. By having those tough conversations early, we avoid problems later and build stronger relationships.

Lynn S: It's also vital to have open discussions with trade contractors early on. While clients often share negative experiences during the

preconstruction phase, I believe these difficult conversations are essential. If these issues aren't addressed initially, they'll resurface later, making it harder to manage relationships.

CL: I agree; if we delay these discussions, it can lead to deeper trust issues later.

PG: Trust is foundational for effective collaboration. Without it, evaluating the project team's performance becomes difficult, especially for less experienced clients who may not recognise what constitutes good practice.

AS: Trust and collaboration are indeed vital but must be backed by robust contractual frameworks. ►



Creating an appealing working environment is crucial for younger generations. Recent graduates need that in-person interaction to thrive in a physical industry like construction

Laura Bryant, Greystar



Lynn S: I agree that contracts set the rules, but over-reliance on them can create a negative atmosphere. A balance is needed between contractual obligations and fostering trust within the team.

AA: Contracts can be designed to encourage positive behaviours. For instance, a recent project adopted a model where all parties agreed on fixed profit margins from the start, promoting collaboration.

Lynn S: That approach hinges on accurate profit declarations. If contractors understate their needs, it complicates trust.

AA: In our procurement, we ensured all contractors submitted realistic bids based on market standards, fostering a transparent environment.

PG: This highlights the importance of aligning contractual obligations with the spirit of collaboration. If leaders don't reinforce these values, they risk creating a disconnect.

Lynn S: So, even if there's consensus among leaders, the real challenge is ensuring that those values permeate

through to project execution. We need to emphasise a culture that values these principles.

JS: So how do we build a strong culture in project teams?

AA: In many organisations, the culture is heavily influenced by a single figurehead. It's crucial to examine what kind of behaviours and values these leaders should exhibit to foster a positive culture.

CL: Post-pandemic, the way we work has shifted significantly. Historically, long hours were the norm in our industry, but we are striving to adapt. Flexibility is now a significant focus, allowing jobs to accommodate employees' daily lives.

However, achieving this balance remains challenging. Face-to-face time is essential, especially in construction, where site presence is mandatory. We need to navigate different work patterns while considering childcare needs and various personal situations, but there isn't a one-size-fits-all solution.

▲ From left: Caroline Gumble, Paul Gale, Chris Linfoot, Rhys Sumpton and Adam Sanford

Lynn S: Is this flexibility linked to staff retention and recruitment? How can we balance flexibility with collaboration and the professional development of younger employees?

LB: Creating an appealing working environment is crucial for younger generations. While experienced professionals may manage their own schedules, recent graduates need that in-person interaction to thrive in a physical industry like construction.

AS: We must also acknowledge the professionalism of trades. Whether carpenters or electricians, they deserve recognition and the same flexibility as other professionals. This respect is crucial for fostering a trusting work environment.

RS: We've incorporated flexibility into employment contracts, but many employees prefer a structured work environment. Despite the right to remote working, there's a strong desire for in-person collaboration, particularly among younger employees.

Lynn S: Construction projects are inherently temporary, so creating a sense of belonging is crucial. We need to help team members feel connected to both the project and the broader company objectives.

JS: What are the typical processes for new starters to voice their opinions and concerns? Is there a genuine openness to listen to these insights from senior management?

PG: We facilitate feedback through anonymous channels, allowing new

colleagues to express their views on the organisation's strengths and weaknesses without fear of repercussion.

RS: We have anonymous channels, but we also use a platform for live communication, where employees can share ideas and social opportunities. This encourages interaction and fosters a sense of community within the organisation.

Lynn S: In British Land, we have an internal mentoring programme, which I've participated in as both a mentor and a mentee. This dual role provides valuable insights and learning opportunities. Participants can gain exposure across various departments, enriching their experience.

AA: I'm involved with a reverse mentoring scheme which allows junior members of the industry to mentor more senior professionals. The shift allows younger professionals to influence the mindset of senior management, addressing the traditional hierarchical structure.

AS: It's crucial to distinguish mentoring from day-to-day line management. The best mentoring relationships often occur between individuals who do not interact regularly in their professional roles. This arrangement fosters a candid dialogue, free from the constraints of everyday managerial relationships.

“ **I'm involved with a reverse mentoring scheme which allows junior members of the industry to mentor more senior professionals, addressing the traditional structure**
Ayo Allu, independent client consultant

JS: Returning to where Caroline began, the Grenfell Inquiry report and building safety, how do you all expect this to have an impact in your organisations?

AA: The spectre of personal accountability, including potential legal repercussions, has altered the conversation. Everyone involved must acknowledge their responsibilities.

AS: Fostering a culture where whistleblowing is safe is crucial. Organisations like CIOB play a significant role in maintaining professional standards and supporting individuals who raise concerns about unsafe practices.

PG: One key takeaway from recent events is the need to work cohesively rather than in silos. Fragmentation will hamper progress, collaboration is essential.

AA: Legislation can certainly help, but merely adhering to minimum standards has often been an excuse for subpar practices. We should aspire to exceed these standards to ensure a culture of safety and quality.

▼ CIOB president Mike Kagioglou and head of client development Linda Stevens



Fostering a culture where whistleblowing is safe is crucial. Organisations like CIOB play a significant role supporting individuals who raise concerns

Adam Sanford, Southern Construction Framework ”

LB: The focus must shift to prioritising residents' needs rather than simply meeting existing regulations. Often, regulations serve as the bare minimum, not the gold standard for construction quality and safety.

JS: Finally, I'll hand back to Mike, Linda and Caroline for their concluding comments.

MK: I've been energised by this discussion; it highlighted the significant cultural change required in the sector. It was interesting to discuss the agents of change, including the role of contracts, the impact of young people coming into the sector and the idea of recruiting based on ethics and values.

Linda S: Today's discussion has been timely, as we're working on the second edition of CIOB's client guide, central to our resources for clients. I'm pleased to say that much of what has been discussed today aligns with the client guide. The strategy also encourages opportunities for knowledge sharing and celebrating success that we will follow up on after today.

CG: CIOB is here for society's benefit and our client strategy is key to that. We want to influence clients to make the right decisions; if they create the culture, if they get things right at the beginning of projects, then we will all see long term benefits. This is a journey of nine to 10 years – but it is crucial to the objectives we have at CIOB. ●

Wentworth's restoration

Stately home Wentworth Woodhouse is undergoing a £200m restoration and CIOB member company William Birch & Sons is one of the companies involved. **Kristina Smith** reports

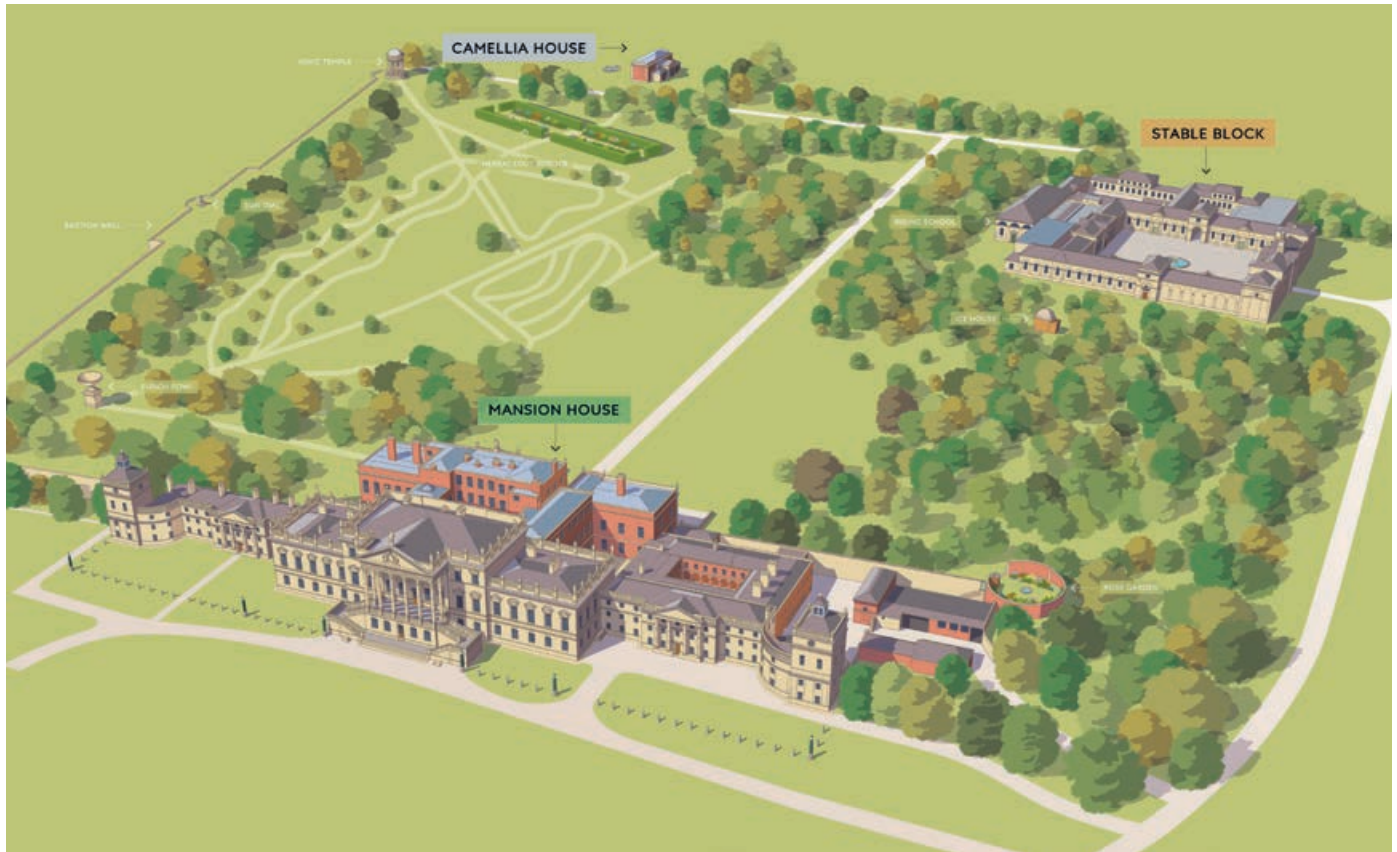




▼ The main house has more than 300 rooms and is set in an estate of over 6,000ha

28

A £28m contract will be let to complete around half the Grade I listed stables



Wentworth Woodhouse is one of the UK's grandest stately homes. Built with the Rockingham family's wealth from South Yorkshire coal mining, the country estate near Rotherham consists of the main mansion house, with its 17th century core, stables, a riding school, workers' cottages and a garden tearoom.

But when the coal industry's fortunes declined last century, so too did those of the Rockingham family and Wentworth Woodhouse fell into disrepair. Now under the control of the Wentworth Woodhouse Preservation Trust, set up in 2014, the estate is undergoing a £200m restoration programme.

▲ Plan of Wentworth Woodhouse, showing the stable block and Camellia House to the rear of the main house

"You only have to look at Blenheim or Chatsworth to understand that heritage buildings like these are huge economic generators for their regions," says trust CEO Sarah McLeod. "Wentworth Woodhouse will have the same sort of impact, and more than pay back what we are investing in it."

This is a massive project. The mansion house has more than 300 rooms, with 23,225 sq m (250,000 sq ft) of floorspace, and covers an area of more than 1ha (2.5 acres). It is surrounded by a 73ha (180-acre) park, and an estate of over 6,000ha (15,000 acres).

Every Friday morning, McLeod reviews a 50-strong project list.

Currently her team is working on a bid that will see a £28m contract let to complete around half the Grade I-listed stables, another for the installation of a lift in the mansion house and some restoration works on the chapel.

Perhaps her biggest challenge is raising funds for the transformation, which has come from Historic England, the National Lottery Heritage Fund and the Levelling Up Fund, plus private donors and trusts.

Scheduling the projects, while carrying out any maintenance and urgent repairs, is a juggling act. "The priorities of the projects change because sometimes funding becomes available that would

▶ New glass roofing has been installed in the Camellia House

suit a certain project,” McLeod explains. “Also, the conditions of the buildings change. If we discover a real problem, something else moves higher up the list.”

Delivering the project

CIOB member company William Birch & Sons is one of the companies involved in the restoration works. When *CM* visits in July, the contractor is working on a £5.1m project to create commercial kitchens in one corner of the stable block.

This is the second capital project from the trust’s ambitious masterplan. The first one, also delivered by William Birch, was the £5m restoration of the Camellia House which is now a tearoom and event space (see box, this page). Prior to that, the trust had spent around £7m on repairs to the mansion house’s roof, to make it watertight.

William Birch began work on the current stables project in April 2023, starting with demolition and strip out. The buildings had been altered to accommodate a PE college between 1950 and 1977.

“They were not very sympathetic. There was no professional industry guidance in those days to provide direction,” says William Birch’s project manager John Hutton. “We demolished a big part of the work from that time and are making good some of the other previous work.”

William Birch is delivering the project under a framework agreement for the stables and worked with the trust to value engineer the project and meet its initial budget. The project grew when funding from Historic England came through to repair the roof and masonry on the Mews Court cottages, right by the stable block, which was added to the contract through a variation.

Neglected for decades, the stable building’s roof needed extensive repair work. When the scaffolding went up externally in July 2023, with an internal crash deck, Hutton found rotten timbers and structural problems. “You could stick your finger through the timber like a hot knife through butter,” he says.

Repairs require high levels of skill, with timber salvaged from beams and trusses that have to be removed saved to patch up other elements. Hutton pays tribute to heritage joiner Joe Woodmass Joinery, whose work on the project includes the creation of new king trusses, built exactly like the existing ones were over 200 years ago.

The sash windows are also being repaired and reglazed on site, where they can be. New sash windows are coming from Germany, with a 16-week lead time. Glass for the windows will be Histoglass, which gives higher U-values ▶



ADRIAN LAMBERT

Camellia House restoration

Rare plants complicate project

When the renovation of the Grade II* Camellia House began, which had been a tearoom for Lady Rockingham, the plan was to remove the 20 camellia plants that were growing there. The camellias, imported around 1800, had long ago burst through the glass roof built to protect them but were still surviving.

Then horticultural experts, brought in by the trust, advised that these were some of the rarest and oldest camellias in the western world. Rather than removing the plants to create more room for the new tearooms and events space, they became the star attraction – and protecting them became a priority for contractor William Birch.

To do that, the contractor built a crash deck above them with light tunnels running down through it and a scaffold falsework with a fine

netting over it. They were protected with plastic sheeting during works to remove the lime plaster.

“The camellias are particularly averse to lime, so we had to ensure their complete protection,” says Hutton.

The building was derelict, and slopes significantly – evidence of the open-cast coal mining which had come right up to the house. The roofline retains its slope, telling its history. The extensive rebuilding works also included the installation of a ground source heat pump and rainwater harvesting.

The good news is that the camellias survived their year amid a construction site and are now thriving, protected by a new glass roof. Meanwhile the building, which won a Green Apple Award for Environmental Best Practice in 2023, is also thriving, bringing in money for the trust.

▼ New king trusses in the stable block were built in the same way as the originals were 200 years ago



The architects chose wood fibreboard because it is a replica of heritage materials and gives breathability and thermal capability

John Hutton,
William Birch & Sons



than traditional single-pane glass to reduce heat loss.

Westmorland slate for the roof repairs was salvaged from the reroofing of the main house.

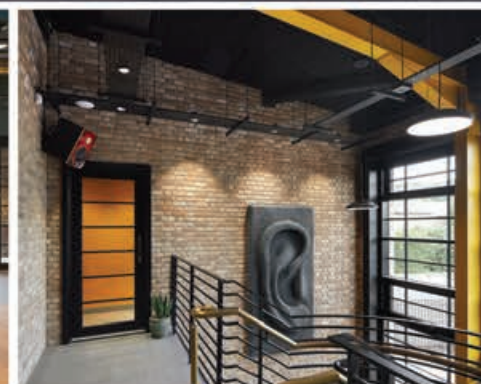
“It’s an expensive product and it’s difficult to get in large sizes,” says Hutton, going on to explain that the practice in the 1700s was to start with large slates, 600mm or 700mm long, at the bottom of a roof, with sizes diminishing as the roofers worked upwards.

The project also sees the construction of an extension for the kitchens, designed by architect Donald Insall Associates, to replicate as closely as possible a building that was demolished in the 1950s or 1960s. The upstairs level of the extension will eventually connect to the riding school, which will have a mezzanine floor added. William Birch built sample panels with sandstone from four different quarries so that the architect could select the one that matched best, settling on stone from Morley near Leeds.

Internally, timber partitions have been installed to protect the walls of the building, with insulation inserted behind them. “The trust has invested heavily in insulation to improve the U-value of the building,” explains Hutton. “The architects chose wood fibreboard because it is a replica of heritage materials and gives breathability and thermal capability.” ▶



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We had to support the building on temporary works with needles and props to retain the wall above while repairing what was below

John Hutton,
William Birch & Sons



Heat for the building will come from ground source heat pumps, with the plant room located in a cottage nearby. Eventually there will be rainwater harvesting too, although that is not part of William Birch's scope. Below-ground attenuation tanks will slow the flow of rainwater into the sewer system.

The biggest technical issue for Hutton came when the team uncovered a huge crack running up one of the walls of the building. A fault line runs beneath the estate and all the way under the neighbouring village of Wentworth.

"We had to support the building on temporary works with needles and props to retain the wall above

while repairing what was below," explains Hutton.

Other unexpected discoveries included brick culverts under the courtyard. "These discoveries are not uncommon when we start working on these buildings," says McLeod.

Finding heritage suppliers

One of the biggest headaches on any heritage job is finding supply chain members who are experienced in heritage, says Hutton. "Heritage masons, joiners and plasterers can be hard to source due to the skills shortage in the industry. And with heritage work there can be a lot of challenges that need bespoke solutions. You must have a passion for it."

Many of the tradespeople working on the stables contract came with William Birch from the Camellia House project. "The people who are working here all enjoy it," says Hutton. "It's a great privilege to work on the next stage of Wentworth's journey. That's why we do it." ●

Wentworth Woodhouse, stable block renovation

- Client: Wentworth Woodhouse Preservation Trust
- Contractor: William Birch & Sons
- Architect: Donald Insall Associates
- Cost: £5.1m
- Programme: April 2023 to November 2024
- Form of contract: JCT with contractor's design portions

▼ The stable block facade: work began on restoration in April 2023



MATT ROBERTS

CV: John Hutton, project manager, William Birch & Sons

After studying on the Construction Industry Training Board's (CITB's) Youth Training Scheme, John Hutton was taken on by Sabre Kean to do an apprenticeship.

After a few years' bricklaying, his dad, an electrician, persuaded him to study for an HNC in Building Studies at night school and by 24 he was running a small housing refurbishment job. "I didn't sleep for a month," he says.

The first part of Hutton's career was spent on a variety of new-build projects for regional contractors. Then, in 2013, a former colleague enticed him to work for William Anelay on a project to restore Sheffield Cathedral. When William Anelay went out of business in 2016, he joined William Birch.

"I enjoy building but moving into restoration was a breath of fresh air," says Hutton. "I had done lots of new-build school extensions and industrial buildings which are all quite straightforward. This was more challenging. I've loved every second of it."

Since moving to William Birch, Hutton has worked on significant heritage projects including the Mansion House for the City of York, Hylton Castle in Sunderland, Whitby Abbey Visitor Centre and Cowick Hall in Snaith.

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Building in the Himalayas

Tobias Vokuhl MCIQB is preparing to manage the construction of schools and safe houses for young survivors of human trafficking in Kathmandu, Nepal. **Rod Sweet** reports



Last year saw the opening of a 30-bed leprosy treatment centre in Nepal's second city, Pokhara, designed and project managed by Tobias Vokuhl MCIQB.

The non-governmental organisations (NGOs) he's worked for jumped at the chance to deploy his construction management expertise. He in turn is keen to introduce international best practice to Nepal's construction industry. It's one of Asia's poorest and most rural countries, but it's urbanising rapidly, especially in the Kathmandu Valley where the capital sits.

Health and safety, adequate design and effective project management are sorely needed. But he's learned that you can't impose external standards on a culture that is unprepared for them. He's not giving up, though, and thinks CIOB could help.

How he got there

Vokuhl completed a carpentry apprenticeship in his native Germany at 18, and later gained a master's in construction project management from Oxford Brookes University. He worked for several years as contracts manager with

▲ Himalayan mountains viewed from Sarangkot Hill, Pokhara, Nepal

Beard Construction, managing projects in the £5m range.

He and his wife became increasingly aware of global needs and, in 2017, when their three children had reached primary-school age, the family moved to Nepal, which had invited international help in rebuilding after a devastating 2015 earthquake that destroyed or damaged 800,000 homes.

He was seconded to a Nepalese NGO, the International Nepal Fellowship (INF), which works in public health and community development, and runs three hospitals. Vokuhl helped with project

30

Vokuhl worked on the construction of a new leprosy ward with 30 beds

management training, project delivery and, more recently, masterplanning and helping the leadership to strategically develop INF sites.

“I think they were quite keen to have me,” he chuckles. “There were plenty of opportunities to throw certain tools and methods at the local context, and also to realise what works and doesn’t work there.”

The initial secondment was for 18 months, but the Vokuhl family are still there, spending 10 months a year in Nepal and two in the UK.

He’s been put to good use. March last year saw the opening of the Eileen and Betty Centre, the 30-bed leprosy ward at INF’s Green Pastures Hospital in Pokhara.

“It certainly was something I never thought as a contracts manager I’d be doing: given a clean sheet of paper and told, please go away and use your knowledge and understanding and draw on locally available models and come up with the best solution for us. It was amazing.

“It’s wonderful to think there’s a building in Pokhara now that for years will hopefully render a good service.”

He’s currently working for a Nepalese NGO that helps survivors of human trafficking. With funds from Canadian charity Ally Global Foundation, the NGO is building seven safe houses in Kathmandu, a school, a vocational training centre and other buildings. The NGO has 150 minors in safe houses, but wants to own the new houses because renting puts the survivors at risk. When he spoke, the project was in the detailed design phase.

Safety challenges

In this project as others, he’s feeling his way with introducing best practice. “It’s been a long learning experience – nearly seven years.”

The Nepalese building code stipulates that contractors and clients must ensure an element of worker wellbeing, but it lacks specifics.

“It’s there in principle and I’ve had to test the waters as to what can I actually push the contractor to do,” says Vokuhl. “Initially, I’d started with hard hats, high-visibility vests, safety boots, risk assessments and method statements.



▲ Tobias Vokuhl surveying road damage after torrential rains in the Kathmandu Valley in late September

TOBIAS VOKUHL



I had to accept I can’t force labourers to wear safety boots. They’ve been working in flip-flops all their lives

Tobias Vokuhl, Ally Global Foundation

“But after a while you realise the industry just doesn’t do risk assessments and method statements. And I had to accept I can’t force labourers to wear safety boots. They’ve been working in flip-flops all their lives. So in that instance I said look, we’re going to protect heads. If you have a foot injury, it is what it is, but we’re going to stick with the hard hats.”

Now he’s thinking laterally about how to encourage change. He’s tried giving contractors some training and encouraging them to pass the learning down. He’s thinking about what incentives might work.

Vokuhl also thinks CIOB could have a role; its Professional Development Programme (PDP) could be relevant for Nepalese graduates, he believes.

“My hope really is with young Nepalis who’ve just come out of university,” he says. “Their openness to the world and willingness to learn, and also often the need to work in other countries such as in the Middle East – I think that’s the point at which you can engage with people and say, look, I’m not just making up this stuff, it’s actually internationally accepted good practice, so if you engage with this you may have career benefits.

“I’m talking to the funders on my current project to see if we could put a few people through the CIOB PDP, because then we’ve got common reference points in terms of what we’re trying to push.” ●



◀ Vokuhl helped deliver a 30-bed leprosy treatment centre in Pokhara, Nepal

TOBIAS VOKUHL



Yolanda Walker
DWF Law



Kate Jordan
DWF Law

‘What happens if we fail to meet our project’s ESG targets?’

This month’s contract clinic question comes from a contractor worried that it may be in breach by not achieving climate-related goals on a commercial project. **Yolanda Walker** and **Kate Jordan** respond

THE QUESTION:

We’re building a modest set of commercial units in Birmingham. The contract requires us to report on our carbon output, diversity, environmental impact and other related key performance indicators (KPIs), but I am worried we might not be able to achieve the goals that were set out at the start of the project. Am I opening myself up to a dispute?

THE ANSWER

In recent years, the construction industry has seen an increase in climate change drafting into construction contracts. This has included bespoke drafting as well as updates to standard form contracts, such as NEC4 and JCT 2024, to cater for the growing importance of environmental, social and governance (ESG) principles and climate change to a construction company’s green credentials.

ESG and climate change related clauses can include an obligation on a party to report on the progress of project-specific ESG and climate-related goals. But how might an

obligation to report on a party’s progress towards such goals impact that party if the progress reported is not in accordance with the ESG and climate goals set out at the start?

NEC4

NEC’S suite of secondary option clauses includes clause X20, Key Performance Indicators. KPIs are used to incentivise contractors based on performance, measured by reference to an incentive schedule. The items in the incentive schedule could relate to ESG or climate issues. However, typically there is no penalty for failing to meet a KPI.

In 2022, NEC published clause X29, Climate Change. This secondary option clause leaves the parties to decide between themselves what climate actions they require and the impact of those actions on their risk profile. For example, parties can agree to include a set of climate change requirements into the contract scope. These can include, for example, levels of recycling, use of renewable power on site or designs that reduce carbon emissions.



The consequence of failing to meet a climate change requirement depends on the nature of the failure


The consequence of failing to meet a climate change requirement depends on the nature of the failure. If a failure constitutes a defect (usually a failure relating to the works), this can result in termination under clauses 11.2(6), 20.1 and 91.2 of NEC4 ECC. However, a failure that relates to working practices would not constitute a defect.

Clause X29 also provides for a non-mandatory performance table. This allows the employer or head contractor to benchmark performance against targets and parties can agree positive or negative financial incentives.


JCT 2024

The updated JCT 2024 suite of contracts moves some of the obligations that previously appeared in the supplemental provisions of the 2016 version into the contracts’ terms and conditions. Compared to the NEC4 suite, it is relatively soft touch when it comes to sanctions for failure to comply with ESG and climate goals.

Clause 2.2.2 JCT Design & Build 2024 (and clause 2.1.3 JCT Minor

 Question for contract clinic? Email construction-management@atompublishing.co.uk



If the obligation to report on such goals is a contractual one, failing to do so is likely to put the relevant party in breach 

Works) requires: “The contractor shall provide to the employer all information that the employer reasonably requests regarding the environmental impact of the supply and use of materials and goods which the contractor selects.”

The clause is a tool to assist an employer or main contractor in understanding and monitoring the environmental impact of a project. It does not impose any environmental or sustainability requirements on the contractor.

A supplemental provision called ‘Performance Indicators and Monitoring’ requires a contractor to supply an employer with information

that allows the employer to monitor performance by reference to the performance indicators. However, this clause lacks clarity around the consequences of failing to meet the performance indicators. It also only requires the contractor to submit proposals to improve its performance if a performance indicator is unlikely to be met.

Conclusions

If the obligation to report on such goals is a contractual one, failing to do so is likely to put the relevant party in breach. The risk of reporting failed ESG or climate goals should therefore be properly considered by

▲ Recent years have seen an increase in climate change clauses in construction contracts

the parties when negotiating the contract. Parties should give due consideration to the following:

- Are the ESG and climate goals tied to financial incentives only?
- Alternatively, is the failure to achieve ESG and climate goals intended to be breach of contract?
- Can loss be attributed (and quantified) to the failure to achieve ESG or climate-related goals?
- Does the relevant party have an opportunity to rectify any failure to meet ESG and climate goals?

Whether or not a dispute will arise following a party’s failure to achieve the ESG or climate-related goals depends on the type of contract and the distinct provisions agreed. Regardless of the type of contract entered into, if a contracting party is concerned about the possible implications of failing to meet its ESG or climate-related obligations, it is always preferable that they obtain legal advice. ●

Yolanda Walker is a partner and Kate Jordan is an associate in the infrastructure, construction & energy team at DWF Law.



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What you will learn in this CPD

- ▶ How the law defines disability
- ▶ The state of disability in the built environment
- ▶ How construction employers can support disabled workers



CPD: Disability and inclusion in construction

This CPD presents practical initiatives that construction employers can adopt to make their companies more inclusive to disabled workers.

By **Mark Harrison**, **Eoin Burns MCIQB** and **Cristina Lago**

In the UK, the Equality Act 2010 defines being disabled as having a physical or mental impairment that has a “substantial” and “long-term” negative effect on a person’s ability to carry out normal day-to-day activities.

Under this Act, employers must make “reasonable adjustments”

to make sure disabled workers, or those with physical or mental health conditions, are not substantially disadvantaged when doing their jobs.

This statutory definition of disability has attracted criticism for excluding large numbers of people with impairments or ill health who are unlikely to meet the criteria because of the unpredictable characteristics

of their condition – we will explore more about the different approaches to disability further down.

However, as it covers a varied range of conditions such as depression, multiple sclerosis, HIV, visual impairment and cancer, around 18% of the working-age population falls within it. Yet, there is a significant under-representation

3

Disabled people make up only around 3% of the sector's workforce

of disabled people in the built environment. In the UK, for example, disabled people make up only around 3% of the sector's workforce.

Disability in construction

What is perhaps more surprising is that the built environment currently has a significant skills shortage which poses an important challenge to the industry's economic sustainability. According to the Construction Industry Training Board (CITB), this situation will likely worsen since an estimated 251,500 additional workers will be needed by 2028 if the sector wants to meet its forecasted growth.

It is worth emphasising that construction is a key employer, responsible for 6.5% of jobs in the UK. It not only provides a stable, skilled and fulfilling career for those in the industry, but it also offers relatively better salaries, with average annual earnings £3,000 higher than across all other sectors.

Although the industry has the potential to offer this underrepresented group opportunities to thrive and enjoy a varied career, construction must first make meaningful improvements to recruitment, workplace practices and site accessibility.

If employers want to go beyond the basic provision of 'reasonable adjustments' required by the Equality Act, a profound culture

◀ There is a significant under-representation of disabled people in the built environment



Research has demonstrated that employing a diverse and representative workforce means companies are more efficient, effective and ultimately more profitable

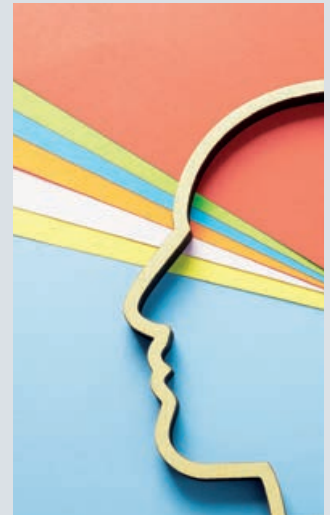
change will be needed. This may sound daunting until we consider the radical change the industry has embraced with the adoption of rigorous health and safety measures over recent years.

Research has demonstrated that employing a diverse and representative workforce means companies are more efficient, effective and ultimately more profitable. This is partly because staff who feel valued for their contributions rather than judged on personal characteristics give more discretionary effort – a significant benefit to any company and likely to lead to higher customer satisfaction.

The social model of disability

There are different ways to think about disability which affect how people feel about it. These views are categorised into models that address the causes and responses to disability. Two of the main models of disability are the social model and the medical model.

The social model of disability is an approach which says that people are disabled by barriers in society rather than by a person's impairment or difference. This model was developed by disabled people as a direct challenge to prevailing models that perceive disability as a medical problem that needs to be 'cured'. This is the case of the medical model of disability, which considers people ▶



What is neurodiversity?

Neurodiversity is an umbrella term that describes how people experience and interact with the world differently, and that there is no 'correct' way of thinking or behaving. It includes, among others, conditions like autism, ADHD, dyslexia, dyspraxia and Tourette's syndrome.

While some neurodiverse conditions may be considered disabilities, not all neurodivergent people identify as disabled. However, under the Equality Act 2010, an employee's neurodiversity could qualify as a disability.

According to the National Federation of Builders, neurodiversity is common in the construction industry, with one in four UK construction workers identifying as neurodivergent.

A survey by the Association for Project Management found that 46% of construction project managers consider themselves neurodivergent, which is higher than the 31% of project managers across all sectors who reported the same.

are disabled by their impairments or differences. Under the medical model, these impairments or differences should be 'fixed' through medical intervention, even when the impairment or difference does not cause pain or illness.

Conversely, the social model helps identify obstacles that make life harder for disabled people, including physical, structural and cultural barriers. For example, if a disabled person can't use stairs but there's a building with a step at the entrance, the social model recognises that this is a problem with the design of the building, not the person, and may suggest adding a ramp.

The barriers identified by the social model can be changed

and eliminated, creating equality and giving disabled people more independence, choice and control.

Although most organisations that work with disabled people use the social model of disability, not every disabled person relates to it – how anyone chooses to talk about their impairment is up to them.

Practical steps for employers to support disabled workers

There are many initiatives that construction employers can implement to make their companies more welcoming and inclusive to disabled workers which go beyond the basic provision of 'reasonable adjustments' required by the Equality Act. Here are a few examples:

Access to Work can support employers to hire disabled people with the skills they need and retain employees who become disabled or develop a health condition

Obtain funding

Access to Work is a government grant scheme that provides personalised support to disabled people to take up or remain in work.

The funding is available to people who are in paid employment, self-employed, apprentices, trainees, supported interns, doing self-directed work experience, on Jobcentre Plus promoted work trials or going to a job interview. The employer pays for the support and is in turn reimbursed by the Access to Work funding.

Access to Work support is agreed based on individual needs and covers a wide range of interventions beyond 'reasonable adjustments' associated with overcoming work-related barriers resulting from disability.

Examples of support provided include a communicator, advocate or British Sign Language (BSL) interpreter for a job interview for a Deaf worker or covering additional costs of taxi fares if a person cannot use public transport to get to work.

Access to Work can support employers to hire disabled people with the skills they need and retain employees who become disabled or develop a health condition. It also shows that a company values and supports its employees by having good employment policies and practices.

How Willmott Dixon promotes disability awareness

The contractor is working to create an inclusive workplace for its employees

Willmott Dixon became a Disability Confident employer in 2013 and is a member of the Business Disability Forum, a not-for-profit working to remove barriers for disabled employees and customers that offers an advice line and resources on disabilities and medical conditions.

As a signatory of the People Matter Charter, the contractor carries out compulsory but engaging induction training workshops with videos for new employees through the Willmott Dixon University platform to showcase the value of having an inclusive culture at work.

Willmott Dixon also runs a Disability Affinity Group led by Eoin Burns MCIQB, focused on acting as a forum, creating an inclusive and accessible workplace for all staff. In its desire to be more reflective of society, the



contractor regularly runs events celebrating inclusion and promoting disability awareness.

For example, during this year's Deaf Awareness Week in May, Willmott Dixon ran a Lunch and Learn session where employees could join an immersive experience to understand deafness, including the opportunity to learn BSL fingerspelling and basic signs.

◀ Eoin Burns
MCIQB leads
Willmott Dixon's
Disability
Affinity Group

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Research from disability charity Scope found that disabled people experienced negative attitudes from colleagues (41%) and managers (42%)



Be a Disability Confident employer

Construction companies can also sign up for the Disability Confident employer scheme, a government initiative that encourages employers to recruit and retain disabled people and those with long-term health conditions.

Disability Confident companies ensure that disabled people have the same opportunities to fulfil their potential as their non-disabled peers.

The scheme has three certification levels through which employers are can progress: level 1 (Disability Confident Committed); level 2 (Disability Confident Employer); and level 3 (Disability Confident Leader). Construction firms that are Disability Confident Leaders include Kier Highways, Laing O'Rourke and the Costain Skanska joint venture for HS2.

Companies that have achieved the highest level must have their self-assessment validated (often by another Disability Confident Leader), confirm they are employing disabled people and report on disability,

▲ To boost recruitment companies must improve site accessibility

mental health and wellbeing using the government's Voluntary Reporting Framework.

Change attitudes

Another step construction employers can take to make their workplaces more inclusive is promoting positive attitudes and policies towards disabled people. This can include removing obvious barriers like lack of accessible toilets or wheelchair access to buildings or tackling digital barriers that often get overlooked – for example, inaccessible documents and emails or training videos without captions.

Seeking feedback from disabled colleagues about office spaces, policies and processes can help employers address some of the barriers that exist in the workplace.

Research from disability charity Scope found that disabled people experienced negative attitudes from colleagues (41%) and managers (42%). To prevent this, Scope advises giving staff disability awareness training to help them understand the social model of disability and access barriers.

Some workplace habits can exclude disabled people unintentionally – encouraging honest conversations that include disabled employees may help tackle that. ●

Useful resources

Many disability organisations in the UK offer online disability guidance and resources for employers. The Health and Safety Executive has collated useful links at www.hse.gov.uk/disability/resources.htm. You can find more information on how to apply for Access to Work at www.gov.uk/access-to-work. Employers can find more guidance to become a Disability Confident employer at www.gov.uk.

CPD Questions

- 1) Under the Equality Act 2010, a person is disabled if:
 - a) They have a physical or mental impairment that has a "substantial" negative effect on their ability to carry out normal day-to-day activities
 - b) They have a physical or mental impairment that has a "long-term" negative effect on their ability to carry out normal day-to-day activities
 - c) All of the above

- 2) Which of the following is an example of neurodiversity?
 - a) Dyslexia
 - b) Multiple sclerosis
 - c) Cluster headaches

- 3) According to the social model of disability:
 - a) Impairments should be 'fixed' through medical intervention
 - b) People are disabled by societal barriers
 - c) A disability is the result of a physical condition

- 4) Which of the following schemes provides employment support funding?
 - a) Disability Confident employer scheme
 - b) Access to Work
 - c) People Matter Charter

- 5) What's the highest level that employer can achieve through the Disability Confident employer scheme?
 - a) Disability Confident Leader
 - b) Disability Confident Committed
 - c) Disability Confident Employer

To test yourself on the questions above, go to www.constructionmanagement.co.uk/cpd-modules.

This CPD was produced by Mark Harrison, head of equality, diversity and inclusion transformation at CIOB, Eoin Burns MCIQB, senior proposals manager at Willmott Dixon, and Cristina Lago, deputy editor at Construction Management.

i What you will learn in this CPD

- ▶ The legislation concerning working at height
- ▶ The hierarchy of fall protection
- ▶ The main personal fall protection systems

CPD: Fall protection systems

This CPD, in association with MSA Safety, explains what principal contractors need to be aware of to ensure robust fall protection in building construction. By **Stuart Pierpoint**





Above all, the risks of working at height must be kept to the absolute minimum, getting safety right from business, ethical and moral perspectives ”

The responsibilities of a contractor regarding fall protection are set out in the Health and Safety Executive's (HSE) work at height guidance and the Work at Height Regulations 2005 and its 2007 amendment. These regulations instruct employers to take preventative measures “so far as is reasonably practicable” to prevent falls when work is carried out at height.

The recently introduced Building Safety Act 2022 assigns principal contractors strict obligations to ensure that all building work that is carried out is compliant with relevant requirements, including planning, managing, coordinating and monitoring work. Under the Act, contractors responsible for any of the above works need to consider all other work which directly relates to the building work and report any building regulation compliance concerns to the principal contractor or principal designer.

Getting the balance right

In deciding what is “reasonably practicable” and the most practical and effective solutions for a particular building, contractors will want to know where the right balance lies. ‘Innovation versus proven systems?’ is the kind of question that principal contractors ask themselves every day as they grapple with the challenge of fall protection safety.

◀ Fall protection systems can be used along with individual full body harness

▼ Employers must take preventative measures when working at height takes place

Although aesthetics are important, fall protection systems that have longevity are a must. Budgets are also an essential consideration. Above all, the risks of working at height must be kept to the absolute minimum, getting safety right from business, ethical and moral perspectives.

Existing approaches in place save contractors from having to choose between these options while enabling the highest standards of safety when it comes to fall protection.

Fall protection hierarchy

Safe access considerations should always follow the hierarchy of fall protection.



This means first eliminating any fall hazard wherever possible. Where this is not feasible, collective fall protection should be explored – for example, a guardrail that acts as a physical barrier between a worker and a hazard. Installing collective fall protection will allow less-trained users to access a rooftop without the need for personal protective equipment such as harnesses and lanyards.

If collective fall protection is not possible, perhaps due to planning constraints, rights to light or viewing corridors, the next option is to specify a personal fall protection system. There are two kinds: a fall restraint system and a fall arrest system.

With a fall restraint system (the preferred option), workers use fall protection equipment – such as an anchor point, harness or fixed-length lanyards – that prevents them from reaching the hazard.

If a fall restraint system isn't possible, the alternative is to specify a fall arrest system. This allows trained workers wearing specialist equipment to access the hazard safely with the reassurance that if they fall, their fall will be ‘arrested’ by the equipment they are wearing.

Systems available

There are two main options when considering a personal fall protection system, namely a perimeter system and a ridge ▶



▼ Safe access considerations should always follow the hierarchy of fall protection

system. With a perimeter system, users have full movement around the perimeter while remaining in restraint at all times.

With a ridge system, workers use additional single-point anchor posts to gain access to roof corners. The ridge system is suitable for both fall restraint solutions and fall arrest solutions.

Both systems should be tested for fall arrest in case of misuse.

Test standards

Once decided what kind of fall protection system is most suitable for a particular structure, the next challenge is choosing a

system that meets the right test standards. This means specifying a system that meets both the BS EN 795:2012 standard (which superseded the previous edition from 1997) for single-user anchor devices and the PD CEN/TS 16415: 2013 standard for multi-user anchor devices.

There are a few things to be aware of regarding test standards. It's not advisable to assume that a system tested against the old standard from 1997 will be capable of meeting the revised, up-to-date version. Systems that claim to be tested against current standards should be checked if they have ▶

“ It's not advisable to assume that a system tested against the old standard from 1997 will be capable of meeting the revised, up-to-date version
 Stuart Pierpoint, MSA Safety



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MSA Safety's Constant Force Post

MSA Safety's Constant Force Post is a fall protection solution that helps protect both the worker and the roof from the sudden energy of a fall.

It has been tested on representative roof types and used in iconic buildings such as the Blackpool Tower, London Bridge, New York's Grand Central Station and Qatar Airport.

The patented star-wheel technology Transfasteners allow the system users to walk freely along the entire rooftop lifeline system. Every single point of the system absorbs energy via the patented Constant Force technology in case of a fall.

▼ A ridge system uses additional single-point anchor posts to gain access to roof corners



Contractors can stay compliant and keep workers safe if they know their responsibilities, take them seriously and partner with a trusted supplier of fall protection systems

been tested against the 2012 standard as they may only meet the 1997 version.

It is also necessary to check that the system has been tested on the structure or base material it will be used on, for example, tested using UK standard BS 8610. This is important because anchors perform differently on different materials and roof structures when force is exerted.

In conclusion, things should be kept in perspective. When trying to achieve the right balance at the time of constructing a building that is both aesthetically pleasing and safe to work on at height, it is important to remember those key words from the regulations: "so far as is reasonably practicable".

Contractors can stay compliant and keep workers safe if they know their responsibilities, take them seriously and partner with a trusted supplier of fall protection systems. ● **Stuart Pierpoint is a specification sales manager at MSA Safety.**

Useful resources

- **HSE Work at Height guidance:** www.hse.gov.uk/work-at-height/index.htm
- **The Work at Height Regulations 2005:** www.legislation.gov.uk/uksi/2005/735/contents

CPD Questions

- 1) What's the first step in the hierarchy of fall protection?
 - a) Using personal fall protection systems
 - b) Eliminating the fall hazard
 - c) Installing guardrails
- 2) Which of the following is a preferred personal fall protection system, if collective fall protection is not feasible?
 - a) Fall restraint system
 - b) Ridge system
 - c) Fall arrest system
- 3) What standard must a fall protection system meet for single-user anchor devices?
 - a) BS EN 795:1997
 - b) PD CEN/TS 16415:2013
 - c) BS EN 795:2012
- 4) When should a contractor use a ridge system in fall protection?
 - a) Only when a perimeter system is not available
 - b) To provide full movement around the perimeter
 - c) To allow access to roof corners
- 5) What is an example of collective fall protection?
 - a) Guardrail
 - b) Fixed-length lanyard
 - c) Anchor point and harness

To test yourself on the questions above, go to www.constructionmanagement.co.uk/cpd-modules

● Building Safety Act 2022:

www.legislation.gov.uk/ukpga/2022/30/contents

● BS EN 795:2012:

<https://knowledge.bsigroup.com/products/personal-fall-protection-equipment-anchor-devices?version=standard>

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'Self-healing concrete is the future of concrete construction'

Dr Liz Zijing Li FCIQB's PhD led to multiple awards and the creation of Mimicrete, which she now runs. She explains the innovation to **Nicky Roger**



Tell us about your research?

At Mimicrete, we are researching an innovative approach to self-healing concrete, where durability and reduced maintenance are crucial.

The collaboration with the Global Centre of Rail Excellence (GCRE) and Cardiff University is critical to this project, as it focuses on testing

the real-world application of self-healing concrete in demanding railway environments.

Our technology embeds a bio-inspired vascular system into the concrete matrix, which allows cracks to be repaired autonomously using healing agents stored within the structure. This research is

▲ Dr Liz Zijing Li: 'One of the key challenges is the gap between academic research and industrial application'

not just advancing concrete's functional capabilities; it's offering a sustainable, cost-effective solution to one of the biggest challenges in infrastructure – maintenance.

What is new about this research?

Mimicrete's self-healing technology addresses significant limitations present in traditional concrete repair methods. The ability to self-heal cracks larger than 500µm [0.5mm] without the need for manual intervention sets it apart from earlier self-healing solutions, which often address only micro-cracks and have a limited capacity for repair.

Our system goes beyond microcapsules or bacteria, which are generally limited in the size of cracks they can fix and their effectiveness over multiple repair cycles.

The healing agents in our system, which are based on advanced materials like polyurethane, sodium silicates or epoxy, can react faster due to the bio-mimetic network design. This allows for repeated cycles of repair, increasing the longevity of the infrastructure, especially in high-stress environments like railway tracks, tunnels and water-defence systems.

The combination of biological design and advanced chemistry is truly novel, and we believe it represents the future of concrete construction.



◀ Dr Liz Zijing Li on a visit to the GCRE facility in south Wales

Why Is this research Important to the construction industry?

Concrete is one of the most widely used materials in construction worldwide. It is robust and versatile, but it is also prone to cracking due to its low tensile strength, especially in environments subject to heavy loads or extreme weather conditions.

Cracks, if left untreated, can lead to the ingress of water and other corrosive materials, eventually leading to structural failure. This is particularly problematic in railways and bridges, where safety is paramount and failures can lead to catastrophic consequences.

The railway industry, in particular, spends billions globally on maintenance and infrastructure upkeep. The UK alone spends over £51bn annually on infrastructure maintenance, a large portion of which is directed towards upkeep of concrete-based structures.

Traditional repairs are labour-intensive, time-consuming and often require significant operational

downtime, disrupting essential services and increasing costs. By enabling concrete to repair itself, Mimicrete's technology offers a radical shift in the way the industry approaches maintenance.

How will construction companies apply this research?

Construction companies can incorporate self-healing concrete into critical infrastructure projects, particularly where high durability is required, such as in railway sleepers, retaining walls, tunnels and marine structures.

The integration process involves replacing traditional concrete blocks with Mimicrete's self-healing concrete, ensuring that cracks can autonomously repair during the structure's lifespan.

This not only reduces the need for regular maintenance but also extends the operational lifespan of the structure, making it a more sustainable and economically viable solution. In the railway sector, for instance, using self-healing concrete for sleepers and ballast support can ensure minimal service disruptions and improve safety standards.

Moreover, because our system works well in environments with high humidity or temperature variations, it is suitable for a range of applications in diverse climates – from Europe to Asia.

Because our system works well in environments with high humidity or temperature variations, it is suitable for a range of applications in diverse climates – from Europe to Asia
 Dr Liz Zijing Li, Mimicrete

So it bridges a common gap between academic research and industrial application?

One of the key challenges in the construction industry is the gap between academic research and industrial application.

Often, innovative materials like self-healing concrete remain stuck in the research phase, unable to be scaled for industrial use due to high costs or lack of real-world testing.

Our collaboration with GCRE, as well as our partnerships with leading manufacturers, allows us to take our research from the lab to large-scale, real-world application.

Government support, in the form of grants and collaborations, further helps us bridge this gap, enabling us to take cutting-edge academic research and transform it into practical solutions that can be deployed at scale.

What are the future opportunities?

Other opportunities exist in sea defence, maritime infrastructure and large-scale public buildings, all of which face structural stress from environmental factors.

As climate change exacerbates environmental conditions, structures will need to withstand more frequent and severe weather events, making the use of self-healing concrete a critical tool. ●

If you're interested in academic membership visit www.ciob.org/membership/become-a-member/educator.

CV: Dr Liz Zijing Li

Work

● Co-founder, COO and inventor, Mimicrete (multiple projects), 2022-current

● Management consulting in digital, customer & marketing, Deloitte, 2021-22

Education

● PhD in Engineering, University of Cambridge, 2017-21

● Bachelor of Science in Geology, China University of Geosciences, Beijing, 2012-16

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CIOB Community



The winners this year, including CIOB members among them, are excellent examples of professionalism in construction

Caroline Gumble, CIOB



Caroline Gumble, CEO at CIOB, said: "I am delighted to offer my congratulations to all the winners at the CIOB Scotland Awards. We have a very active, committed and hard-working membership community in Scotland and the winners this year, including CIOB members among them, all reflect these qualities and are excellent examples of professionalism in construction.

"I'm already looking forward to seeing the nominations flow in for our next CIOB Scotland Awards ceremony in 2025."

The event is hosted annually by CIOB to recognise the incredible work of construction professionals in Scotland. It is a fully inclusive celebration welcoming members and non-members of CIOB.

The ceremony was overseen by representatives from gold sponsors Competence Matters and Contract Scotland as well as silver sponsors Training LMS, MPMH, Veitchi Group, McConnell, AtkinsRéalis, Zeus Industrial Services and Halliday Construction Contracts. ●

CIOB celebrates Scotland's most talented construction professionals

Industry professionals came together in Glasgow to recognise achievement at this year's CIOB Scotland Awards

Talented construction sector

workers from across Scotland were celebrated at a CIOB awards ceremony in October. Hundreds of industry professionals gathered at the DoubleTree by Hilton hotel in central Glasgow to recognise some of the sector's most talented individuals.

Stuart Burgess of Tilbury Douglas was crowned as this year's Project

Manager of the Year, while Ianna Roche of Balfour Beatty scooped the coveted Graduate of the Year title. Other winners included:

- Site Manager of the Year – Joanne Fuller-Wilson;
- Trailblazer of the Year – Lewis Quinn;
- Project Professional of the Year – Michael Braiden; and
- Open Award – Ron Sutherland.

▲ The 2024 winners receive their CIOB Scotland awards

Collaboration with The AA offers new benefits for CIOB company members

Deal offers exclusive discounts

CIOB company members are being offered exclusive access to a range of discounted specialised services provided by The AA, which has become the first CIOB expert partner.

Company members can take advantage of offers on roadside assistance, vehicle recovery and repair services.

Amanda Pilgrim, associate director – acquisition at CIOB, said that the collaboration extends beyond mere roadside assistance: "CIOB company members benefit from access to the latest information on vehicle safety standards, sustainable transportation solutions and advancements in automotive

technology, including electric vehicles. This knowledge empowers construction professionals to make informed decisions regarding their fleet management, ensuring not only the efficiency of their operations but also the safety of their staff."

To find out more, visit: <https://bit.ly/3fXnVku>.

Experts unite to explore water management issues

Panel comes together to discuss solutions at Nottingham Sustainable Water Management in New Developments event

Collaborative Conversations

East Midlands 2024 will see experts from across the built environment explore pressing issues and innovative solutions in water management.

Taking place on 6 November at Nottingham Trent University, the event will address the growing challenges in stormwater management and sustainability within commercial and housing developments.

This year's event, chaired by Julia Allen, director and principal designer at Jabd and chair of the CIOB Nottingham Hub, promises a dynamic discussion with a distinguished panel of industry leaders.



The event will address the growing challenges in stormwater management and sustainability within commercial and housing developments

Speakers include:

- Abigail Milioto, operational delivery manager, Waste Connection Team, Developer Services, Severn Trent Water, who will cover Severn Trent's role in storm connections for new developments, the challenges faced and what is being done to manage stormwater more effectively;
- Daniel Buxton, design director at Mott MacDonald Bentley, who will discuss opportunities to mitigate the carbon impact of housing development on water supply and wastewater treatment through the use of innovative and nature-based engineering solutions;
- Andrew Booth, development management lead officer at East Lindsey County Council, and Becky Phillips-Melhuish, growth manager at Lincolnshire County Council, who will provide an overview of a collaborative approach between the planning, highway and drainage authorities for securing SuDS requirements for new developments; and
- David Singleton, director at DSA Environment + Design, who will draw on his 30-year experience to present new ideas for how a SuDS approach may be better used in placemaking.

This event is presented by CIOB, ICE, Landscape Institute, RIBA, RICS, and the Royal Town Planning Institute (RTPI) and is sponsored by Xylem. ● **Register via www.ciob.org/events.**

◀ The event will address SuDS requirements for new developments

CIOB apprentice of the month

Freddie Oxspring, apprentice engineer, Davidsons Homes



What do you think is the most important issue facing the construction industry at the moment?

The lack of young people in construction. A few months ago, I had the brilliant opportunity with my company Davidsons to go to the HBF Building Skills: Key to Our Future parliamentary event. [The event aimed to raise awareness of skills shortage and attract future workforce by highlighting the diverse range of training opportunities and entry routes available in the homebuilding industry.] Over 35% of the UK's construction workforce is over the age of 50, meaning we could be losing a vast percentage of our industries workforce in a decade or so.

What was your biggest challenge during your apprenticeship?

It was probably figuring out what work I could be involved in that achieved the KSB criteria. But after some discussions with my EPA coordinator, I soon figured out what I could do to meet the criteria and complete my apprenticeship.

How do you feel the apprenticeship has prepared you for a career in the industry?

It has pushed me out of my comfort zone and required me to do different types of work and talk to numerous different people. I feel like I'm now comfortable in taking on new challenges and now I feel like I could talk to anyone.

What was your favourite project to work on over the course of your apprenticeship?

It was definitely the Davidsons Lower Bardon site [in Coalville, Leicestershire]. It's a really large site, so you get to see every part of the residential build process.



Exploring Pilot House: members tour heritage transformation

CIOB visits Henry Brothers' Leicester build



Henry Brothers took CIOB Nottingham Hub members on a tour of Pilot House in Leicester – giving them a unique glimpse into the challenges and intricacies of working in Leicester's historic conservation area.

The £13.3m project will transform former factory buildings into a contemporary space that will contribute to the city's cultural and economic vitality.

The redevelopment includes the creation of modern workspaces and a central business community hub, comprising cafe, exhibition and event space, as well as a reception area and space for outdoor working.

The scheme has been designed to create a permanent base for the city's creative and design businesses of varying sizes. It is supported by £8.6m from the previous government's Levelling Up Fund, with the city council contributing £4.7m.

Completion is due in summer 2025.



Graduates celebrate achievement

Congratulations to new fellows and members who were awarded their status at two graduation ceremonies on 20 September at Painters' Hall, London

Morning:

Fellowship

Vijay Gangakhedkar

New members

Uchenna Akabogu
Anthony Akinlolu
Obadah Aldalaty
David Anderson
Adele Arthur
Luke Beaumont
John-Joseph Calvert
Francesca Denny
Ashley Digweed-Francis
Rob Douglas
John Edmed
Peter Elms

Stephen Farrow
Hooman Ghaffari
Khaligh
Stacey James
Daniel Jones
Luke Lovegrove
Verona Lynch
Daniel Mason
Natalie McNeish
Paul O'Driscoll
Thomas
O'Shaughnessy
Mark Smith
Phillip Steadman
Gethin Thomas
Jade Thorne
Sam Tomlinson
Garry Vyse

Philip Warren
Robert Watson
Jo White
New company member
CNC Group Holdings (Colemans)

Afternoon:

New members
James Banham
Tom Baugh
Darren Beddall
Andrew Berryman
Dan Bogle
Robert Brazier
Alan Bridge

Robert Broom
Robert Brown
Philip Combs
Liam Connaughton
John Costello
Joel Cox
Mark Dave
Stephen Doody
Andrew French
Dave Gain
Joseph Gannon
Baljit Gill
Robert Gurnham
Darren Gwilym
Rebecca Hales
Mark Insley
Terry Jones
Helen Kyriacou

Holly MacDonald
Kattenhorn
Rohit Malhotra
Kingsley Ogalanya
Jason Parr
Jennifer Raagas
Benjamin Snape
Richard Stafford
Mark Thornton
Jason Vailes
Thomas Walsh
Philip Williams
Peter Woolmer
New technical members
Haydetou
Gandega-Soumare
Tyler Lockheart

Spetisbury Construction marks 40th anniversary

Over 80 people attend business family day

Dorset-based Spetisbury Construction celebrated its 40th year in business in September and marked the occasion with a celebratory family day with its close-knit team of staff, partners and children.

Over 80 people enjoyed a relaxed and fun afternoon of BBQ, drinks, an acoustic guitarist and a

magician at the Captain's Club in Christchurch. Centre stage was a cake modelled on the company's head office in Wimborne.

Established in 1984, the firm is a CIOB chartered company member working in healthcare, education and with commercial properties, as well as in the high-end residential housing market.

The directors, Justin Ives MCIQB, Richard Barker, Roy Cake and Martyan Openshaw MCIQB, said: "It was wonderful to celebrate this special anniversary year with our great team of loyal staff; the event was an opportunity to say thank you for their commitment to the business."

Students shine at Maidstone Hub awards

Outstanding work from London and South East college students

Two construction management professionals have been awarded 2024 Maidstone Hub's Outstanding Student awards. Both were students at London and South East College Bexley campus.

Regina Boateng studied construction management and was nominated for her self-motivation and ability to balance a busy life. The college commended her for managing the demands of her studies with family life as a single mum to her teenage son and holding down a full-time job where she works unsociable hours managing logistics of truck drivers.

Her college said: "She brings enthusiasm and contributes well to classes, together with demonstrating her ability to assimilate new knowledge and skills and apply them. She has also consistently produced work of a high standard throughout the programme. Her generosity and willingness to help others contribute significantly to the class dynamics."

Regina was thrilled to win the award: "It was a wonderful surprise and a great honour. Completing

the course was a dream come true and a personal accomplishment. Being recognised and awarded for my efforts was truly humbling and inspiring. It serves as a reminder that hard work and dedication are often noticed and appreciated." She is now seeking employment in construction.

Elliot Bevan joined Boateng as a winner thanks to his "exceptional dedication and achievements during his two-year journey" in the HNC in Building Surveying programme.

The college said: "Throughout his studies, he has exhibited a relentless pursuit of excellence. His work consistently reflects growth, adaptability and a commitment to learning. His ability to evolve and refine his skills is commendable."

Bevan, who now works for Moat Homes, said: "From when I first knew that I was receiving an award for Outstanding Student Award I could not believe it! The hard work and determination definitely paid off and I was so grateful that I was recognised for my work." ●

▼ Regina Boateng (left) and Elliot Bevan receive their awards



Ethics up for discussion

Tomorrow's Leaders continues its series of webinars in December with the fifth of five discussions on current issues the built environment is facing.

Leading the Way with Professional Competency & Ethics will explore what this means, why it is important and how industry professionals can ensure they act accordingly.

It will also explore the importance of professional competency and ethics for tackling global issues such as environmental sustainability and climate change.

Register at www.ciob.org/events/leading-the-way-with-professional-competency-ethics-995287049357.

Webinars from the 2023 Shaping the Future as a Modern Professional in Construction Management series can also be viewed on the CIOB YouTube channel via the link above.

One to watch

Jason Walsh, member of CIOB Chelmsford Hub



Why did you choose construction as a career? What else might you have done?
Construction runs

in my family; my grandfather, father and cousins have almost all worked in the construction industry, so I spent my summer holidays working on construction sites.

I had a keen interest in electronics and computers, and I was also playing sports at a competitive level, so initially I thought that one of these would have been my chosen career path. I even attended college for a brief period studying computer science, but I found myself longing to be outside in the fresh air, working with my hands.

What do you love about the industry and what would you change?

I love working on complex and impressive construction projects. Seeing the finished product gives me a great sense of pride. However, I would change a few things if I could. First, I think there are sometimes too many processes, which can cause confusion and slow things down on the job site.

Second, I believe health and safety rules should be the same for all contractors. Right now, different companies have different requirements for PPE, which can be confusing and potentially dangerous. It would be better if everyone followed the same guidelines.

What are your career ambitions?

To continually improve my management skills and use my knowledge to help others grow in their careers. As I progress, I plan to take on more challenging roles that allow me to expand my expertise and make a greater impact within the organisation.

What do you do in your spare time?

I enjoy staying active and spending quality time with my family. I love boxing and practise Brazilian Jiu-Jitsu. When I'm not working on my own fitness, I dedicate time to coaching football with my kids.

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Station masters

Bradley Lowes MCIOB, senior building manager with Willmott Dixon, on his team's railway heritage transformation

PHOTOS: CHRIS BOOTH PHOTOS



got to work on carefully restoring the structure. We refurbished its original windows, roof, stonework and archways, maintaining its historical integrity while incorporating modern interactive exhibits inside.

Now, the Goods Shed serves as both a visitor hub and a space for people to learn about Darlington's railway history through cutting-edge displays, including a hologauze screen and a miniature railway.

Another key part of the project was transforming the former station building, now renamed the North Road Station Museum. We worked with SPACE Architects to remove internal walls, opening up the building to reflect its original form. We replaced large external walls with lightweight glazing, reconnecting the interior with the rail tracks outside, making the building feel like a functioning station once again.

Removing the metal sheeting from the original station windows brought in natural light and gave visitors and train passengers a glimpse into the past once again.

Another key structure was the Carriage Works, a building that has been part of the site since 1853. We converted this vast, airy space into an exhibition hall and archive. The unique feature here was a 28m-long railway inspection pit that we covered in a way that allows it to be easily uncovered for special exhibits.

Working on Hopetown – Darlington's newest heritage attraction – as part of the Willmott Dixon team, has been an incredible journey.

One of the biggest challenges for the team was creating seamless coordination between the vast amount of stakeholders: architects, engineers, council officials, network rail, structural engineers and exhibition designers – to ensure everyone was aligned with the vision for the project.

Despite these complexities, seeing the finished product is immensely rewarding for us all.

Originally known as the Darlington Railway Heritage Quarter, the project was rebranded

as 'Hopetown', named after the 19th-century railway pioneers who lived in the area.

The 3ha site, located next to North Road Station in Darlington, blends history and modern technology, offering an interactive experience that showcases the significance of the Stockton and Darlington Railway – the birthplace for the world's first steam locomotive passenger railway, becoming the catalyst for the industrial railway revolution worldwide.

At the heart of the project was the restoration of the Grade II*-listed Goods Shed, a building that had been hidden and neglected for nearly 30 years. Once we managed to clear away decades of overgrowth, we

▲ The Darlington Locomotive Works is connected by a link bridge

“ We refurbished the Goods Shed's original windows, roof, stonework and archways, maintaining its historical integrity while incorporating modern interactive exhibits inside
Bradley Lowes MCIOB, Willmott Dixon

Willmott Dixon also created new upstairs offices for Hopetown staff and installed modern heating systems, seamlessly blending these elements into the historical structure.

In addition to the restoration work, Willmott Dixon oversaw the construction of new elements. The newly built Darlington Locomotive Works, connected by a link bridge, lets visitors watch volunteers build locomotives, while the Wagon Woods adventure park offers a family-friendly play space, merging the entire remaining heritage site together as one.

Bringing Hopetown to life has been a rewarding challenge. It's not just a heritage site – it's a vibrant, modern attraction that honours Darlington's railway history, while showcasing the talents and hard work of everyone involved. It's a destination that bridges the past with the present, welcoming visitors to explore, learn, enjoy and celebrate the town's heritage for many years to come.



It was incredibly rewarding to collaborate with professionals across different disciplines and contribute to the restoration and innovation of Darlington's heritage

Rylie Sweeney,
Willmott Dixon



The project was managed by Glyn Jones and was also a key experience for apprentice building manager Rylie Sweeney.

She says: "As an apprentice on Project Hopetown for two years, I gained invaluable experience working alongside a skilled team and navigating the many challenges of such a complex project.

"It was incredibly rewarding to collaborate with professionals across different disciplines and contribute to the restoration and innovation of Darlington's heritage. Every day brought new learning opportunities and seeing the result fills me with pride." ●

Team:

- Glyn Jones, project manager (Overall)
- Bradley Lowes, senior building manager (1861 Building)
- Mark Todd, senior building manager (Goods Shed/Carriage Works)
- Mark Peet, senior building manager (externals)
- James Cassidy, senior building manager (North Road Station Museum)
- Chris Geritz, senior building manager (A1 Engineering Shed)
- Michael Bowman, assistant building manager (Goods Shed)
- Kev Hope, assistant building manager
- Rylie Sweeney, apprentice building manager
- Billy Collins, project surveyor
- David Starkey, design manager
- Phoebe Thompson, management trainee
- Connie Metcalf, management trainee
- Clair Dolan, document controller

◀ Railway tracks lead up to the old station building

TSA Riley embraces the next generation of new talent

Early Careers Programme welcomes 15 new starters



TSA Riley, an independent global adviser on built assets and projects, has welcomed 15 new starters to its UK team on its Early Careers Programme.

In its biggest intake ever, this year's joiners comprised graduates as well as those on year in industry and degree apprenticeships.

This year, the company – whose associate director Shaun Henderson is MCIOB – held its first Early Careers annual event, inviting the 2024 class to its London office for a two-day experience filled with training, team-building activities, socialising and motivational talks.

The event was supported by a live address from UK and Ireland managing director, David Needham, who joined virtually from Sydney. His words set the tone for a transformative journey for the newest team members.

A key event highlight was a London-themed scavenger hunt, where teams were sent around the city to capture iconic landmarks. This helped the new starters familiarise themselves with each other and encouraged teamwork.

Stuart Hackett, TSA Riley's recruitment and talent partner, explained: "At TSA Riley, we're dedicated to inspiring future generations from diverse backgrounds and opening doors for them to thrive in our industry."

He added: "This year's intake reflects TSA Riley's ambition for growth, and we are excited to witness the positive impact they will bring to the company. From fresh perspectives to innovative ideas, our new colleagues are set to play a key role in shaping the future of our organisation."



CIOB hosts technology and data conference

Hybrid event will explore advances in the industry

The demand for innovative technology to support the construction industry and its professionals, including our members, is growing stronger than ever. As the industry evolves, the need for advanced tools and solutions becomes increasingly vital in addressing the challenges and enhancing efficiency, safety and productivity.

To stay competitive and meet the demands of the modern world our members must remain up to date with the latest technology advancements, which are relied upon to stay ahead, streamline operations and adapt to the ever-changing demands of construction.

To support this, CIOB is excited to host its first hybrid Construction Technology

and Data Conference, on Tuesday 12 November. Join us in London or participate online – the choice is yours.

This conference offers a rare opportunity to explore the revolutionary impact of the cutting-edge technologies reshaping our industry. Discover how these innovations and advancements are transforming traditional practices and raising safety standards across the sector.

Join leading industry experts to connect and contribute to shaping a future where digital advancements drive the evolution of safety regulations, best practices and ethical standards. Engage, learn and become part of the conversation that is reshaping the future of construction.

The conference will open with a warm welcome from CIOB CEO Caroline Gumble.

Join leading industry experts to connect and contribute to shaping a future where digital advancements drive the evolution of safety regulations, best practices and ethical standards

David Phelps, chief value officer with Cohesive and chair of the CIOB Innovation Advisory Panel, will then deliver a keynote digital state of the nation speech with global benchmarking, setting the agenda for the rest of the day.

We are delighted to be joined by industry experts Stefan Mordue (Bentley Systems), Dr Noha Saleeb (Middlesex University), Ayo Allu (AAA Project Services) and Wes Beaumont (Mace).

Eddie Tuttle, CIOB director of policy, research and public affairs, will discuss the 'golden thread' with Dr Hywel Davies CABE and other panel members. Other panel topics include international best practice data and why the industry must embrace quality data to tackle major challenges.

We'll hear two best-practice case studies from Autodesk and VisiLean.

For those attending in person, there will be opportunities for follow-up discussions from earlier sessions as well as networking during coffee and lunch breaks in the exhibition area. You can also speak to exhibitors about your technology requirements, and they will answer any questions that you may have.

Thanks to our gold sponsors, Procure and Bluebeam, and silver sponsors, Autodesk and VisiLean.

In-person tickets and online tickets are available at www.ciob.org/events/ciob-tech-and-data-live-1000587763937.

There are a limited number of exhibition spaces available, with only a couple of weeks left to secure these – please contact sponsorship@ciob.org.uk for details. ●

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Diary dates

Highlights of the CIOB Calendar for the coming month

Sustainable Water Management in New Developments – Collaborative Conversations

► **6 November, 11am-2pm, Nottingham Trent University**
This event brings together a panel of experts from across the built environment to reimagine the practicalities of water management in new developments.

Our panellists will explore the topical challenges and innovative solutions shaping the future of water management from planning through to design and build.

Chair for the session is Julia Allen, director and principal designer at Jabd and CIOB Nottingham Hub chair.

See p49 for more details.
Contact: GFloyd@ciob.org.uk

CIOB – Tech and Data Live

► **12 November, 9.30am-3.40pm, London**
Join CIOB in person or online for our hybrid Construction Technology and Data Conference. This conference will explore the revolutionary impact of cutting-edge technologies across our industry. Discover how these advancements are transforming established methods and elevating safety standards across the sector.

Join forces with experts to help shape a future where digital advancements redefine safety standards, regulations and ethical practices. See p56 to find out more.
View the full agenda, speaker and register at www.ciob.org/events.

Master Your Networking Game

► **12 November, 1-6pm, Manchester**
CIOB Tomorrow's Leaders and G4C Constructing Excellence North West are collaborating to deliver this CPD event aimed at young professionals, graduates, students and people new to the industry. Master your Networking Game will focus on enhancing communication techniques, refining personal branding and leveraging social media platforms, such as LinkedIn.

Attendees will engage in an interactive workshop, listen to

inspiring keynote speakers and participate in real-time networking sessions designed to put their newly acquired skills into practice.
Contact: byounis@ciob.org.uk

Commercial Retrofit: Playful Solutions, Serious Results

► **12 November, 9am-4pm, Bristol**
Join us for a fun, creative and thought-provoking day led by Ward Williams. You'll gain in-depth knowledge about compliance requirements, financial strategies and the environmental benefits of commercial retrofitting.

Engage with industry leaders and experts to understand the regulatory landscape, explore innovative products and learn about sustainable practices that can transform your approach to retrofit projects. T

The event is tailored to provide practical insights, real-world examples and problem-solving opportunities.
Contact: nbreakspear@ciob.org.uk

CIOB London Construction Social at London Build Olympia

► **20 November, 3.30-5.30pm, Olympia**
This year we will be joining London Build 2024 to help promote the organisation and all that the industry has to offer.

There will be two speaker presentations, as well as CIOB's monthly London Construction Social from London Build. Regional staff and hub committee members will also be on hand at CIOB events to chat about the institute.

Make sure you are also registered for London Build. It is free: <https://london-build-expo-2024.reg.buzz>.
Contact: glovell@ciob.org.uk

Trinity College Dinner

► **28 November, 6.30-11.30pm, Oxford**
CIOB Oxford Hub invites you to join them on the occasion of the 40th anniversary of their formal dinner evening at Trinity College.

Enjoy a four-course dinner in the 17th century dining hall, lit by chandelier and candelabra and decorated with college silver. Entertainment is provided by the Oxford Clerks, a close harmony singing group.

The dinner is the perfect opportunity for a sociable evening with partners and guests, or to entertain business contacts. Company bookings are welcome. Tickets are £100pp + VAT.
Contact: dmoore@ciob.org.uk

For a full list of events and to register visit www.ciob.org/events.



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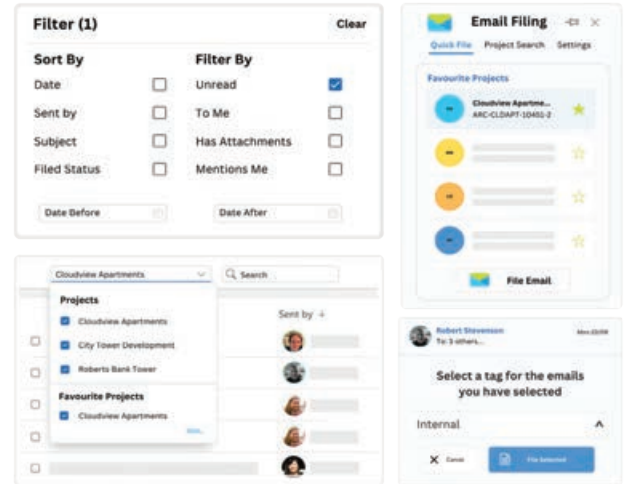
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