

CONSTRUCTION MANAGEMENT

MARCH 2025

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WHAT CLIENTS WANT

CM STARTS A NEW SERIES OF
CLIENT PROFILES WITH
JENNIFER MAKKREEL FROM
THE UNIVERSITY OF OXFORD

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 **AUTODESK**

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What's on over the next month



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▲ **Tideway connected**

After 10 years of construction, the last of 21 connections has been made between the original Victorian sewers and the new 25km Thames Tideway Tunnel, bringing the entire system into operation, protecting the tidal Thames from sewage pollution.

◀ **Canal crange**

Contractor Griffiths has replaced two footbridges at the Droitwich Barge and Droitwich Junction canals in the Mid-Worcestershire Ring, each weighing 7 tonnes. Waterways specialist Rothen Group provided an 8 metre crane pontoon to create a stable working platform.

Jennifer Makkreel
MCIQB talks
procurement, quality
and sustainability
in the first of
CM's client profile
series (see p20)



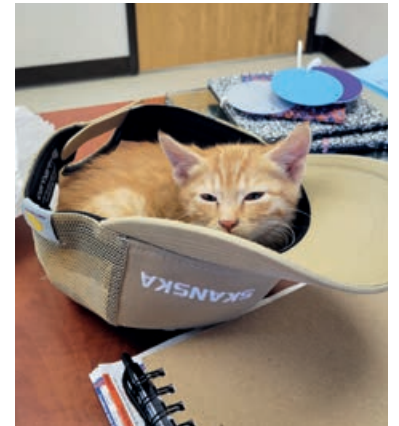
▼ **International Women's Day**

Assistant quantity surveyor at BAM Yasmin Struthers-Frost joined the contractor as an apprentice in 2018 and has seen her career go from strength to strength. Last year, she was shortlisted in the Rising Star category of the CIOB Awards.



◀ **Emergency area retrofit**

As part of National Highways' National Emergency Area Retrofit programme, WJ Group has helped install 22 new emergency areas between junctions 21a and 26 of the M6 using its coloured surfacing product, RapidGrip.



▲ **Roxanne joins Skanska**

This kitty was spotted at a Skanska construction site in the US and rescued by project manager Sam Villalobos. Roxanne is now a treasured member of the project team. Female ginger cats are rare, making up only 20% of the ginger feline population.



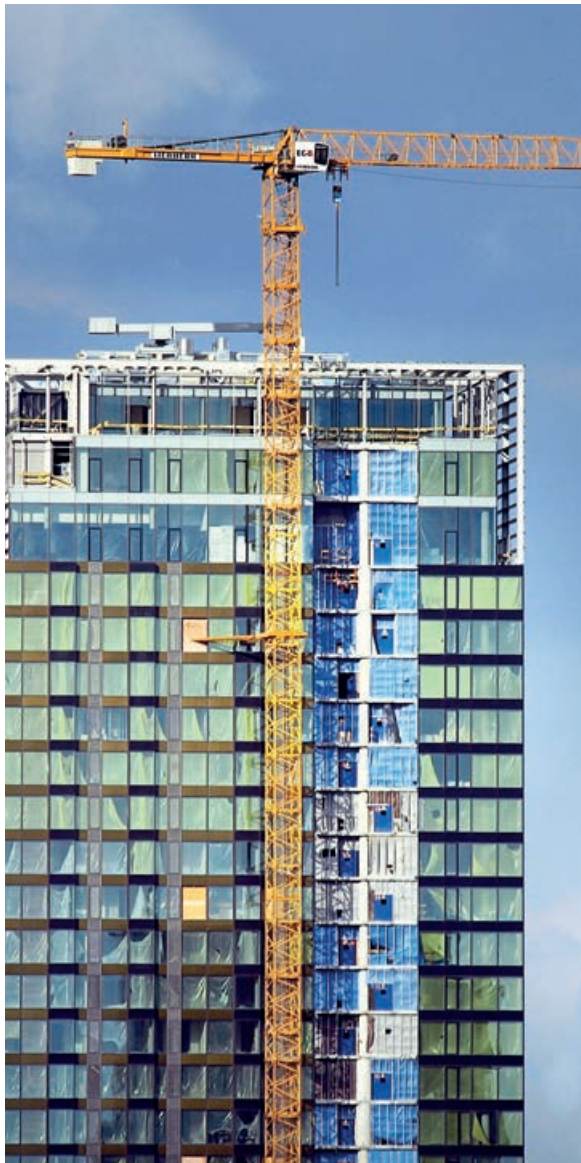
◀ **Royals, residents & rock**

The 'Royals, Residents & a Rock Festival' mural at the Station Hill development built by Sir Robert McAlpine is part of Reading's new public realm, featuring local celebrities like Ricky Gervais and Neil Papworth, sender of the first-ever SMS message.

ANDY STAGG

Mandatory building safety CPDs for CIOB members

The change aims to ensure CIOB members remain competent with the latest building safety regulations and developments



CIOB members are now required to take building safety modules as part of their continuous professional development (CPD) obligations, the institute has announced.

The new policy is part of CIOB's "commitment to promoting modern professionalism within the built environment", it added.

"Starting with the current CPD cycle that began on 1 January 2025, all CIOB members are required to undertake CPD in building safety, to remain up to date with the latest developments and regional regulations," said Ros Thorpe, CIOB director of education and standards.

"This must represent a minimum of three CPD points, out of the 10 CPD points members are required to accrue each year.

"Members audited from next year will be asked to highlight any CPD that they have undertaken in relation to building safety within their audit returns."

The move follows the introduction of CIOB's new CPD policy in January 2023. Under the policy, CIOB is able to prioritise certain subjects for CPD to ensure members stay up to date with current best practice, following similar policies implemented by the Royal Institute of British Architects (RIBA) and other professional bodies in relation to building safety.

◀ Building safety is defined as a focus on the whole-life safety of the built asset

"Building on a good level of compliance since the introduction of our new CPD policy over the past two years, we are now building in specific learning that provides assurance in terms of a commitment to building safety, which is defined as a focus on the whole-life safety of the built asset rather than site safety," Thorpe explained.

CPD options

"Members are already required to keep themselves informed of current thinking and developments appropriate to the type and level of their responsibility, and should be able to provide evidence that they have undertaken sufficient study and personal development to fulfil their professional obligations in accordance with the institute's policy for CPD," she added.

While members can log CPD from a range of sources, CIOB provides free, high-quality CPD to members through CIOB Academy. CPD modules are also available on the Construction Management website.

Retired members remain exempt from the CPD requirements, while members who take parental or other leave may request an exemption. ●

CIOB has a dedicated web page covering latest developments on building safety and associated legislation and regulations: www.ciob.org/industry/policy-research/resources/Building-Safety-Act-Advice-and-Guidance.



CIOB launched the #PPEthatfits campaign in July 2023



BSI announces consultation for inclusive PPE standard

Call for feedback on draft standard that aims to improve the provision of PPE across all sectors, including the built environment. By **Nadine Buddoo**

The British Standards Institution (BSI) has announced a public consultation which will allow stakeholders to review and provide feedback on its draft standard for inclusive PPE.

Through this process, BSI hopes to ensure the standard is relevant, clear and technically accurate – promoting equitable access to safety clothing and equipment.

The publication of the standard will help support organisations or individuals involved with the purchase, provision or use of PPE.

The public consultation process will be open to any stakeholders, including end users and technical experts, who want to provide feedback on the draft standard. The consultation period is expected to run from 28 February until 13 May.

The BSI committee began drafting the standard in 2024, following the launch of CIOB’s #PPEthatfits campaign. Launched in 2023, the campaign aims to help address inequalities in the provision of PPE.

Over a six-month period, BSI has engaged with more than 30 individuals, including end users, health and safety professionals and manufacturers, to discuss and draft the proposed PPE standard.

Natalie Wilson, chair of BSI’s drafting panel for the new standard, said a key part of the process has involved establishing an agreed definition for inclusive PPE.

She said: “Inclusive PPE, for us, is PPE that is designed, manufactured and selected to provide equity of access to and provision of correctly fitting PPE for all wearers.



Input is so important. It helps us shape better and more effective standards

Sara Gibbs, BSI

“[The PPE should provide] the required levels of personal protection without creating an obvious point of difference between wearers or inadvertently creating secondary risks or hazards, including trips, falls and snagging.”

Following the public consultation period, feedback will be collated into a single document and reviewed by a panel.

Sara Gibbs, standards development manager at BSI, said: “Input [from stakeholders during the public commenting stage] is so important. It helps us shape better and more effective standards.

“We ask that you read the draft carefully and focus on areas where improvements are needed, using clear and specific language.”

To provide feedback when the consultation opens, visit the BSI Standards Development portal and search for BS 30417 in the public comments section. ●

For more information about the #PPEthatfits campaign and CIOB’s global directory of inclusive PPE suppliers, visit www.ppethatfits.com.

CIOB D&I Charter reaches 300 signatures

CIOB’s Diversity & Inclusion Charter has received over 300 corporate signatories since its launch in May last year.

The charter includes five key commitments around leadership, transparency, culture, accountability and planning. After a company signs up, it will be invited to join CIOB’s Employers’ Forum on Diversity and Inclusion, a space to share challenges and successes with like-minded employers.

For more information and to sign up for the charter, visit www.ciob.org/industry/EDI.

▼ From October 2025
social landlords
must address mould
hazards in the home



Awaab's Law doesn't go far enough, CIOB fellow says

The long-awaited legislation requiring social landlords to address poor living conditions will come into force in October

The government has “missed the opportunity” to include important hazards in the first phase of Awaab's Law rollout, a CIOB fellow has warned.

Deputy prime minister and housing secretary Angela Rayner confirmed last month that Clause 42 of the Social Housing (Regulation) Act 2023 will come into force across the social housing sector in October.

Known as Awaab's Law, it mandates social housing landlords to promptly investigate and remediate dangerous hazards within their properties within set timeframes. Awaab Ishak was a two-year-old boy who died in December 2020 from a respiratory condition caused by mould in his home.

Rayner said in parliament that the new legislation will extend to a wider range of hazards from 2026 (see rollout box).

But building pathologist Professor Michael Parrett FCIQB said the government should

have addressed issues such as excessive cold and fall hazards in the first phase and noted that overcrowding is not included.

“The 2021 Building Research Establishment's (BRE) report on the cost of poor housing identified excess cold and falls in the home as the two top hazards, with the latter having more than 1.5 million reported cases each year,” he said.

“The BRE estimates that it would cost an estimated £5.9bn to mitigate these

There will be a need for those working in the social housing and private rented sectors to substantially upskill technical staff

Professor Michael Parrett FCIQB



issues but would save the NHS more than £850,000 per year if excess cold was properly tackled.”

Parrett added that the new rules will require considerable upskilling efforts.

“There will be a need for those working in the social housing and private rented sectors to substantially upskill technical staff to take a more thorough and holistic assessment of the causes and sources of dampness in buildings that go far beyond the mere identification and treatment of the symptoms,” he said.

Public consultation

A public consultation on Awaab's Law received over 1,000 responses. The government is expected to publish its response soon, alongside further guidance.

“The government will bring Awaab's Law into force for the social rented sector from October this year,” said Rayner. “We intend to act as quickly as possible to bring all relevant hazards within the scope of new legal requirements, but to ensure its effective implementation we will implement Awaab's Law through a phased approach.”

Awaab's Law applies only to social housing. The recently announced Renters' Rights Bill includes provisions to apply the law to the private rented sector. ●

Awaab's Law timeline

- From October 2025, social landlords will need to address damp and mould hazards that present a significant risk of harm to tenants, within fixed timescales. They will have to address all emergency repairs, whether they relate to

- damp and mould or any other hazard, within 24 hours.

- In 2026, requirements will expand to apply to a wider range of hazards beyond damp and mould. These will include excess cold and excess heat, falls, structural

- collapse, fire, electrical and explosions, and hygiene hazards.

- In 2027, the requirements will expand to the remaining hazards as defined by the housing health and safety rating system.

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▼ Finalists line up on stage at the 2024 CIOB Awards



CIOB reveals final awards shortlist

Finalists compete for Construction Manager of the Year title to be awarded in London ceremony in May

The Chartered Institute of Building has published the final shortlist for the prestigious Construction Manager of the Year award.

CIOB judges selected 45 professionals after reviewing “scores” of construction projects across the UK.

They will be whittled down to a winner in each of the awards’ seven categories, and one overall winner to be crowned as Construction Manager of the Year 2025. The winners will be

“I’m excited to find out who, from this group of extraordinary people, will take home the prestigious Construction Manager of the Year title”
 Caroline Gumble, CIOB

revealed at CIOB’s glittering black-tie ceremony at the Hilton London Metropole on 15 May 2025.

CIOB CEO Caroline Gumble said: “Every year we are fortunate to receive nominations for the most talented and accomplished construction managers in the UK and those who go on to make it to the finalists list really are the best of the best.

“Many congratulations to all our finalists and I’m excited to find out who, from this group of extraordinary people, will take home the prestigious Construction Manager of the Year title at our wonderful awards evening in May.”

Other awards categories include Client Award, EDI Awards (individual and team), Rising Star, Sustainability Award and Team Award. ●

CIOB CMYA 2025 shortlist

● Commercial & Leisure

Simon Bywater
Willmott Dixon

Jason Elphick
Willmott Dixon

Alex Heath
Willmott Dixon

Connor McMahon
McAleer & Rushe

Graham Mercer
Skanska UK

Jason Sims
Caddick Construction

Dillon Siva
Willmott Dixon

Fraser Tanner
McLaren Construction

Chris White
Willmott Dixon

● **Education**
Michael Braiden
Morgan Sindall

Greg Browne
BAM

Liam Evans
Willmott Dixon

Gareth Fallows
Willmott Dixon

Chris Scoins
BAM Construct UK

Neil Smith
Apex Contractors

● **Public**
Steve Fennell
Lendlease Construction UK
Regions – Europe

Paul Fletcher
Kier

Paul Ingram
Kier

● **Renovation & Restoration**
Jonathan Brock
Beard

Colin Cameron
Morgan Sindall

James Friedmann
Eric Wright Construction

Steven Gilbert
Abbey Extensions & Renovations

Jason Hunt
Willmott Dixon

● Healthcare

Gareth Drake
Tilbury Douglas

Wayne Fleet
Barnes Construction

Andy Gray
Willmott Dixon Interiors

Matthew Keen
BAM Construct UK

Steve Musson
Kier Construction

Dean Williams
Kier Construction –
Western and Wales

● Accommodation – High Rise

Matthew Baglow
JJ Rhatigan Building
Contractors

Mark Brady
McAleer & Rushe

Zak Carroll
McLaren Construction

Mark Chamberlain
Willmott Dixon

Paddy Connolly
McAleer & Rushe
Contracts UK

Andy Howarth
Willmott Dixon

David John
Willmott Dixon

Matthew Legg
Vinci Construction

Oliver Lester
Willmott Dixon

● Accommodation – Low Rise

Andrew Canning
Caddick Construction

Dominic Coxshall
Willmott Dixon

Alan French
Willmott Dixon

Jon Kelly
Storey Homes

Matthew Lewis
Wates

Stephen McGinty
McAleer & Rushe

Graham Potts
Kier



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Women in skilled trades: are numbers improving?

Construction can learn important lessons from manufacturing when it comes to attracting women to hands-on roles, writes **Ridha Shah**



The UK construction industry has experienced significant workforce structure changes over the past decade. According to the Office for National Statistics (ONS), 15% of UK construction professionals are women, with a small percentage in the manual workforce.

While female professional roles increased by 53.5% over the past 10 years, women in skilled trades have steadily declined by around 18% in the same period.

There was a shift in the pattern for both professional and skilled trades occupations around Q3 2020, as shown in the top graph on page 13. The rise of working from home as a result of the Covid-19 pandemic significantly impacted working arrangements, especially for office jobs.

In Q3 2024, women in professional occupations increased by 10.6% year-on-year, while the number of men in these positions fell by 5.3%.

In contrast, from Q3 2020 to Q3 2024, women in skilled trade occupations decreased by 26.2%. The pausing or delay of many construction projects led to job losses and reduced opportunities, which likely contributed to the decline in skilled trades as people looked for jobs in other industries.

Lessons from manufacturing
Although the participation of women in skilled trades occupations within the construction industry has been

volatile in recent years, there has also been some growth.

When comparing skilled trades occupations in the construction sector with manufacturing, notable differences appear. Both involve practical, hands-on work with tools, machinery and materials; however, the construction sector lags behind the manufacturing sector.

As shown in the bottom graph on this page, the number of women in skilled trade occupations in manufacturing is consistently

18

Percentage decline of the number of women in skilled trades over the past 10 years

Women are attracted to manufacturing due to equal opportunities, career advancement and structured work environments

and significantly higher compared to construction.

Over the last 10 years, the average number of women in manufacturing skilled trades was 47,912 out of a total workforce of 588,873, whereas construction showed a much lower average of 12,149, out of a workforce of 1,017,763.

According to the Women in UK Manufacturing 2024 report, women are increasingly attracted to skilled roles in manufacturing due to better diversity and inclusion initiatives, the perception of more equal opportunities, career advancement opportunities and more structured work environments.

Supporting women's participation in skilled construction trades is crucial for bridging the gender gap, bringing diverse perspectives and addressing the skills shortage in our industry. There are valuable lessons to learn from sectors like manufacturing, which have made greater progress in this area.

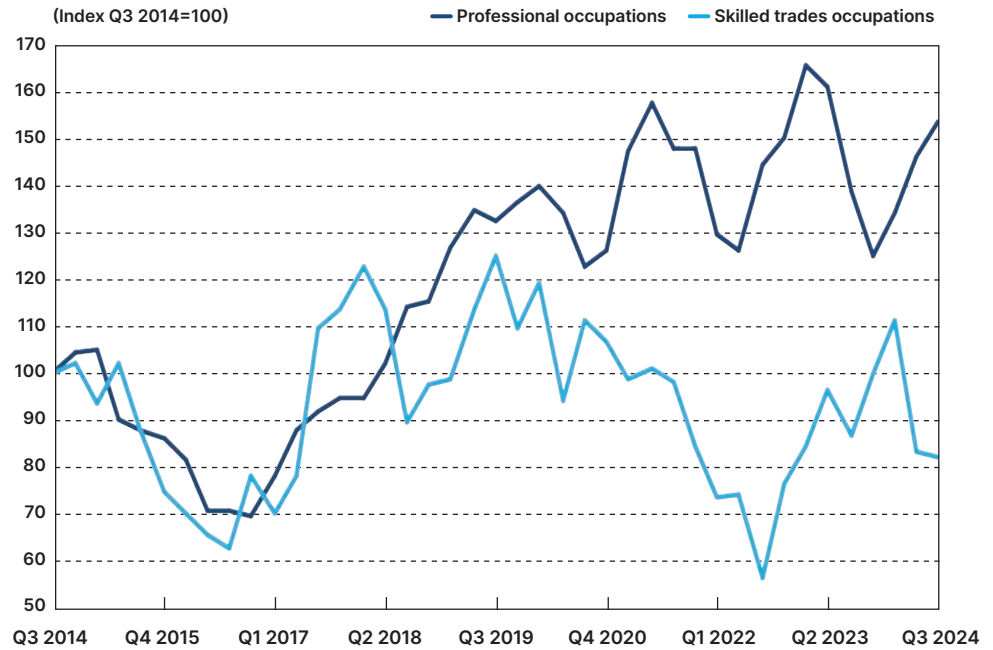
Effective strategies used include targeted mentorship programmes, recruitment campaigns, actively showcasing successful female role models and introducing flexible working measures.

Implementing such strategies can help create a more inclusive and innovative construction workforce, ultimately driving the industry forward.

Ridha Shah is an economist and diversity and inclusion lead (Yorkshire and North East) at Turner & Townsend.

Females in professional vs skilled trade occupations in construction

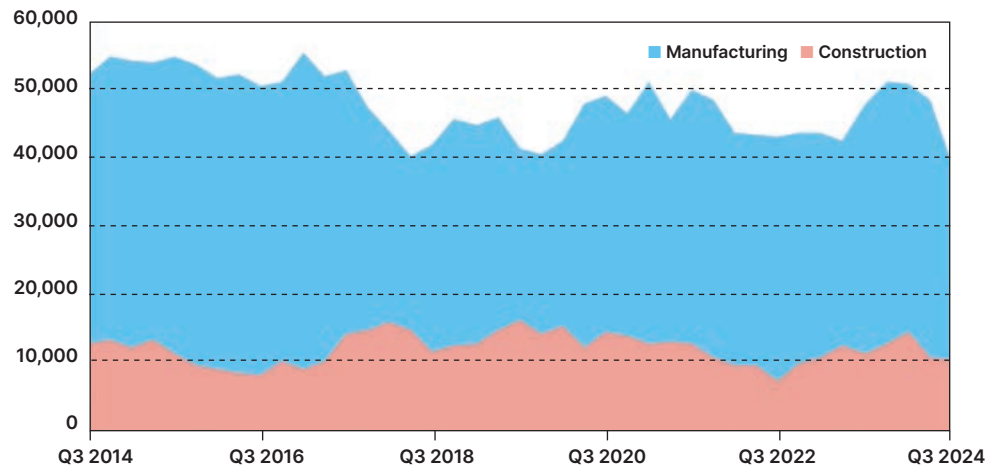
Percentage change, quarter on quarter, over last 10 years



SOURCE: ONS FIGURES BASED ON THE STANDARD OCCUPATIONAL CLASSIFICATION 2020 DEFINITIONS FOR CONSTRUCTION-RELATED WORK

Women in skilled trades are more common in manufacturing

Number of females in skilled trades in the construction and manufacture sectors



SOURCE: ONS



Caroline Gumble
CIOB

Construction must embrace real diversity if it wants change

Commitment to modern professionalism and an inclusive approach will be necessary to meet society's evolving needs, writes **Caroline Gumble**



Our virtual Members' Forum meeting a few weeks ago was a great opportunity to share updates on the progress of our corporate plan themes.

As CIOB members know by now, we have three areas of focus in our current plan: environmental sustainability, quality and safety, and the skills gap, including measures to encourage a more representative workforce.

We're also at a key moment in time with this corporate plan: 2025 marks the mid-point of delivering on the work outlined in the document and I want to reflect on the overarching theme of modern professionalism and its direct links

to work on the skills gap and culture change in the sector.

Some of our recent activities to attract people into construction and help address the skills gap include:

- Contributions to cross-sector panels bringing together best practice on what works in attracting and retaining people in this industry.
- The launch of CIOB People as a platform to share stories from industry practitioners and insights into people development and recruitment.
- Our BE Inclusive event last year, held with some of our sister professional bodies, focusing on disability inclusion in the workplace.
- A new technical information sheet

◀ CIOB's plan includes a focus on measures to encourage a more representative workforce

on Diversity and Inclusion, free to members, providing SMEs with guidance on how they can support a more inclusive industry.

● Continued promotion of our EDI charter, plus the publication of case studies from those who are signed up to it.

I wrote back in 2022 that we need to recognise that culture in the industry won't change until we have embraced some real diversity. It's a true strength to have diversity of thought within an organisation and, frankly, it's a business imperative – and this is where the link with modern professionalism is so clear.

A more inclusive approach delivers more robust decision-making, which provides a better built environment for those creating it and those using it.

In the context of the headlines from our corporate plan, the culture change we want for this fantastic industry – ensuring quality and safety are at the heart of everything we do – can only come from embracing modern professionalism and acknowledging that we're aiming to meet changing societal needs and a growing population.

For some, that must also mean more change within the industry and more commitment to an inclusive approach – there is no doubt it is in all our interests to make construction openly and visibly accessible to everyone. ●

Caroline Gumble is CEO of CIOB.

“
It's a true strength to have diversity of thought within an organisation and, frankly, it's a business imperative

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Matt Mahony
CIC

Advancing building safety through systemic change

Matt Mahony explains the work CIC is doing to prevent tragedies like Grenfell from happening again



The construction industry seems to be moving closer to an improved vision of accountability and building safety.

February saw the government's decision that the Grenfell Tower will be taken down due to structural concerns.

But resolution in many other areas remains far away. Any charges from the Grenfell Tower Inquiry are unlikely to be announced until late 2026 and cladding remediation work is likely to run into the next decade.

The Building Safety Regulator (BSR) is still finding its feet and the government's response to the inquiry's recommendations could yet cause significant upheaval to the way our buildings and institutions are managed.

These possibilities should not obscure the hard work that parts of

the industry have been carrying out since the fire in June 2017.

The Construction Industry Council (CIC) has been at the forefront of initiatives to enhance building safety within the sector, undertaking a series of actions aimed at preventing such failures in the future and supporting the industry in embracing the new changes to legislation and competence.

In June 2017, CIC immediately established an After-Grenfell Panel, chaired by Turloch O'Brien CBE, which was dedicated to addressing the immediate concerns and evaluating the systemic issues within building safety protocols.

Building on this, in September 2020, CIC introduced a Building Safety Committee, led by former CIC chair Professor John Nolan CBE. This committee, chaired now by David McCulloch, comprises leading industry experts from our member organisations, who convene regularly to assess and provide guidance on safety issues.

Restoring public confidence

CIC was invited by the government, along with the Construction Products Association and BuildUK, to form the Industry Response Group (IRG), which coordinated the industry's response to implementing recommendations from the Independent Expert Advisory Panel and the government, supporting the industry in meeting new challenges.

Following the publication of the Hackitt report, the IRG formed the Competence Steering Group, which CIC's chief executive, Graham Watts OBE, chaired for five years. This group produced several valuable reports and focused on raising the bar on competence across all sectors involved in building safety, ensuring that professionals are adequately trained and equipped.

CIC has also been engaged with the Health and Safety Executive (HSE) in the development of an independent BSR. Consultations with key officials have been pivotal in shaping the regulator's role.

CIC's work is all tied together by its membership – the organisations at the sharp end of the building safety agenda, such as CIOB, RICS, IStructE and RIBA. CIOB, for example, is well represented as part of the Building Safety Committee and at all stages there is cross-member consultation with its director of policy, external affairs and research, Eddie Tuttle.

Through these initiatives, CIC has made a substantial impact on the industry's approach to safety and continues to champion the systemic changes needed to safeguard against future tragedies and restore the public image of our industry. ●

Matt Mahony is the policy and public affairs manager at CIC.



▲ CIC's work helps to improve safety in high-rise buildings



CIC has been at the forefront of initiatives to enhance building safety within the sector

Feedback

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



CM: Caroline Gumble steps down as CIOB CEO
Gumble will leave the role in early July to join Welding Institute as its new CEO.

Sandi Rhys Jones OBE FCIQB
 The changes that Caroline brought about at CIOB became apparent so quickly that I wrote to congratulate her just a few months after her arrival. To my surprise, she responded immediately, and I remember well the conversation we had about challenges in the construction industry in general and in professional institutions in particular.

She has helped individuals to grow and develop, built collaborative links with other institutions, been unafraid to challenge where necessary and has consolidated CIOB as community of modern professionals committed to fulfilling the social value of the built environment. Thank you, Caroline, and all success in your next role.

Professor Chris Gorse MCIQB
 Caroline is a remarkable person and has driven the industry forward with her energy and commitment. I cannot speak highly enough of the work and impact that she has had on the sector.

As a result of Caroline's engagement with some challenging issues, the bar on professionalism within construction management has been well and truly raised. Caroline's persona, presence and attitude have served as the catalyst for a much-needed shift in attitudes towards EDI and the welfare of all engaged with construction.

She remains an active role model for all, and certainly those at Loughborough University. She will be missed within CIOB and I suspect her legacy and continued activities will go on to serve us all well.

Dr Gina Al-Talal FCIQB via LinkedIn
 It has been a privilege to work under your leadership, and I want to thank you for being such an inspiration throughout

your time here. Your support and encouragement over the years have truly made a difference, and I feel incredibly fortunate to have had the opportunity to learn from you.

Angus Macleod MBE
 Since I joined CIOB in 1972, I have been privileged to meet many CIOB CEOs and presidents over the years. Like them, Caroline Gumble just loved meeting people, and people loved her, especially those who enjoyed her presence when visiting folk in the Highlands and islands of Scotland. Beannachdan Caroline.

Sreejith Kesavan MCIQB via LinkedIn
 As a CIOB member for a while, I can say without a doubt that I have never seen or worked with any past CIOB CEO who has demonstrated as much energy and enthusiasm in transforming the organisation and bringing it closer to its members. Apart from strengthening the core capabilities and values of CIOB, [Caroline has] introduced innovation and new initiatives that have made a real difference on the ground, giving the organisation visibility and respect like never before. It was during [her] tenure that I truly felt I was getting value for money from my membership fee. With warm regards from Muscat, Oman!

▲ Gumble has led the institute since August 2019

“She will be missed within CIOB and I suspect her legacy and continued activities will go on to serve us all well”
 Professor Chris Gorse MCIQB

Nazar Soofi MCIQB via LinkedIn
 [Caroline has] always been an extraordinary leader, leaving an indelible mark on the CIOB through [her] vision, achievements and dedication. What I found particularly remarkable was [her] boundless energy and unwavering drive – always visible, always engaged, tirelessly representing CIOB with passion and purpose.

🗨️ 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



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'I want contractors to make a living, not a killing'

CM starts a new series of client profiles this month. First up, the University of Oxford's Jennifer Makkreel MCIQB talks procurement, quality and sustainability

The prospect of delivering a Passivhaus project for the first time can seem daunting for any client – but not Jennifer Makkreel, the University of Oxford's deputy head of capital projects.

Aside from energy-efficient and comfortable buildings, the Passivhaus process "improves the certainty and the quality of the end product", says Makkreel, who has been managing construction of the university's Passivhaus-certified Schwarzman Centre for Humanities with main contractor Laing O'Rourke (see p24).

"With Passivhaus, you know that what you will get at the end of the project is what you set out to get at the beginning," she reasons. "As a client, that is a huge benefit."

Makkreel sits on CIOB's client steering group, formed in 2023 to share knowledge and best practice among construction clients, with the ultimate aim of raising the bar in areas like quality and sustainability. She sees procurement as central to that goal and the Passivhaus process is part of her thinking.

The University of Oxford has had a policy of delivering all buildings over £1m to Passivhaus standards since 2017, but Makkreel says the decision is made on a case-by-case basis.

"We did not want certification to drive everything, because it might not make sense," she explains. "But it does make sense to build in the principles of low energy in use, reducing and removing cold bridging, and improving thermal performance and comfort for users. We focus on the benefits rather than the badge."

Achieving the high levels of airtightness required by Passivhaus, calls for far more rigour than might be applied in a standard project.

"The attention to detail during design and delivery has to be there; you cannot cut corners," says Makkreel. "You must have honesty and transparency with your workforce. If something goes wrong, they need to put their hands up."

Any client seeking a contractor which can meet the exacting demands of a Passivhaus project should take a close look at the



Bring in a contractor who shares your values on the quality

Jennifer Makkreel, University of Oxford

attitudes and values of tendering companies, says Makkreel, in addition to assuring their experience and competence.

"Bring in a contractor who shares your values on the quality aspects because, if that's where they are, they will take their supply chain on that journey and will spur the workforce on to deliver," she adds.

However, that honest and transparent approach required in those delivering must be part of a client's DNA too, believes Makkreel.

"If you insist the contractor takes a no-blame approach, you need to take the same approach, otherwise it's never going to work. It has to be you and your contractor together against the problem, rather than working against each other. Although, that does not mean that you do not hold each other to account."

The right contract

The University of Oxford favours JCT two-stage design and build contracts for the projects in its capital works programme of circa £160m annually – with a total programme value of up to £1bn ▶

▶ Jennifer Makkreel: 'It has to be you and your contractor together against the problem, otherwise it's never going to work'



PHOTOGRAPHY: JULIE KIM

Value of University of Oxford's capital works programme

£1bn



It's not about the type of contract, it's about making sure it's written to deliver transparency and that it isn't ambiguous

Jennifer Makkreel, University of Oxford



behaviours, like contractors squeezing their supply chain.

"Contractors are professional companies. I want people to be able to make a living, not a killing, but a living."

Clients also have a responsibility to support innovation among contractors and their supply chains, says Makkreel. "If I am not part of solving the problem, I am part of the problem," she says citing the example of using extensive offsite construction for the Schwarzman Centre to reduce travel, long days and carbon emissions associated with delivery to site.

Makkreel also thinks clients should be pushing for new ways to use digital tools in the pursuit of net zero, creating intelligent buildings where the data from multiple sensors and systems can be assimilated and analysed so that built assets can be better managed.

"We are at the beginning of that journey, but there are lots of opportunities," she says.

But what enthuses Makkreel most about her role is the people she works with. Looking out of the site office window at the Schwarzman Centre, she says: "I don't think many people get to do something this exciting in their career. I am contributing to a building that will be here for an extremely long time, that has never been delivered before in terms of its performance." ●

– including many large-scale and high-profile projects. Makkreel doesn't believe that any specific contract naturally lends itself to Passivhaus projects; what matters is how it is written.

"It's not about the type of contract, it's about making sure it's written to deliver transparency and that it isn't ambiguous," she counsels.

Makkreel has strong views on contract costs and the need to pay contractors fairly. "There is still a challenge within the industry because contractors work on such low margins, in part because clients insist on it," she says. "At times that drives the wrong

▲ Jennifer Makkreel: Clients have a responsibility to support innovation

CV: Jennifer Makkreel MCIQB, deputy head of capital projects, University of Oxford

- Civil engineer by training, studied for a Bachelor of Science degree at the University of Ottawa, 1997-2002.
- Project manager with building contractor PCL Constructors in Canada, 2003-06.
- Went client side to work as a project manager for the Legislative Assembly of Ontario, managing multiple projects, 2006-08.
- Moved to the UK, working as programme manager and head of programme office for Oxfordshire County Council.
- Joined University of Oxford as deputy head of capital projects in 2014.

CIOB's Client Strategy

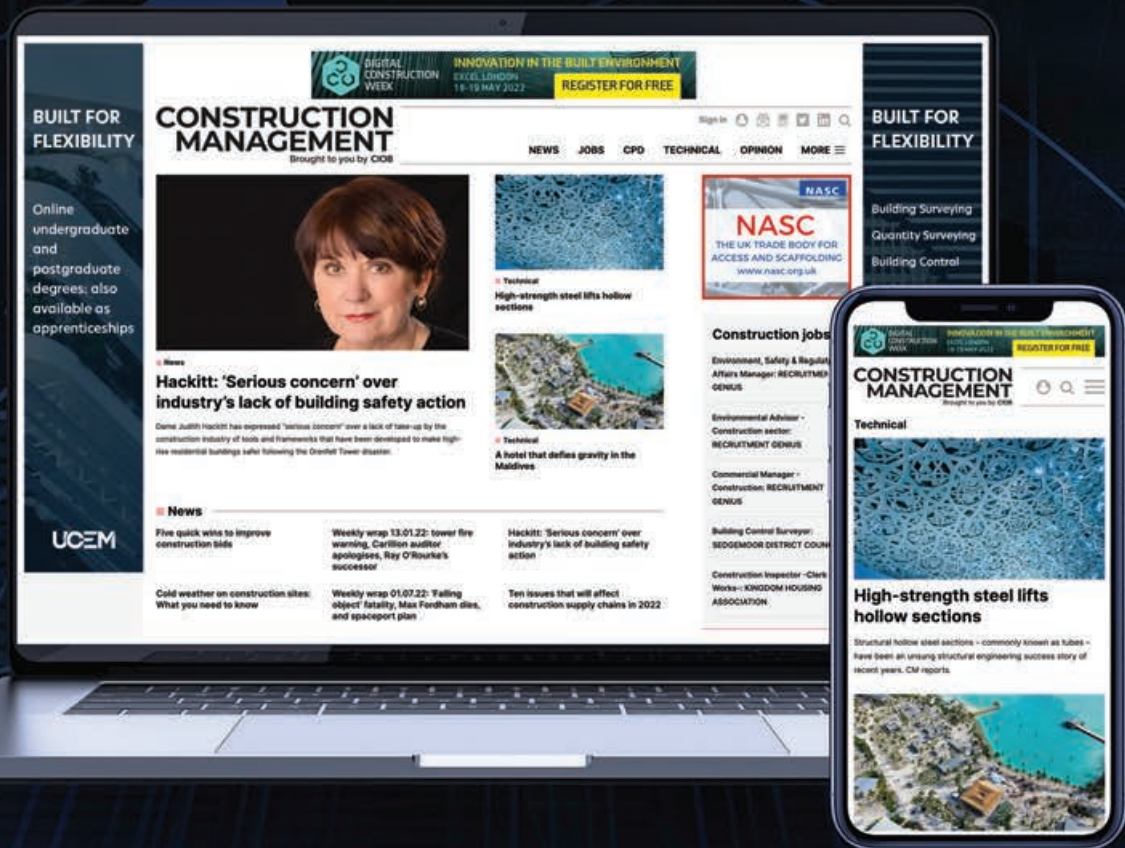
CIOB's Client Strategy (launched in March 2023), aims to support less experienced construction clients by curating and sharing best-practice digital resources which will help them achieve improved project outcomes. The work is supported by CIOB's appointed client champions, recognised for delivering excellence in their particular sector, who give up their time and expertise to help create resources that will benefit less experienced clients, end-users and society at large.

Further information:
www.ciob.org/industry/support-for-clients/professional

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Oxford's first class Passivhaus

The UK's largest Passivhaus building is under construction in the heart of historic Oxford. **Kristina Smith** visited Laing O'Rourke's Schwarzman Centre project

PHOTOGRAPHY: JULIE KIM



◀ The glass and timber dome arrived on site as a kit of parts

It is less than two years since Laing O'Rourke started constructing the Stephen A Schwarzman Centre for the Humanities at the University of Oxford – but the 23,500 square metre building has shot up at an astounding rate.

“Within a year, we had created the building structure, and we delivered the first £100m of work here with just 65 people on site,” says Steve Holland MCIQB, project director for Laing O'Rourke. The Schwarzman Centre will be contractor's 12th project for the university since 2003.

The pace of construction is largely due to the contractor's offsite construction methodology. The rapid programme is even more remarkable considering the Schwarzman Centre, when complete this summer, will be the largest ever Passivhaus-certified building in the UK.

With its Rutland limestone and handmade brick cladding, the Schwarzman Centre looks at home next door to the Grade I-listed Radcliffe Observatory, constructed for the university in the late 1700s in an altogether more labour-intensive way.

Built on the site of the former Radcliffe Infirmary, the new humanities building will bring together nine faculties and institutes onto one site, plus seven libraries and collections. Arranged ▶

Stephen A Schwarzman Centre for the Humanities

- Client: Estates Services Capital Projects, University of Oxford
- Architect: Hopkins Architects
- Project manager: CPC Project Services
- Passivhaus consultant: Etude
- QS: Arcadis
- Main contractor: Laing O'Rourke
- Contractor architect: Purcell
- Structural designer (novated): AKT II
- Building services designer (novated): Max Fordham
- M&E: Crown House
- Piling and structure: Expanded Piling
- Facade: Vetter
- Windows and doors: Britplas
- Hybrid steelwork: Severfield
- Dome: Novum
- Performance space fit out: James Johnson
- Construction cost: confidential
- Form of contract: JCT two-stage design and build
- Programme:
 - PCSA: November 2021 to January 2023
 - On site: January 2023 to summer 2025



around a central atrium beneath a glass dome, the Schwarzman Centre has four storeys above ground and a two-storey secant-piled basement below.

The ground floor will be home to a cafe, exhibition hall, the Bate Collection of Musical Instruments and a 100-seat cinema. The upper floors will have teaching, research and study areas and the main library. Below ground, a double-height foyer provides access to a 500-seat concert hall, the 250-seat humanities lecture theatre, performance space and a recital hall.

A £185m donation from Stephen A Schwarzman, CEO and co-founder of investment firm Blackstone, has made the creation of this building possible. The total cost of the project is higher than this and remains confidential.

Passivhaus record

Achieving a Passivhaus-certified building was not part of the contract with Laing O'Rourke, explains Jennifer Makkreel, project director and deputy head of capital projects at University of Oxford: "Laing O'Rourke was contracted to deliver the targets which would achieve certification. We didn't want to tie ourselves in a knot because of certification."

Instead, the approach was to embed Passivhaus principles into the design philosophy, checking

There are 204 federated models that feed into that digital build

204

First, we do a digital build to work out all the complexities, issues, problems and challenges. That gives us the confidence to go and do it physically

Steve Holland,
Laing O'Rourke



at each stage of development whether certification would still be achievable – given the demands of the project brief, budget and delivery timescale.

“It is a value-driven approach to certification more than a contractual approach,” says Makkreel. “A big part of that is having the right culture between ourselves and sharing the same values in what we want to achieve.”

Although the university has a capital works framework for projects over £20m, the humanities building was such a specialist major project that it warranted its own tender process, says Makkreel: “We did a very extensive procurement exercise, a longlisting which included our framework partners, then shortlisting, and then short-shortlisting.”

With two contractors in the final running, a key consideration was who the main contractor would bring with them as key supply chain partners. “We wanted to make sure that we were able to hit the ground running on the pre-construction services agreement (PCSA), with the right people in place to help to develop the design,” says Makkreel.

Laing O'Rourke, of course, can offer a unique proposition when it comes to supply chain, with so many specialist contractors within its group. On this project, Expanded delivered the piling and the



▲ The timber-clad four-storey concert hall
◀ The Rutland limestone cladding is intended to fit in with the Grade I listed Radcliffe Observatory next door

precast concrete structure, Crown House Technologies delivered the mechanical and electrical works, and Vetter the facade, with the panels manufactured off site in Laing O'Rourke's Nottinghamshire facility.

Designing a building for Passivhaus and designing for offsite manufacture have a lot of synergies in terms of planning, with digital having a crucial role, according to Holland.

“We want to build the building twice,” he explains. “First, we do a digital build to work out all the complexities, issues, problems and challenges. That gives us the confidence to go and do it physically.”

There are 204 federated models that feed into that digital build.

As the various models are federated, a digital script checks that updates or changes haven't created problems such as clashes or unachievable tolerances.

“Instead of needing lots and lots of human checks, and the risk of human error or something being missed, that can all be automated with the digital script,” explains Holland.

Although the team hit the ground running, the PCSA was a few months longer than it might have been, had the plan been to deliver the building traditionally. However, that investment in time upfront has paid dividends in terms of achieving the overall project programme and quality goals, says Makkreel. ▶

Developing the details

Out on site, Holland points out some of the details developed during that PCSA period. For instance, a band of granite around the base of the building was added after the team took a walking tour of Oxford to look at stonework details which did – and didn’t – work on the city’s many historic buildings. The granite band will stop water soaking up into the limestone.

The precast facade panels, delivered with windows already installed, are stacked one on top of the other, tied into the building’s concrete frame rather than hanging from it. “That reduces the load on the structure and reduces the cost of the structure,” says Holland.

Another important detail developed during the PCSA means that there are no visible vertical joints at all in the facade – something that the architect and client were keen to avoid. Instead, the facing stones or bricks on adjacent panels were designed to interlock with each other.

“That enables a monolithic finish of the stone,” says Holland.

It is impossible to see where the precast panels meet the small section of hand-laid stones which form the arches to the entrance.

Inside, there are several ‘wow’ moments. The first comes on entering the atrium area on the ground floor – the Great Hall – which is lit from above by the glass

“ We put the mechanical ventilation next to the dome instead of in those rectangular voids at the corners of the atrium. That gave better value for the client
Steve Holland, Laing O’Rourke

▼ Client and contractor sharing values and culture is central to achieving Passivhaus certification, says Makkreel

dome, which has an intricate timber framed dome below it. This space will be open to the public, often used as a cafe, sometimes an event space or even a dining room.

The architectural competition which resulted in the winning design by Hopkins resulted in three different proposed layouts for the building, says Makkreel. One was a street, the other had a courtyard, and then this one with the atrium.

“We had to think about Passivhaus in considering what form of building would work best,” says Makkreel. “Both the street and the courtyard had a lot of facade. This design

brings light into the centre of the building while having a relatively regular form to help with Passivhaus principles.”

The design of the dome took up a lot of time during the PCSA period, with supplier Novum brought in early. Both the glass and timber elements arrived on site as a kit of parts, to be assembled at ground level and craned into place.

One major change was to simplify the dome so that it will not be providing ventilation or smoke extraction functions. “We simplified it so that the dome is just a dome,” says Holland. “We put the





mechanical ventilation next to the dome instead of in those rectangular voids at the corners of the atrium. That gave better value for the client.”

On the three upper floors, graduate students will be able to study, looking over the balcony. Some of the beautiful oak cladding and furniture around the atrium and on the upper floors has already been installed. Meanwhile plasterboard, flooring and other fit-out work is underway alongside M&E works.

Heading downstairs from the atrium, the timber-clad four-storey concert hall is already breathtaking. Holland explains how James Johnson built the elements in its Dagenham factory to be lifted through the ceiling and assembled, paying credit to section manager Jack Higgins who devised a temporary suspended floor, to be hung off permanent fixing points, avoiding the need for a birdcage scaffold for the work at height.

This hall has been designed by Arup Acoustics to have world-class acoustics. “Achieving that with Passivhaus was extremely challenging,” says Makkreel, going on to explain how its low-energy,

▲ A band of granite was added around the base of the building after a tour to research Oxford’s stonework detailing

incredibly quiet air-handling unit will be the first of its kind.

To help meet its Passivhaus credentials, the building will be heated by air source heat pumps, with solar panels on its roof providing some of its electricity. It is also connected to an energy centre, built at the same time as the Andrew Wiles Building next door, which has ground source heat pumps which can top up the humanities building if needed.

Making history

The Schwarzman Centre will be the second University of Oxford building to achieve the Passivhaus certification, following the Student Hub for Kellogg College, completed in 2017.

By the time students, staff and members of the public walk into the humanities building in September 2025, it will look like it has always stood there, with paving, lawns, gardens and trees linking it to the buildings that surround it.

However, the story of its heroic build will not be forgotten. Historian Professor William Whyte, who is the project sponsor, is producing a book about the construction delivery. ●

CV: Steve Holland MCIQB, buildings operations leader, Laing O’Rourke



- Worked for a local builder during school holidays, before studying for a construction management degree at Bristol University.
- Secured a work placement with John Laing – later to become Laing O’Rourke – on the National Exhibition Centre at Birmingham, which led to a place on the company’s graduate training programme in 1997.
- Worked as a project leader for Laing O’Rourke until being appointed head of health, safety and environment for Europe in 2018.
- Appointed to his current role of buildings operations leader in 2020.
- Leads on Laing O’Rourke’s graduate and apprentice recruitment and mentoring.

McLaren turns focus on building safety skills

Paul Woodhams is McLaren's first building safety and refurbishment managing director. He talks to **CM** about competency and supply chain challenges

When McLaren decided to create the role of building safety and refurbishment managing director within the company, the tier 1 contractor was responding to a critical market need.

Up to 60% of the 9,000 to 12,000 buildings over 11 metres in height with dangerous cladding haven't been identified yet. Of those in the government's portfolio, remediation hasn't started on half and has been completed in only around a third, according to a report by the National Audit Office.

"We pride ourselves in looking at opportunities to position ourselves ahead of the rest of the pack," says Paul Woodhams, who in November was promoted to the newly created post at McLaren.

"We are not quite sure what this emerging workload will look like because it's all new to the industry and we are part of the cog [in the machine] that the Building Safety Act is impacting on. But being there at the beginning is always the best place to be."

Woodhams joined McLaren in 2021, where in his previous role as operations director he was responsible for complex remediation programmes in residential and mixed-use estates.

One of Woodhams' priorities as building safety and refurbishment



▲ Paul Woodhams was appointed McLaren's first building safety and refurbishment managing director in November 2024

managing director is ensuring that McLaren's workforce and supply chain are prepared for the new building safety regulatory framework. When it comes to skills, Woodhams says that he is looking for "very good builders".

"Essentially, we have a team of builders that are capable and have evidence of being competent in what they are delivering," he tells CM.

"I've worked in refurbishment myself for the last 34 years or so, so I understand what refurbishment looks like and the type of people we need. I'm looking for people that have got that eye for detail, so we can ensure that we're doing it right the first time."

Competency profiles

Demonstrating competency is another essential requirement for McLaren. For this, Woodhams and his colleagues have spent "a lot of time" creating 'competence profiles' and integrating them into the recruitment process to ensure that the right people get hired for the right jobs.

Each represents an individual role, such as site manager or a project director, with different levels of competency. "What we then do is assess our teams against those profiles," he explains. "We assess the individual but what we then have is the capability to create a team profile."

That allows him and his colleagues to carry out a "gap analysis" able to point at the additional skills or competencies necessary for a project. This process is also linked to the staff appraisals to enable career development within the company.

"We want people to stay at McLaren. As people are growing and developing in the business, their competence profile needs to grow and develop with their role," Woodhams says. "If we want to promote somebody into a new role, we make sure that the competencies are there to go with them as well."

To ensure competency within the supply chain, Woodhams and his colleagues use a detailed "prequalification profile" they run through with them.

McLaren's work at Chalcots Estate means engaging with 3,500 residents in the 23-storey towers

23



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Each of the residents is an individual customer and we need to listen to their feedback, respond to it and make adjustments where necessary

Paul Woodhams, McLaren ”

“Working in a live environment is challenging as you would expect, with thousands of residents each wanting different things,” he says. “But it’s going really well: the customer feedback that we are gathering from residents, on cleanliness, politeness and quality of the work, are all up in the high 90s.”

Residents can engage with McLaren through different communication channels, including a dedicated online portal, paper questionnaires, by email or verbally.

“[Each of the residents] is an individual customer and we need to listen to their feedback, respond to it and make adjustments where necessary,” Woodhams continues.

Looking ahead, Woodhams sees an “evolving pipeline” of projects that will continue taking form as the dust from the new building safety legislation settles in.

Woodhams concludes: “We’re only part of the overall process. There are landlords, designers, planners, local authorities, builders, consultants... and everyone forms part of this new whole process that we’re embarking on.

“I think different people are getting their heads around it in different timescales so potentially the cork is going to burst out the bottle anytime soon. We just want to be at the front of it so we can help as many customers as we possibly can.” ●

He continues: “It’s not just about company covenant and what jobs they’ve done in the past – it’s about who’s going to be on the job and again drilling back down into the competencies and the profiles of the people to make sure they’ve got the right skills and attributes to deliver what’s required by their discipline or by their function.”

Resident engagement

One of Woodhams’s most complex projects during his tenure as operations director is the Chalcots Estate in Camden, north-west London, where McLaren is replacing the dangerous

Grenfell-style cladding on four of the five 1960s high-rises.

The £77.2m job, expected to finish this spring, includes recladding a total facade area of around 24,000 square metres, full window replacement, renewal of flat roofs, installation of building maintenance units, replacement of brickwork to the ground and first floor levels and insulation to the undercroft when required.

The work is taking place during occupation. With 3,500 residents across 652 properties in the 23-storey towers, Woodhams says one of the most difficult aspects of the projects is resident engagement.

▲ McLaren is recladding four high-rises in the Chalcots Estate, north-west London



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A tale of three cities

Engineer Adam Jeffery MCIQB has spent the past decade working in three global cities: first in London, then in New York, before returning to his native Melbourne. He tells **Rod Sweet** about these three very different construction cultures

Adam Jeffery has seen plenty of the construction planet. After obtaining an engineering degree from Melbourne's RMIT University in 2011, he worked for several years as a civil engineer in Melbourne before coming down with a condition that afflicts many young Australians: itchy feet.

He came to London aged 25, where he found a job with Balfour Beatty in May 2014, rising to the position of senior quantity surveyor.

Over the next five years, he worked on projects including student accommodation at the Royal College of Music, the refurbishment of Euston Station, phase 2 of Lewisham Gateway, and Abbey Wood Station at the end of the south-east spur of the Elizabeth Line, then known as Crossrail. He describes the latter as his first major project.

It was a tumultuous time for UK construction. Balfour Beatty began posting large, yearly losses in 2014, and Carillion had begun its increasingly hostile bid to take Balfour Beatty over. Balfour Beatty meanwhile had begun the process of selling its professional services arm, Parsons Brinckerhoff, prompting a bidding war between Atkins and Canada's WSP. WSP eventually prevailed.

Then Carillion went bust in January 2018, owing close to £7bn.

"It was an eye-opener, coming into this situation from a relatively quiet company in Melbourne," he says.

At the encouragement of one of his managers, Jeffery became a member of CIOB during this period.

Stuck on the 29th floor

While in London, Jeffery met his partner, another Australian. The couple fancied seeing more of the world before settling down with kids. Jeffery was minded to try the Gulf region – Dubai, Saudi Arabia or Qatar. His wife liked the idea of New York. "So, we compromised and went to New York," he chuckles.

Through a contact, he began working for Mace in New York in November 2019 as a senior cost manager, working on store new-builds and renovations for Tiffany around the country.

"People ask me which I liked better, London or New York? But it's hard to say, because a few months after I got to New York, the Covid pandemic broke out," he recalls.

New York State recorded its first Covid case in the first days of March 2020. On the 22nd, the state's sweeping stay-at-home order came into force. All non-essential businesses had to close. "It was that stage when nobody really knew what was going on," he says.

He and his wife were stuck working from home in a small one-bedroom apartment on the 29th floor. Jeffery would take the stairs to get food because only one person could use the lift at a time.





▼ From left: Adam Jeffery worked in New York, London and Melbourne



Active shooter protocol

Working for Balfour Beatty had given Jeffery the taste for bigger building and infrastructure projects so, when he met the president of local contractor MLJ Contracting at a networking event, and MLJ offered him a job as a project manager, he accepted.

His first project, starting in July 2020, was upgrading 12 apartment buildings of between 12 and 15 storeys on Coney Island for the New York City Housing Authority.

Coney Island had been hit hard by Hurricane Sandy in 2012. MLJ was to provide structural reinforcement and flood resilience measures, including new mechanical and plant rooms that could run off-grid.

The work was considered essential, so he was glad to be back in the office every day. He had to hire around 15 project staff and devise and implement strict Covid site safety measures, such as the use of masks and temperature screening.

He also had to write up an ‘active shooter protocol’ because gang-related gun violence can happen frequently in Coney Island, as he found when the site had to be shut down because of shooting nearby.

His project was spread over five city blocks, making it more vulnerable than a single, hoarded site. Over three years, such incidents would temporarily shut the project down 10 times. “Growing up in the

Even though the basic structure is the same, the terminology, rules and regulations are different, so you have to learn the jargon and procedures

Adam Jeffery,
Kane Constructions



country outside Melbourne, I wasn’t used to that,” he says.

Similarities and differences

Family reasons drew Jeffery back to Melbourne at the end of 2024, and he now works for Kane Constructions.

Looking back at his time in London and New York, he relayed some of his impressions of the industry culture. New York’s payment culture was the most hard-nosed, he said. Contractors and subcontractors both had a hard time getting paid.

New York also seemed more relaxed with some health and safety issues, such as the use of ladders, which are avoided in the UK and Australia. London had the most overt focus on health and safety.

“The main thing I’ve noticed is that, irrespective of country and an individual company’s culture and type of work, you’ll have some great people, some OK people and some people you’d rather never see again.”

Asked if he had any advice for others interested in using their skills to see the world, Jeffery said: be open to learning. “Even though English is spoken in all three countries and the basic structure of the construction business is the same, the terminology, rules and regulations are different, so you have to learn the jargon and procedures.”

Asked if he planned to move again, he said: “Probably. Ask me again in five years.” ●



Peter Vinden
Decipher

‘Our main contractor client is withholding payments. What can we do?’

This month’s contract clinic question comes from a subcontractor with a familiar frustration – not being paid.

Peter Vinden looks at the options

THE QUESTION:

We are a subcontractor working on an office redevelopment in Manchester city centre. The main contractor regularly withholds sums we do not feel are fairly withheld and has now failed to pay our final invoice for four months. Is there anything we can do to tackle this – and, if so, what?

THE ANSWER

This isn’t the first, and certainly won’t be the last, time I’ve heard about a subcontractor protesting about being treated unfairly by a main contractor client. When I was taking my first steps in the industry I’ve grown to be so passionate about, things were a lot more difficult for subcontractors. That may sound hard to believe, but it’s true.

Fast forward to the present, and the payment culture across the construction industry has improved considerably. This is thanks, in the main, to changes in legislation.

Successive governments have enacted a range of statutory rights to protect subcontractors, including:

- Banning ‘pay when paid’ clauses in construction contracts.
- Introducing the right to receive interest on late payments, with a default interest rate set at 8% above the Bank of England base rate.
- Introducing the right to suspend work on site when due payments are not received on time and allowing that right to continue until payment is received.
- Introducing the right to receive an extension of time to the project deadline and reimbursement for costs incurred during a lawful work suspension, including costs associated with demobilising and remobilising from the site.
- Introducing the right to a swift 28-day adjudication process, with the adjudicator’s fees being paid by the main contractor when the contractor is found to have acted unlawfully.

Our courts consistently enforce these measures and attempts to bypass them are simply not tolerated.

The legal landscape for subcontractor payment is evolving, and a further development that will strengthen their rights may be on the horizon.



The Supreme Court will decide whether a contractor can legally terminate a JCT 2016 D&B contract where an employer has repeatedly failed to make payments on time

Court ruling on termination

Later this year, the Supreme Court will rule on a specific legal issue in a case involving Providence Building Services and Hexagon Housing Association.

The case is of great significance to our industry. The Supreme Court will decide whether a contractor can legally terminate a JCT 2016 D&B contract in circumstances where an employer has repeatedly failed to make payments on time.

Most importantly, it will clarify whether the right to terminate can be exercised immediately, without having to give an employer another warning and opportunity to make payment. This is the proposition advanced by Providence.

There are compelling arguments on both sides of this issue, making the Supreme Court’s decision one that is highly anticipated by our industry. If a ruling is given in favour of Providence it will establish a new precedent providing subcontractors with a yet further powerful tool to protect their interests. Watch this space.

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



Many subcontractors will be fearful of upsetting clients, but if you are not prepared to stand your ground you better believe there are contractors that will take advantage of your position ”

Assert your rights

I understand that many subcontractors will be fearful of asserting their rights and upsetting clients, but if you are not prepared to stand your ground you better believe there are contractors that will take advantage of your position.

But, a note of caution: some commentators argue that decisions taken in the recent government budget may cause a reduction in investment in new buildings. Combined with other factors and global financial instability, then there may be a risk of people chasing a diminishing pool of funds.

The construction industry is likely to face increasing challenges in the coming year as belts are tightened and funds become even more scarce. If subcontractors fail to assert their legal rights to receive timely payments, delays and unfair practices could become even more widespread. If you are in any doubt about your rights, seek appropriate advice. ●

Peter Vinden is non-executive director of Decipher, a DeSimone Company.

i What you will learn in this CPD

- ▶ Why social value is essential to social housing and public sector projects
- ▶ How the new Procurement Act and other legislation mandates social value
- ▶ Tips to overcome technical challenges in implementing and measuring social value

CPD: Social value in public sector projects

This CPD explains how construction professionals can incorporate social value into their projects to comply with the latest procurement legislation. By **Michael McLaughlin**



Social value is inherently connected to construction. The homes, buildings and infrastructure we create have always been about providing societal benefit that we often describe in terms of community, aesthetics, accessibility and prosperity. Public sector organisations such as local

authorities and housing associations are well placed as community anchors to support social value strategies and to lead economic and social cohesion at the community level.

For construction professionals, understanding and embedding social value into project delivery is not only a compliance requirement but also a means of improving community

▲ Working with local voluntary groups can drive long-term positive impact

outcomes, workforce development and environmental sustainability.

Establishing a commitment to social value at the start of a project ensures that construction activities contribute positively to society, going beyond the physical infrastructure to address social mobility, employment, individual wellbeing and environmental concerns.

Key legislation

There are some important pieces of legislation relevant to this topic. These include:

The Procurement Act 2023

The Procurement Act 2023 is the newest piece of legislation, which came into force on 24 February 2025.

This sets out a move away from assessing bids on ‘most economically advantageous tender’ (MEAT) to ‘most advantageous tender’ (MAT), promoting a procurement approach which does not solely consider price. It also significantly increases opportunities for smaller businesses to win work in the public sector.

Public sector clients are required to consider social value in all their procurement decisions, ensuring that projects contribute to community development and sustainability goals.

The act mandates a minimum 10% weighting for social value. And while 10% is the minimum, contracting authorities can choose to apply a higher weighting depending on the specific procurement and its social impact potential.

In England, the Cabinet Office has produced a wide range of guidance for businesses looking to take on public sector work (available on Gov.uk), and the Welsh government has published its own guidance on Gov.wales.

National Procurement Policy Statement – England

This policy statement sets out the principles that apply to public sector clients. One of the key principles

is focused on using procurement to deliver social and economic value, taking into account local and regional economic growth plans and working in partnership with other contracting authorities, the private sector and local communities.

Procurement Policy Note 002 (PPN 002) – Social Value Model

The new social value model is a menu of options to help public sector clients select the most appropriate social value outcomes, criteria and standard reporting metrics for their contracts. These are the sorts of social value outcomes construction professionals are most likely to see in tender documents.

The Public Services (Social Value) Act 2012

The Social Value Act came into force

Public sector clients are required to consider social value in all procurement decisions, ensuring projects contribute to community development and sustainability goals ”

in 2013. It requires central government departments, executive agencies, local authorities and non-departmental public bodies to consider social value within procurement – particularly focused on improving social, economic and environmental impacts within a specific community. Its principles have been widely adopted in construction procurement.

Wellbeing of Future Generations (Wales) Act 2015

This act requires public bodies in Wales to consider the long-term impact of their decisions on social, economic and environmental wellbeing. In addition to a minimum 10% social value weighting, there are eight Welsh wellbeing goals which can be met by:

- Training and recruitment of economically inactive people.
- Supply chain initiatives.
- Environmental initiatives.
- Cultural initiatives.
- Educational initiatives.
- Community initiatives.
- Retention and training of existing workforce.
- Working with voluntary bodies and registered charities.

Social Partnership and Public Procurement (Wales) Act 2023

Among many initiatives, this law puts a statutory duty on certain public bodies to consider socially responsible public procurement when carrying out procurement, to set objectives in relation to wellbeing goals, and to ▶

▼ Social value may include support for the elderly in the local area



10

The Procurement Act 2023 mandates a minimum 10% weighting for social value for public contracts in England and Wales



publish a procurement strategy. They also have to carry out contract management duties to ensure that socially responsible outcomes are pursued through full supply chains, not just tier 1 suppliers and contractors.

National Performance Framework (Scotland)

Supported by the Scottish Procurement Policy Handbook, the National Performance Framework helps to ensure public bodies conduct procurement activities in a way that is good for businesses and their employees, good for society and good for places and communities.

The framework sets out national indicators for wellbeing that

cover communities, children and young people, culture, economy, education, environment, fair work and business, health, human rights, internationalism and poverty.

The framework also includes a Sustainable Procurement Duty which says that public bodies must consider how they can use procurement processes to improve the economic, social and environmental wellbeing of the area in which they operate.

Technical challenges

For construction businesses working with public sector clients, there are several key challenges and issues to consider:

▲ Playground facilities for children can form part of a project

Early engagement

Integrating social value starts at the earliest stages of a project, and runs through to completion, handover and even future maintenance.

In many cases, public sector clients will set out their requirements at the start. Look out for your local council's social value strategy which you can usually find on its website.

Try to focus contributions to that project on areas that align with your own organisation's CSR (corporate social responsibility) or ESG (environmental, social and governance) strategies.

In essence, know what you want to do as a business to help improve the world, and develop social value

Measurement of outcomes and impacts means taking a longer-term approach – for example, comparing the results of surveys carried out before work starts and after completion



activities that deliver that mission, having conversations with the client as early as possible to understand local needs and to model the best possible outcomes.

Collaboration

No one organisation can do it all on their own. Collaboration between contractors, public sector clients and procurement framework providers like LHC Procurement Group (LHCPG) is key to driving long-term positive impact in social housing and public infrastructure.

It should also involve looking for opportunities to work with local charities and voluntary groups and bringing together local SMEs to be part of the supply chain.

Meaningful measurement

There have been several methodologies developed that enable organisations to measure the social impact of their activities.

HACT's UK Social Value Bank measures the value of increasing wellbeing of individuals and communities, while the other leading methodology provider is Social Value Portal, whose national TOM System, launched in 2017, is used across various local authorities and built environment organisations.

Broadly speaking, these measure activities across five key themes:

- Promoting skills and employment.
- Supporting the growth of responsible businesses.

- Creating healthier, safer and more resilient communities.
- Protecting and improving the environment.
- Promoting social innovation.

However, a perceived lack of standards around the range of available methodologies has resulted in confusion among users and increasing scepticism from some contractors, who view social value as little more than a tick-box exercise.

There is also the growing realisation that genuine social value is not just outputs – it's the combination of the benefits of the work you do, the services you provide, the programmes you deliver and the impact on people and communities. And in this sentence 'impact' is the key word.

Measurement of outcomes and impacts means taking a longer-term approach – for example, comparing the results of community or resident surveys carried out before work starts and after completion of the project.

Examples of measurement

Increasing numbers of commissioning frameworks require social value reporting. Indeed, this is an essential part of Gold Standard frameworks – that is, public sector frameworks accredited by Constructing Excellence's verification scheme designed to improve value, reduce risk and achieve net zero. ▶

Case study: Delivering social value through energy efficiency

Wheatley Homes South (formerly known as Dumfries and Galloway Housing Partnership) is Scotland's second-largest social landlord, with more than 10,370 affordable homes across Dumfries and Galloway.

With support from LHCPG, Warmworks Scotland and the SP Energy Networks' Green Economy Fund, the housing association delivered a £2.8m decarbonisation and renewable project to 150 homes which saw battery storage technology, solar panels and air source heat pumps installed to replace coal heating.

Contractors installed Tesla Powerwall batteries in off-gas homes that were in, or at risk of falling into, fuel poverty. The results included:

- Predicted carbon saving of 754 tonnes CO₂e over the lifetime of the battery units.
- Twenty-five training sessions delivered to staff.
- Eight jobs secured as a result of the project,

with another four created because of the project.

- Advice and support given to 359 energy customers directly through the project.

The project helped the landlord better understand what impact a decentralised storage facility would have on managing demand and reducing carbon emissions.

It continues to provide valuable insights for grid management and the incorporation of future-facing technologies, allowing long-term evaluation of the real-life performance and reliability of battery storage equipment and controllers.

More importantly, by helping to make customers' energy bills more affordable, the project had a significant positive impact on their lives.

This was evidenced through pre- and post-retrofit surveys of residents to understand how positive this activity has been to their wellbeing and wider social, economic and environmental indicators.

▼ Contractors installed Tesla Powerwall batteries in off-gas homes



DENNIS SCHROEDER/NREL



For construction managers and contractors working on public sector projects, embedding social value is no longer optional – it is a requirement



● Are you able to heat your household in the winter? (pre-and post-works).
 LHCPG will monitor and report on the overall performance of the N9 framework and, to assist contractors, it provides further CPD-approved training, social value guides and technical support to accompany all new frameworks.

Summary

For construction managers and contractors working on public sector projects, embedding social value is no longer optional – it is a fundamental requirement. Understanding the legislative context, accessing the support of Gold Standard public sector frameworks like those delivered by LHCPG, and employing robust performance metrics will ensure projects deliver meaningful and measurable social benefits. ●
Michael McLaughlin is group social value manager at LHC Procurement Group.

Useful resources

All the legislation cited in this CPD can be found at www.legislation.gov.uk.

- National Performance Framework: www.nationalperformance.gov.scot
- UK Social Value Bank: www.hact.org.uk/tools-and-services/uk-social-value-bank
- Social Value Portal: www.socialvalueportal.com/measurement

▲ Environmental wellbeing must be considered as part of the procurement process

For example, some of the reporting required of appointed companies on LHCPG's new N9 framework (a Gold Standard verified framework for retrofit and decarbonisation consultancy and construction work) includes:

Quantitative measurements:

- How many homes have been affected by this project?
- What is the reduction in EPC rating as a result of the project?
- How many individuals have received training on correct energy usage?
- How much waste has been diverted from landfill (tonnes)?
- What is the carbon reduction in tonnes?

Qualitative measurements via resident survey feedback:

- In agreement with the client, ask residents:
 - How confident do you feel about paying for your energy bills? (pre- and post-works).
 - How satisfied are you with the maintenance of your home?

CPD Questions

- 1) What key piece of legislation refers to the delivery of social value through public contracts?
 - a) Social Housing (Regulation) Act 2023
 - b) Procurement Act 2023
 - c) Building Safety Act 2022
- 2) What is the minimum social value weighting now mandated for public sector procurement in England?
 - a) 10% b) 20% c) 25%
- 3) Who should be involved at the early stages of a project to maximise the social value delivered through public procurement:
 - a) Clients (public sector organisations)
 - b) Suppliers (appointed companies)
 - c) A range of stakeholders including both clients and suppliers
- 4) Who else should be involved in collaborations to achieve social value?
 - a) Local charities and community groups
 - b) Local SME suppliers and subcontractors
 - c) All of the above
- 5) What is required for meaningful measurement of social value and the long-term impacts on communities?
 - a) A comprehensive list of all local activities
 - b) Before and after qualitative surveys with feedback from local stakeholders
 - c) Quantitative metrics which can be given a financial value

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

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‘We need to see innovation as an opportunity not a threat’

Leeds Beckett University’s Mohammed Dulaimi MCIQB is working to deliver innovation to construction faster

What are you working on at present?

I am currently the joint coordinator of the CIB research task group CIB TG96 (cibworld.org). This group is focused on how we can accelerate the pace of innovation in the construction industry.

The research effort of this international network of researchers

aims to develop the knowledge needed to support the industry in developing and adopting the innovations it needs to meet its challenges. It has encouraged the creation of a thriving research community in the field of innovation management and has promoted collaboration across the globe.

▲ Focus could shift to the intelligent systems and tools that would create and control the built environment

The TG96 group has seen increased interest in research that supports the delivery of innovation to enhance digital transformation and promote learning across sectors such as manufacturing, aerospace and car industries.

At national level I have been working with a diverse team from the School of Built Environment, Engineering and Computing at Leeds Beckett University and key players in the construction industry to examine how we can diffuse critical innovations that affect national priorities such as productivity and quality as well as environmental challenges. The research focuses on the effective diffusion of advanced technologies and changing behaviour.

Why is it important to the construction industry now?

The advent of sustainability has fuelled interest in understanding innovation processes, strategies and the tools necessary to deliver on challenging targets to meet sustainability goals.

The more recent agenda for a smart built environment, driven by the digital revolution experienced across many sectors of the economy, has created urgency to deliver innovation at a faster pace in our own industry.

Developing and integrating smart systems to enhance various aspects of the built



CV:
Professor Mohammed Dulaimi

- Leeds Beckett University:
Head of engineering, 2022 to present
Professor of construction management and innovation, 2017 to present
- Director of CIB MENA, 2010-20
- Research and innovation adviser, Abu Dhabi Chamber of Commerce and Industry, 2016-18
- Professor of project management and innovation, The British University in Dubai, 2004-16
- Director of research and Innovation, Abu Dhabi International Centre for Organisational Excellence, 2008-10
- Senior lecturer, University of the West of England, 1991-2005

environment and infrastructure pose a major challenge for today's cities. Key issues facing urbanisation development include affordable housing, employment, transportation, energy, clean water, food supply and food security, quality education, health services, pollution and waste management.

The efforts to transform the industry to a 'smart construction industry' could shift focus from the physical structure to the intelligent systems and tools that would create, operate and control the built environment. This shift would create greater opportunities for interface with other industries, such as manufacturing and information technology industries, where the pace of innovation is arguably faster.

What is new about this research/innovation, compared to past work on this topic?

The role of the client, the customer, has long been recognised – more so in the Egan Report (1998) – as a leader and motivator that can drive change and provide the leadership to define the future innovation agenda for the industry.

Over the last four years research at the School of Built Environment, Engineering and Computing, Leeds Beckett University, has examined how the client can influence change in construction project stakeholders' behaviour and drive change in corporate business models. Further

research has also examined how the use of KPIs (key performance indicators) can motivate and support important changes in supply chain behaviour.

Such KPIs would create clarity of client priorities and enable the industry to develop and adopt a long term-innovation agenda.

The research has also recognised how clients can influence change in the industry through the adoption of more innovative engagement strategies with their stakeholders.

The focus here is on how we can deploy digital tools – how we can facilitate effective interactions between the client and the supply chain to communicate effectively the priorities and sensitivities of the client and motivate change and development in supply chain behaviour.

Are you working with any construction companies so they can apply your research/innovation on their projects?

The research outlined above was planned and executed in close collaboration with industry, which included significant industry funding.

The process was designed to ensure academic and industry perspectives are woven together to create solutions that are relevant to industry and can be applied in practice. Dissemination activities were offered through publications, workshops and conferences.

Enabling SMEs to adopt innovations may facilitate the effective diffusion of innovations in industry

Mohammed Dulaimi,
Leeds Beckett University



What areas of research do you think are most crucial for academics to focus on now to meet industry challenges?

The construction industry finds itself in a unique position where it faces significant challenges to meet national goals in areas such as housing, sustainability and energy.

At the same time, the industry is given the opportunity to embrace innovation enabled by the digital revolution that is sweeping industry, nationally and globally.

We need, hence, greater focus on how we can motivate and enable a change in the industry culture to adopt business models in which innovation is seen as an opportunity and not a threat.

Further research into the role of main contractors in supporting and motivating SMEs (small and medium-sized enterprises) to develop and adopt innovation could prove critical here.

Enabling SMEs to invest in and adopt innovations may facilitate the effective diffusion of innovations in industry, especially in bigger organisations.

There is an opportunity here for bigger firms to consider small firms as 'startups' that have the flexibility and agility to develop more disruptive innovation. ●

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



Dave Stitt FCIQB
 DSA Building
 Performance



Do your research about the company and people. You want to find out about them just as much as they want to find out about you



Five top tips for construction job interviews

Preparing for your next career move? Here **Dave Stitt FCIQB**, professional certified coach at DSA Building Performance, shares some essential advice for construction professionals hoping to ace a job interview

1 Enjoy yourself.

Go with the intent of enjoying the interview – it will ‘inform’ how you show up. If you are dreading it, or looking to scrape through, that will also inform how you show up.

2 Consider your values.

Think about what you really value as a person and in your work. If one of your values is ‘family’, then that may be a factor if the job involves working away. Having thought about your values, have a look on the company website and see if there is some match between theirs and yours.

3 Be interested.

Set out to be interested rather than interesting. Do your research about the company and people; for example, look at the About Us section of their website and the leadership team. Also ask questions, be curious. You want to find out about them just as much as they want to find out about you. Handle questions honestly – if you don’t know, say so and that you will find out.

4 Remember your hobby or passion.

Check out the back page of your CV. As an interviewer many years ago, I would look at the back page first. What are they into? Have they shown dedication? If so, they will likely show dedication in their work. Also, be prepared to talk about the hobby or pastime you are passionate about – if asked, though, don’t get carried away.

5 Think about your presentation.

I’m old fashioned and the person interviewing you might be as well. Polish your shoes! Turn up clean and smart and early. Check your composure – take a deep breath, hold it at the top for 5, 4, 3, 2, 1 and breathe out slowly. Do this while you are in the waiting room – it is a great calming technique. And be aware of your breathing throughout. Steady deep breaths will keep you calm before and during the interview. In fact, always! ●

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Job spotlight:

Alexander Michael, packed aggregate and macadam site supervisor, Tarmac

A setback during the pandemic helped Alexander Michael find the right career path. He spoke to **Nadine Buddoo**



What attracted you to a career in construction?

I have always taken an interest in learning how things work and are constructed. Like many, this started with Lego and Meccano, and later evolved into tinkering with consoles, quad bikes and eventually cars – skills that are very handy in my current role.

One of the biggest tasks many of us decide to take on is the renovation of a house to get on the property ladder. I wanted to do this and, as a result, I went to my local college to learn a variety of trades, with carpentry and bricklaying being the modules I enjoyed the most.

I was nine months into the programme when the college had to close due to Covid, with no firm reopening date. I knew I had to keep things moving and, while looking through jobs, I came across Tarmac's graduate scheme, which seemed like the perfect fit. I wanted to be part of a company that manufactures the materials I already had hands-on experience with while studying at college.

What are your main responsibilities?

I arrive on site and conduct a team briefing where I communicate production targets and get feedback from my team. I'm mostly working directly with the team throughout the day to make sure things are running smoothly on the factory floor.

There are a lot of different systems to understand, so having good digital comprehension is crucial to doing my tasks.

What skills and qualifications do you need for your role?

For my current role there aren't any set qualifications required. Being a plant supervisor is arguably more of a skills-based role. Having the ability to prioritise and keep multiple plates spinning is essential.

There's never a quiet day: machines to run, repair or service, compliance to stay on top of, production to plan, materials and packaging to order and, most importantly, staff to look after.

Showing your team that you care about them is incredibly important, the little things go a long way.

What are your long-term career goals?

The graduate programme has allowed me to learn about many different business functions including logistics, technical, commercial and operations.

Meeting other graduates made me aware of our other teams in rail, geology, marine, asphalt, readymix.

There are so many opportunities within Tarmac. I am open to any future opportunities and I know the company will support my development to become a manager that can make a difference. ●

“ There's never a quiet day: machines to run, repair or service, compliance to stay on top of, production to plan, materials and packaging to order and, most importantly, staff to look after

Alexander Michael, Tarmac

CIOB Community

Conservation conference puts the focus on creativity in heritage

The experts behind the projects will be in the spotlight when the sector comes together at this year's annual event in March



The CIOB annual Conservation

Conference will this month celebrate the creativity, dedication and expertise within the heritage and conservation sector. With this year's theme 'Engage. Involve. Empower', the focus will be on the people behind these projects.

The event takes place at Congress Centre, London, on 12 March.

Key themes for 2025 include:

- Age and inspiration: exploring young people's perceptions of heritage and conservation.
- Innovation and technology: examining how advancing technologies transform learning, decision-making and investment.
- Stakeholder involvement: showing how heritage staff use creative skills to shape conservation projects.

◀ A specialist conservator scales the walls at Dover Castle to clean plant growth from the stonework

The theme of this year's CIOB Conservation Conference is 'Engage. Involve. Empower', and the focus will be on the people behind these projects



- Community engagement: showcasing methods to inspire public participation and connections with historic sites.
- Heritage skills cycle: covering the spectrum of conservation work – from surveying and design to installation and repair – emphasising the interconnectedness between disciplines on projects.

The conference – in partnership with English Heritage – traditionally welcomes a variety of attendees, and comprises talks, discussion panels and case study presentations, with plenty of opportunity for delegates in the audience to participate in discussions.

● **View the speakers and agenda and register at www.ciob.org/events.**

CIOB Student Festival brings together experts and academics

Impressive line-up of speakers for CIOB free virtual event

The CIOB Student Festival 2025 will run on 5 and 6 March. This free annual virtual event is for all construction students.

First established in 2021, the CIOB Student Festival brings together students, industry experts, thought leaders and academics on a global scale.

It serves as a platform for networking, collaborative learning and gaining insights into the latest

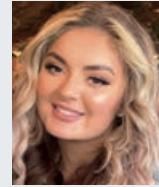
trends, developments and future careers in the industry.

Topics under discussion will be Empowering Women in Construction; Building a Resilient Mind, Bridging the Green Skills Gap in Construction; and Transforming Construction in South Africa with Drones. There will also be a variety of talks around employability, skills development and career development.

Speakers include: Rebecca Thompson, director of property at St Paul's Cathedral and CIOB client champion; Amanda Williams, CIOB head of environmental sustainability; Amir Mahdiyar, senior researcher at the University of Central Florida; and graduate design manager with Kier Construction and 2024 CIOB Rising Star Award winner and Jessica Haskett. Register at www.ciob.org/events.

CIOB apprentice of the month

Darcy Russell, Level 4 construction design & build technician, BDW Trading



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

I think it's actually mental health. When you look at the statistics, it's devastating, especially in the north-east where I live – it's the highest suicide rate in the whole country. That's something that, in the industry, we really need to work on.

Have you seen this addressed?

We have got support, but I think that there's a huge gap from the office to on site. Different groundworkers or joiners work in different places all the time. It's hard to get everybody together and make people aware of what there actually is to help them.

How do you think we can work to make the industry inclusive?

I think the industry is inclusive. But we need to promote women and people from ethnically diverse backgrounds to higher management: you can't be what you can't see.

Why did you pick construction?

My dad kind of always pushed me to be an engineer, and I enjoyed subjects similar to engineering at school. So I just kind of went with what I enjoyed. It's a bit creative but it's nice that I'm in the office half the week and then I'm on site the rest of the time. It's good to get out.

What was your biggest challenge during your apprenticeship?

Time management! And finding the motivation to do uni work after work each day. By the time I'd finished the first two years of my apprenticeship, I was running my own sites.

What would be your dream project?

I would love to work on a development where it's fully zero carbon.

What are your career ambitions?

I would like to be a director of a construction company. I'm really interested in diversity and inclusion, so I would like to make it a huge part of what I do as a director.



TL hosts site visit to Derby's historic Friar Gate

Derelict Victorian goods yard site in the city is being transformed with new homes and offices

Young construction professionals

will be combining a site visit with socialising this month in a Tomorrow's Leaders event in Derby.

The CIOB event includes a tour of Friar Gate, a historic goods yard built in the 1870s on the edge of Derby city centre, now being redeveloped by Wavensmere Homes.

Derelict for more than 50 years, it is being transformed into a mixed-use development featuring 227 two- and three-bedroom townhouses, and a four-storey apartment building with 49 contemporary apartments.

All homes will benefit from air-source heat pumps, solar PV panels and EV charging.

The Grade II-listed Bonded Warehouse and Engine House are



▲ The Bonded Warehouse will become a mixed-use commercial space

◀ Computer-generated image showing how the interior of the space will look

to be turned into a space for shops, restaurants, offices and a gym.

After the site tour, attendees can network at Derby University and take advantage of career advice from construction professionals. ●

To book a place, contact: skearns@ciob.org.



Attendees at January's Meet the CIOB event in Belfast

Northern Ireland event inspires next generation

More than 70 school and college students attended Meet the CIOB event

The next generation of construction workers in Northern Ireland were given a glimpse into the future at a Meet the Chartered Institute of Building (CIOB) event in Belfast.

More than 70 young people, from both schools and colleges, attended and the event at Europa Hotel in Belfast, which provided a unique platform for professionals and aspiring enthusiasts to connect.

Attendees learned about the benefits a career in the sector can bring from guest speakers including hub chair Jonathan Payne FCIOB.

The panel delivered insights on mentorship, training programmes and the importance of collaboration in addressing industry challenges.

"Giving young people the chance to see the vast opportunities and benefits of a career in construction is absolutely essential for the future of our industry," said Sarah Hallinan, regional manager for Ireland and Northern Ireland.

Attendees, who included people already working in the construction sector, learned about the benefits of CIOB membership, including career progression opportunities and access to CPD resources.

For more information on CIOB in Northern Ireland, visit www.ciob.org.

Chartered company brings Cornish aparthotel to life

Cornwall's first coastal aparthotel officially opened its doors in January. It was delivered by CIOB chartered company We are Ease



SeaSpace, Cornwall's first coastal aparthotel – delivered by CIOB chartered company We are Ease – opened in January.

▲ SeaSpace in Newquay offers various onsite dining options

On the edge of Newquay, overlooking the Atlantic Ocean, the complex was created from the former Sands Resort Hotel and Spa.

It provides self-catering flexibility and hotel-style amenities, including a 19 metre art deco-inspired swimming pool, a fully equipped gym, a five-court padel tennis club and various onsite dining options.

"We are thrilled to see SeaSpace come to life," said Dafydd Hollyman, managing director at We are Ease, who explained that the team had

worked closely with architects, designers and local contractors.

He said the company had worked successfully on its sister hotels, the nearby Watergate Bay and Another Place The Lake in the Lake District.

"Our method of working allowed us to complete the project in an exceptionally fast timeframe and the client was fully involved throughout," he said. "We brought together and managed a team of specialist consultants and used the power of our supply chain to resolve the issues that often arise in a complicated refurbishment project."

Will Ashworth, executive director and founder of We are Ease, said: "SeaSpace was a very large project by Cornish standards. The complexity of totally renovating an existing building required significant expertise, diplomacy and perseverance. Using a main contractor on the project would have proved challenging and therefore the construction management was the right choice. The outcome speaks for itself." ●

New releases from the CIOB Academy

A new technical information sheet on embodied carbon is accompanied by an updated code of practice for programme management

The CIOB Academy has issued a new technical information sheet, Embodied Carbon in the Built Environment, as well as an updated code of practice.

The sheet outlines what embodied carbon is and why it is important, detailing the regulatory context with models and standards.

It explains approaches to calculating embodied carbon

and highlights the importance of engaging the supply chain, including the role of clients and the use of clauses to propel requirements down the value chain.

It explores benchmarking, target setting and practical strategies for reducing embodied carbon. Case studies are provided.

CIOB has also updated its Code of Practice for Programme

Management in the Built Environment. This sixth edition includes new technologies, internationalisation and changes to legislation.

Members can access technical information sheets free and receive a 20% discount on codes and guides. Discount codes are found in the members' portal at www.ciobacademy.org.

Wessex & Channel Islands' first student challenge proves a huge success

Weymouth College wins out as five teams battle for supremacy

▼ The winning team from Weymouth College with judge Caroline Gumble (centre)



Wessex & Channel Islands Hub held its first student challenge recently, as a step forward in engaging students in further education within the construction industry.

Recognising the success of global and national CIOB student challenges, the hub committee tailored an inspiring event to attract talented students.

Leading the event planning was Daniel Cox, the hub vice chair, and committee member Andy Dodson, who organised the event's logistics.

Their outreach efforts to further education providers across the region resulted in five teams entering this inaugural event.

The challenge centred on a live project site: the redevelopment of a building in the former Royal Naval Cordite Factory in Poole Harbour – a site owned by the Birchmere Group, where Cox serves as construction manager.

This historic location, which is currently under development into a picturesque business park, provided the perfect backdrop for

the challenge, combining heritage significance with real-world development complexities.

Students were tasked with transforming an existing building on site into a museum about the site's history while adhering to set criteria.

To add a layer of authenticity and to test adaptability, a curveball was introduced on the day of the event, with a last-minute change to the brief.

A panel of judges, including Birchmere's managing director, architect Gary O'Brien (chair of the hub), and CIOB CEO Caroline Gumble, assessed the innovative and sustainable solutions presented.

Weymouth College emerged as the winner, with Havant & South Downs College as runner-up.

The event was hailed as a resounding success, setting the stage for future challenges and reinforcing the hub's commitment to fostering the next generation of construction talent.

Plans are already underway to make the challenge into an annual fixture. ●

One to watch

Yash Gore, assistant framework manager, SCF Hampshire Council

What made you choose a career in construction? What else might you have done?

Since I was a child, I had a keen interest in construction. I spent hours watching construction activity in the adjacent space through our home window.

I used to love seeing construction sites through the bus window during commute to school, and my art and design skills led my family to introduce me to Lego blocks. This motivated me to study formally architecture and construction project management.

I really liked working as a part-time bartender at the Manchester United FC stadium during my master's so, if I had to choose a career other than construction, I probably would have gone with hotel management or event management.

You are a very proactive member of Tomorrow's Leaders (TL) in your region. What motivates you to do that?

I have been interacting with CIOB in numerous ways which include attending forums, participating in student challenges and attending networking events. This motivated me to join TL as a champion and a chance to give back to the young construction community.

What are your career ambitions?

My career vision is to keep constantly learning in project delivery from conception through project execution to handover. I aspire to learn and grow in the domain of delivery or design management of a



My career vision is to keep constantly learning in project delivery from conception through project execution to handover

Yash Gore

construction project. Apart from that, I have a personal goal to work towards making the construction industry accessible to young people.

What change would you like to see in the industry?

The industry has a perception that only people with prior exposure to the industry survive in the industry and I think we need to actively work towards changing this narrative.

As a first-generation construction industry professional, I have seen this closely. The efforts from the industry should go above and beyond T-level initiatives and graduate schemes.

How do you spend your free time?

I am an amateur wildlife enthusiast, photographer and trekker. For the past few months, I have been frequently visiting a nest of peregrine falcons. The nest had juvenile falcons, and I was able to see them grow.





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This year, prioritise elevating your team's capabilities and fostering a culture of excellence through CIOB membership. Having a skilled, competent team is crucial in ensuring you are meeting professional standards and following legislation.

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and door surrounds and tracery, along with 45 tonnes of limecrete wall core, and 8 tonnes of Portland stone for the parapet wall copings, plus various stainless-steel ties, reinforcements and wind posts.

Prefabricated frame

The overall design of the new stone tracery windows and doors was derived from records of the original medieval stonework and the tracery in the Pearson building that was a Victorian interpretation of this. The new windows and doors have modern mouldings and glass that is in keeping with the times.

One milestone was reaching roof height and the installation of the oak roof frame. This includes seven main beams at 12in x 15in, weighing half a tonne each, and smaller subsidiary beams.

The specialist subcontractor sourced the oak from France – from the suppliers that were providing oak for the rebuilding of Notre-Dame.

The frame was prefabricated in its workshop according to point cloud survey information. Even the scribing-in of beam ends was done off site, and installation was completed in two days using an 18-tonne crawler crane.

Another milestone was the installation of the new walkway floor consisting of reclaimed Purbeck

A stone cold success

From graves and medieval drawings to climate-controlled exhibition space and strict deadlines, Exeter Cathedral presented SSH Conservation site manager **John Mullins MCIQB** with plenty of challenges

Exeter Cathedral is a Grade I-listed building. Its cloisters were destroyed during the civil war in the 17th century. Our project involved the rebuilding of the east section of cloister.

The Victorians planned the reconstruction of the medieval cloisters and started building in the south-east corner of the original cloister footprint in 1887, but ran out of money. The Pearson building, named after gothic revival architect John Loughborough Pearson, remains in this location.

We were effectively carrying on where the Victorians left off, by reinstating the east cloister, joining the south aisle of the cathedral with the Victorian Pearson building.

Archaeological excavation at the start of the project revealed the

stone foundations of the cloisters. This medieval stonework would form the base of the new cloister wall.

Graves, skeletons and wall footings were discovered during the excavation phase – which, along with other finds, put us behind programme. But the stonework was successfully accelerated by adding masons. At the later stages of the build there were five small teams of two or three masons working on each bay of the cloister wall.

The design of the wall meant the stonework progressed quickly. Five new buttresses were formed in stonework around new reinforced concrete columns. The new cloister wall consists of 70 tonnes of Doulling stone, with 20 tonnes of Marnhull stone for the window

▲ The oak roof frame was installed in two days by using an 18-tonne crawler crane

▶ Underfloor heating was installed beneath the reclaimed Purbeck stone floor





stone removed from the quire of the cathedral during previous works.

Numbered floor slabs were meticulously set out to a pattern by the architect, with Blue Lias ledgers to show the position of the graves. This was installed on a limecrete slab with stainless steel mesh reinforcements and underfloor heating. The floor was quite difficult to install but looks great, and forms an interesting junction between new and old stonework.

The project's final stages involved coordinating M&E installations with the completion of construction tasks. Two lifts were installed, as well as lighting and audio systems, heating and ventilation.

Part of the reordering of the Pearson building involved installing general and special exhibition areas

▲ The modern mouldings of the new windows and doors are in keeping with the period

on the first floor, both controlled with mechanical ventilation systems. The special area has security shutters, interlocking doors and is void of sunlight. Rare Anglo-Saxon treasures from the cathedral archives will go on display here in April 2025.

One of the most challenging parts of the project was the programme. There were many variations to replan for, and subcontractors to organise. Among unexpected discoveries was a stone vault that had to be partially removed to form an opening for the lift shaft in the Pearson building.

I learned that it was important to delegate as much as possible to make time to review the programme.

Liaising with the cathedral was also essential. Tasks and deliveries had to be scheduled according to

The design of the new stone tracery windows and doors was derived from records of the original medieval stonework and the tracery in the Pearson building that was a Victorian interpretation of this

events, and quiet times observed. It was very important that the project completed before 2 November 2024 in time for the enthronement of the new Bishop of Exeter – a once-in-a-decade event.

As the date drew nearer, the work was accelerated by increasing site hours. It completed on the evening of 1 November, thanks to a concerted effort from the team on site. ●



Be part of the celebration

Supporting the CIOB Awards builds brands

For over 40 years, the CIOB Awards have showcased the outstanding talent, innovation, and achievements that drive the construction industry forward. These prestigious awards celebrate both individual and company contributions, highlighting excellence across various categories.

This year's ceremony will take place on 15 May 2025 at the Hilton London Metropole, welcoming around 600 industry leaders, CIOB officials and influencers to recognise the incredible work shaping the built environment.

About the CIOB Awards

CIOB Award categories celebrate a diverse range of talent, and we are looking forward to seeing the finalists from the

following categories: CIOB Rising Star; CIOB Client Award; CIOB Team Award; CIOB EDI Award; and CIOB Sustainability Award.

The CIOB Construction Manager of the Year finalists represent different sectors within the industry. Here the gold medallist from each category could win the coveted Construction Manager of the Year 2025 title. Categories include: Renovation & Restoration; Education; Public; Healthcare; Commercial & Leisure; Accommodation: High Rise; and Accommodation: Low Rise.

Be part of the celebration

We are excited to invite sponsorship opportunities with organisations that share our vision and values. This prestigious occasion presents an exceptional opportunity for organisations to align

with industry leaders, gain valuable brand visibility and demonstrate their support for innovation and success. Aligning with a prestigious industry event enhances credibility and can position you as a key player in the sector.

Why sponsor the CIOB Awards?

- The CIOB Awards attract leading professionals from the construction and built environment sectors, providing excellent brand visibility.
- Targeted audience engagement – sponsorship can connect you with our finalists and put your brand in front of industry leaders and stakeholders.
- Networking at the event provides a platform to build relationships with potential clients, partners and key stakeholders.
- Sponsoring the awards demonstrates your commitment to excellence, as we celebrate the dedication of our peers to quality and professionalism.
- Brand recognition and media coverage: your logo will be across CIOB social media and wider media.

Your involvement will not only enhance the experience for attendees but also position your brand at the forefront of an influential audience.

We offer a range of tailored sponsorship packages to suit diverse interests and budgets, ensuring meaningful engagement at our awards event. From category sponsorship to supporting partnerships, each package is designed to align with your marketing goals and maximise brand impact.

This inspirational evening culminates in the announcement of the CIOB Construction Manager of the Year (CMYA) and offers the perfect opportunity to connect with the best and brightest in the field. ●

For more information on how you can join us and raise your company's profile as we celebrate the individuals and teams setting new standards and driving the industry forward, visit awards.ciob.org/ sponsors or contact us directly via sponsorship@ciob.org.uk.

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Diary dates

Highlights of the CIOB Calendar for the coming month

Maidstone Construction Professionals' Dinner 2025

► 6-7 March, 7pm-12.30am, Bearsted, Kent

The Maidstone Hub invites guests to join it at the Marriott Tudor Park Hotel and Country Club in Bearsted for this annual prestigious black-tie dinner.

The Maidstone annual dinner is always fully booked, with many companies returning each year. The event provides guests with the opportunity to network with the leaders of the south-east's building environment sector, providing a unique opportunity for like-minded professionals to meet and entertain guests in a social setting.

The guest speaker for this year's dinner is Rory Bremner –

impressionist, comedian, satirist, translator, columnist and writer.
Contact: blawrence@ciob.org.uk

Collaborative Conversations: West Midlands on Track

► 11 March, 12-2.15pm, Birmingham

As part of the Railway 200 initiative, Collaborative Conversations West Midlands will bring together leading experts from across the built environment to discuss the future of rail and its role in shaping the West Midlands' infrastructure.

This event – a collaboration between CIOB, ICE, LI, RIBA, RICS and RTP1 – will explore key challenges and future opportunities, as well as the region's evolving relationship with sustainable rail systems.
Contact: gfloyd@ciob.org.uk

CIOB Wales Construction Cymru conference

► 18 March, 12-6pm, Swansea Arena/Arena Abertawe, Bae Copr Bay, Swansea

CIOB Wales is looking forward to welcoming you to our inaugural conference, where you will be able to access critical CPD topics and network in one hit.

We are bringing together a variety of experts representing different sectors of the industry

to inform, debate and discuss the issues that matter to our construction community.
Contact: vcoxon@ciob.org.uk

Hemel Hub March Social in the Blacksmiths Arms

► 19 March, 6.15-8.15pm, St Albans

Meet and network with CIOB Hemel at the Blacksmiths Arms in St Albans to chat about what we've been up to locally, and how you can get involved. CIOB members and non-members are welcome.
Contact: pfrith@ciob.org.uk

Midlands Tomorrow's Leaders Sites & Social: Friar Gate, Derby

► 20 March, 4-7pm, Derby

Join us for this unique site visit in the heart of Derby city centre and Derby University.

Meet at Derby University for group tours, two minutes away, of an interesting reimagining of a Grade II-listed building. You'll learn about the Friar Gate Goods Yard project (see p49 for more information) from M Lambe Construction, hear about the progress made and discover the area's fascinating history.

This is followed by refreshments and talks from M Lambe and Hays at Derby University.
Contact: skearns@ciob.org

CIOB Highlands & Islands Annual Quiz 2025

► 21 March, 7-10pm, Inverness

The CIOB Highlands & Islands Hub committee invites you to join its Annual Quiz Night at the Fairways Golf Centre & Restaurant, Inverness.

Teams of four will compete across 12 rounds including general knowledge, trivia – and, of course, we have to throw in a few construction questions.

Entry: £20 per team.
Register at www.ciob.org/events.

Social Value: CSR, ESG & Beyond – Cutting Through the Noise

► 25 March, 4-6pm, Peterborough

Join us for this joint venture with CIOB and ARU Peterborough. This interactive session is designed to help construction professionals cut through the jargon, understand the impact of social value and learn how to deliver it effectively.

Through a panel discussion with industry specialists and interactive discussions, we will explore what social value looks like in practice in our industry.
Contact: skearns@ciob.org

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



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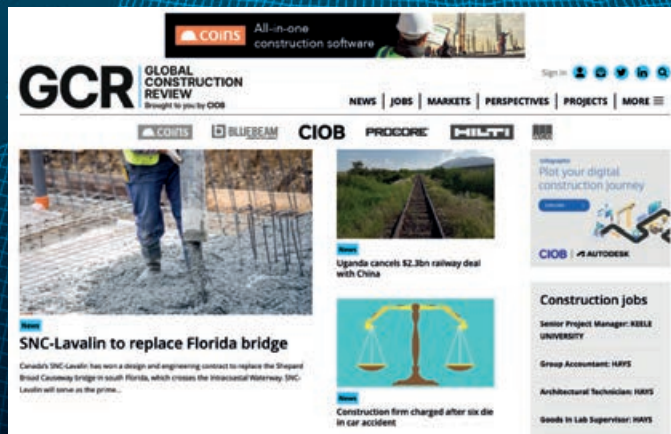
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