



**FACTORY RESET**  
CM MEETS THE OFFSITE FIRM  
TURNING CONSTRUCTION  
ON ITS HEAD



# 5,368 industry leaders share insights on **AI**



76% of firms plan to prioritize AI over the next three years. Download the Spotlight on Artificial Intelligence report and find out why.

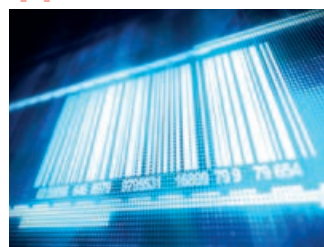


Get the report

 **AUTODESK**

05/25

# Contents



## News

- 04 News in pictures**
- 06 News: CIOB mental health survey**  
Examining the state of construction
- 08 Data: Investment will boost growth**  
Why the industry must be ready

## Opinion

- 10 Caroline Gumble on retrofitting
- 12 Embrace digital to attract talent
- 14 QR campaign to help mental health
- 16 Paul Nash on procurement standards
- 17 Feedback: Readers' views

## Client

- ## 20 Clarion's remediation programme
- ### How data management is key

## Offsite

- ## 24 Inside Merit's manufacturing base
- ### A new approach to MMC

## Technical

- ### 30 Digital product passports: Q&A
- The crucial questions answered

## Global

- ### 32 The key to greening Nairobi?
- How a digital twin might help

## CPD

- ### 34 Changes introduced by the Building Safety Act

## Legal

- #### 40 Contract Clinic: Dealing with contracts in the Middle East

## Profile

- 42 Small and mighty**  
Chartered company Vitruvius

## Careers

- 44 Job spotlight: Daniella Benjamin  
46 Building Canada's talent pool

## Community

- 48 CIOB visits Dublin modular school  
49 Schools get a taste of site work  
50 Maidstone dinner has the magic  
51 Hub visits Forgemasters facility  
54 BuildForce route to MCIOB  
55 Tomorrow's Leaders in Derby  
56 Creativity in conservation

## Diary dates

- 58 Highlights of the CIOB calendar**  
What's on over the next month





RICHARD STOREY

### ▲ Mace sees red

Mace turned some of its major projects red for a day last month – including the £330m restoration of Manchester Town Hall – in support of Become, the national charity for children in care and care leavers.

### ▶ Fécamp offshore wind farm

A consortium of Bouygues, Saipem and Boskalis designed, built and installed the 71 wind turbine bases of France's first offshore wind farm in Normandy. Bouygues said that the project was the first in France to use gravity-fed foundations, a technique adapted to the depth ranges and geotechnical conditions of the area.



JACQUES BASILE



Clarion's building safety director Dan Hollas FCIQB and colleagues talk to CM about the housing association's post-Grenfell strategy, p20



## ▼ London Brick Apprenticeship challenge

Twenty-one apprentice bricklayers, spread across seven teams, spent a day completing challenges testing their practical skills, time management and ability to fulfil a brief. The competition used London Bricks donated by building products manufacturer Forterra.



## ► Peregrine pair gets a new home

A Vertex rope access team installed a peregrine falcon nestbox and cameras (inset) at the top of the 61 metre tall clock tower of Bradford's City Hall. The logistics were particularly challenging because of the location's very tight access.

The installation marks the culmination of over two years of planning and preparation by the team involved in the conservation project.



MAIN PHOTO: PAUL REDMOND

## ▼ Cross Tay Link Road project

BAM has completed the New Kingsway and Destiny Bridge, two important elements of the Perth Transport Futures infrastructure project linking the A9, the A93 and the A94 by providing a crossing over the River Tay. The £150m project started in early 2022 and has been delivered on time and on budget, said BAM.



## ◀ Books collection

A hoarding outside a Deconstruct project in central London has incorporated a letterbox from the charity Children's Book Project for book donations to be distributed among children in Soho.

The contractor is demolishing and reconstructing both the substructure and superstructure of 91 Dean Street for client Melford Capital to redevelop the site into a 750-bed hostel.







# Mental health in construction: more work to be done despite 'positive shift'

CIOB survey shows industry stress levels remain high, but employer support is growing.  
**Nadine Buddoo** reports

**The Chartered Institute of Building** (CIOB) is set to publish its latest research examining the state of mental health in the industry. The study is a follow-up to CIOB's Understanding Mental Health in the Built Environment report, which was released in May 2020 during the pandemic.

To mark Mental Health Awareness Week (12 to 18 May), the publication of CIOB's new data will provide insights into the progress made to address poor mental health in the industry over the last five years.

The report will seek to understand the prevalence of poor mental health in the industry, as well as outlining the action all organisations can take to support their employees.

Daisie Barnett, policy development manager at CIOB, said there has been a clear, positive shift in the amount of mental health support construction companies offer to their employees since the pandemic. She added: "Our research shows more than 75% of employees have been encouraged to get involved with awareness events like Mental Health Awareness Week, up from 26% in 2020.

"People having access to dedicated Mental Health First Aiders has also risen significantly, with one in two construction workers telling us they have this support available at work should they need it.

"However, despite this positive shift in support available, there is still so much for the industry to do."

## Recommendations

According to the 2025 data, almost one in four (24%) workers reported experiencing daily stress, while 20% said they were fatigued.

The new report also reveals that more than a quarter of respondents



(27%) said they had experienced suicidal thoughts over the past year. While the number of one-to-one conversations between managers and their direct reports has increased since the 2020 report, the new data also shows many workers do not feel confident to approach colleagues they think might be struggling with mental health concerns – unless it is someone they know well.

The new report is a call to action for key stakeholders and provides resources which aim to help policymakers and the industry support better mental health.

Barnett said: “Amongst a series of recommendations which will

be made in our new report... we’ll be challenging companies to commit to achieving better mental health outcomes, implement policies to support their workforce, create trust and better train management to deal with mental health issues in the workplace. The report will also contain a variety of recommendations for the government to consider.”

Mental health support and advice for CIOB members, past members and related family is available through CIOB Assist. CIOB, in partnership with Anxiety UK, also provides wellbeing support. ●

**For more information, visit <https://assist.ciob.org>.**

What support does your organisation/site currently offer when it comes to mental wellbeing?	
Awareness week activities eg World Mental Health Day	77%
Help lines (eg Employee Assistance Programme – EAP)	54%
Mental Health First Aiders	54%
Work from home policy	51%
Flexible working	50%
Paid sick leave beyond Statutory Sick Pay (SSP)	43%
Scheduled 1-1 meetings	35%
Training on mental health and the symptoms	27%
Additional external support (eg counsellors, occupational psychologist)	25%
Support structures	22%
None of the above/Other	19%
Switch-off policy (eg policy against checking your phone/ emails during non-working hours)	12%
Fatigue management plans	8%
I don't know	4%

**Our research shows more than 75% of employees have been encouraged to get involved with awareness events like Mental Health Awareness Week, up from 26% in 2020**

Daisie Barnett, CIOB



**Can we create buildings good for our mental health?**

The built environment can have a significant impact on physical and mental health, for better or worse. So, how can construction professionals design buildings that enhance psychological wellbeing, fostering happier and healthier lives?

To answer this question, CIOB's 21st Century Construction (21CC) podcast convened three inclusive design experts from engineering consultancy Buro Happold to talk about the existing guidelines and standards that support the design and construction of 'healthy' buildings.

They also explained what good looks like by sharing two successful case studies of inclusive design in the UK and the US. You can listen to the podcast on Spotify and Apple Podcasts – look for 21st Century Construction – or by scanning the QR code below.







# Increased construction investment will kickstart growth

While the industry awaits details of the infrastructure strategy, it must ensure that it will be able to deliver on the country's plans, writes **Nitesh Patel**



In her bid to boost growth in the UK economy, the chancellor has put construction at the centre of her plans. Investment will be a vital part of addressing the growth challenge. In both the autumn budget and the spring statement, Rachel Reeves pledged a total of £113bn of capital spending over the next five years.

Alongside this, the government is also looking to unlock private investment in the industry.

Recent data shows positive signs: between 2014 and Q1 2020, business investment in construction more than doubled but then fell during the pandemic. Since early 2021, investment has returned to the sector, apart from 2023, when the hikes in interest rates and rising construction cost inflation took their toll. In 2024, investment rebounded by 19.4% after the 12.4% decline in 2023.

With interest rates gradually coming down, cost inflation easing and a strong government appetite

for growth-boosting projects such as the Heathrow third runway and the Lower Thames Crossing, we could be set for even greater increases in investment spending. The government hopes that the newly created National Wealth Fund will also play a significant role in attracting private investment into UK infrastructure.

## New opportunities

Although construction was not mentioned specifically in the industrial strategy green paper,

the spillover benefits for the infrastructure required will no doubt create new opportunities for the industry.

To put a spotlight on the energy sector, the focus on net zero is likely to drive further nuclear and offshore wind activity, which is already gaining strength. The final investment decision on Sizewell C is expected in June. Additionally, a target of 43-50GW of offshore wind power by 2030 has been set by the energy secretary, although this



Construction's  
share of total  
business  
investment over  
the 10 years to  
Q4 2024

3.8

The government has announced a £600m investment plan over the next four years to train 60,000 construction workers

target was reduced due to supply chain constraints.

Further investment in digital technologies such as building information modelling (BIM) and artificial intelligence (AI) is expected to drive efficiencies and cost savings, helping to grow margins through monitoring, improved project planning and increased productivity. It is hoped that this, in turn, will make private investment more attractive.

Skills shortages

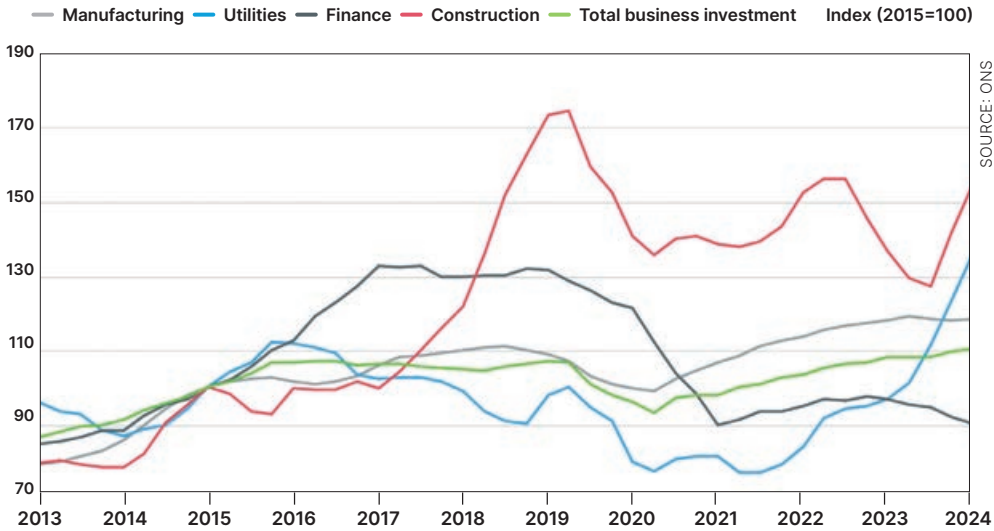
However, the government's commitment to successfully deliver on its infrastructure investment will be constrained by a recurring shortage of skilled labour, cited as the biggest challenge in Turner & Townsend's recent survey of contractors.

To address this, the government has announced a £600m investment plan over the next four years to train 60,000 construction workers. This initiative could help deliver the homes, industry and infrastructure that the country requires.

In the meantime, many investment decisions are still on hold while the industry awaits the details of the spending review and the infrastructure strategy in the summer. While we wait in this limbo, we need to reflect and ensure our sector has the capacity to deliver on opportunities once they come forward.

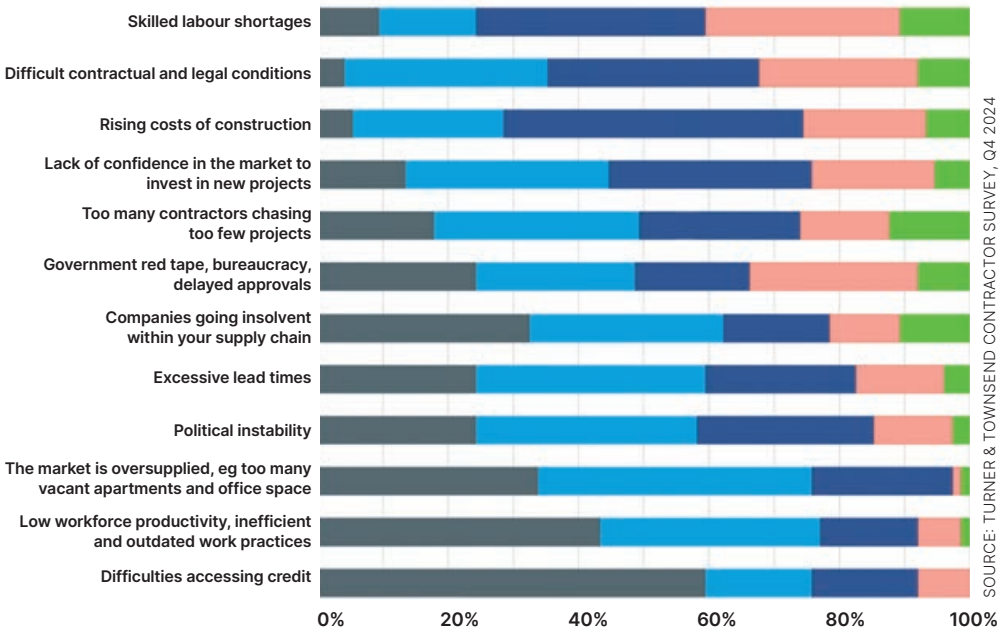
Nitesh Patel is a lead economist at Turner & Townsend.

UK business investment across sectors



Supply chain challenges

■ Little impact ■ Fair impact ■ Medium impact ■ Large impact ■ Major impact







**Caroline Gumble**  
CIOB



PHOTOGRAPH OF COM\_LIAM REARDON

**We need competent, trained and qualified professionals available to do the work needed to bring the UK's homes up to scratch**



headlines which suggest that about a third of homes in the UK are mouldy or damp.

He also explained how retrofitting, although an important step in limiting emissions from residential buildings, can sometimes exacerbate the problems.

After detailing the steps required to reduce the risks from retrofitting work – including energy modelling, careful evaluation of the options and post-occupancy evaluation – Professor Edwards did offer a positive note.

He concluded his remarks with a summary of what a damp and mould investigation should look like and called for all stakeholders – professionals, landlords and residents – to have a greater awareness of the subject and the options when it comes to tackling it.

His call to action also resonated with one of CIOB's key areas of focus – we need competent, trained and qualified professionals available to do the work needed to bring the UK's homes up to scratch.

Thanks to Professor Edwards for his fascinating talk, thanks to everyone who attended our first CIOB Wales Construction Cymru Conference and thanks to all those who organised it and supported it.

It was an inspiring event – watch this space for the 2026 date to be announced soon. ●

**Caroline Gumble is CEO of CIOB.**

# The retrofit and mould dilemma

**Caroline Gumble** reviews the highlights of a recent talk by a veteran CIOB member on the damp problems associated with retrofitting

**A few weeks ago, CIOB president Professor Mike Kagioglou FCIQB and I attended the inaugural CIOB Wales Construction Cymru Conference.**

It was an amazing event (which completely sold out and had a waiting list!) with a fantastic lineup of knowledgeable and inspiring speakers, including the chair of our hub in Wales, Wyn Harries FCIQB, who opened proceedings.

I want to take this opportunity to thank him for all his hard work but particularly the work he does to keep mental health support on the agenda. It's an incredibly important issue and Wyn seems tireless in his efforts to open up conversations and help remove any stigma that remains

when it comes to talking about struggles that we might be having.

Across the day, there were five CPD sessions delivered to a packed room of delegates, with a broad range of topics and great engagement from the audience.

However, there was one talk which really stayed with me, as it covered something that can create serious damage to buildings and can cause long-term health problems for those who live in such buildings: damp and mould.

Professor John Edwards FCIQB, a longstanding member of CIOB, shared his expertise in a talk on 'Retrofit – the damp and mould dilemma'. He outlined the problem clearly, sharing some recent

▲ The inaugural CIOB Wales Construction Cymru Conference took place at the Swansea Arena on 18 March





# CONTAINEX

## Flexible space solutions for your construction site

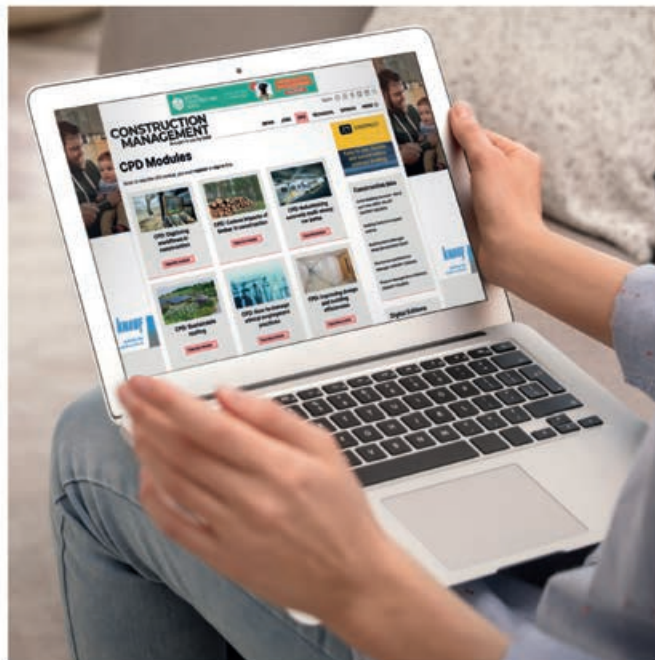
- Quick availability in various sizes
- Adaptable and expandable at any time
- Numerous equipment options (modern glazing, e-convactor, energy-saving options, etc.)

[www.containex.com](http://www.containex.com)



**Tested & Approved  
Fire Protection  
Solutions\***

\*according to EN 13501-2



## CONSTRUCTION MANAGEMENT | CPD

Brought to you by CIOB

### Take CM's latest CPDs

- Sustainable roofing
- How to manage ethical employment practices
- Improving design and building efficiencies
- Managing highways surface water
- Avoiding common roof defects
- Managing occupational health risks in archaeology
- Automated, mastless machine control
- Roof glazing – more than glass
- How to deliver cleaner power to construction sites
- Mechanical ventilation's role in improving indoor air quality
- Solar PV in pitched roofing applications
- Managing biodiversity on construction sites
- Head protection in construction
- Timber and the circular economy
- Drainage pumps – construction, climate change and consultancy

Keep up to date with the latest Construction Management CPDs in our dedicated online channel:

► [constructionmanagement.co.uk/cpd-modules](http://constructionmanagement.co.uk/cpd-modules) ◀





**Henry Fenby-Taylor**  
CIC 2050 Group

# Construction must embrace digital to attract young talent

**Henry Fenby-Taylor** explains the work that the CIC 2050 Group is doing to bridge the industry's skills gap



With 210,000 individuals exiting the industry yearly and the demand for workers projected to rise by 50,300 annually, the sector faces a significant skills gap and ambitious government targets for housing and infrastructure look set to increase concerns here.

The CIC 2050 Group is addressing this by aiming to create a thriving, diverse and future-ready workforce.

Established in 2011 to feed into the innovation and growth team strategic review by Paul Morrell, chief construction adviser to the government at the time, the group is a dynamic collective of young professionals from various disciplines and organisations, including CIOB.

The group's vision is to foster collaboration across the industry to achieve a carbon-neutral sector by 2050. It serves as a platform for

sharing knowledge and promoting sustainability initiatives. Its efforts are crucial in shaping a construction industry that is not only sustainable but also attractive to new talent.

## Retaining talent

Young professionals are the lifeblood of the industry's future. The sector offers young people more than just a career: it provides an opportunity to leave a lasting legacy through projects that shape our built environment. But attracting young talent is not without its challenges.

Although new CIOB research indicates that two-thirds of young people surveyed now hold a positive view of construction careers, perceptions of poor workplace culture and male dominance remain rife. Misconceptions about construction being all muddy boots and hard hats can deter potential entrants.

To bridge this gap, initiatives like hands-on learning opportunities, mentorship programmes and industry insights are essential. These efforts, such as CIOB's inspiring Tomorrow's Leaders, help young people see construction as a viable and fulfilling career choice.

But retaining talent is as critical as attracting it. Young professionals expect workplaces to embrace the latest tools. Innovations like BIM, drones, AI analytics and augmented reality can attract tech-savvy talent.

Offering career growth and skill development opportunities through

apprenticeships and mentorship programmes can bridge the skills gap. Young workers are drawn to careers that align with their values, and emphasising eco-friendly projects and sustainable practices can be a significant draw.

## An innovative future

Improving workplace culture and diversity is another crucial area and is key to keeping young professionals engaged. Encouraging diversity in leadership roles, offering flexible work arrangements and fostering a strong safety culture can create a positive work environment.

The CIC 2050 Group's efforts to shape the future of construction are vital in addressing the industry's looming skills gap. The collaboration between industry leaders, educators, policymakers and young talent is essential to make construction a career of choice for the next generation.

If you are interested in joining the conversation, the CIC 2050 Group invites you to get involved. Together, we can build a thriving, diverse and future-ready workforce. ●

**Henry Fenby-Taylor is chair of the CIC 2050 Group. To find out more, visit [www.cic.org.uk/committees-and-networks/2050-group](http://www.cic.org.uk/committees-and-networks/2050-group).**



**Young professionals are the lifeblood of the industry's future**



# Specialising in modular healthcare buildings



WERNICK MODULAR BUILDINGS DELIVER...



**Minimum**  
on-site time



**50+ years**  
design life



**Sustainable**  
construction



**Flexible**  
expandable



**Full project**  
management

**CONTACT US TODAY**

0800 18 18 22 | [www.wernick.co.uk](http://www.wernick.co.uk)  
[buildings@wernick.co.uk](mailto:buildings@wernick.co.uk)

Find out more  
Scan the QR code







**Michael Thistlethwaite**  
Wernick Hire

# A discreet onsite campaign to support mental health

Messaging on modular cabins with QR codes linking to CIOB Assist is reaching thousands of workers, writes **Michael Thistlethwaite**



**Construction has a mental health** problem. That's not news. What is news is how little is done about it, especially in a sector where suicide claims more lives than falls from height. For an industry so focused on physical risk, why do we still treat mental wellbeing as an optional extra?

That's the issue portable building specialist Wernick and CIOB are tackling head-on. Together, we have launched a discreet but effective initiative to embed mental health support directly where it's needed: on site, in the welfare spaces used every day.

Over 20,000 stickers, each printed with a QR code (right)

linking to the confidential CIOB Assist platform, have been produced and distributed. They're now being fitted into welfare cabins across the UK by Wernick Hire, which delivers up to 3,000 units a month. The potential reach? Thousands of workers.

The concept is simple: scanning the QR codes provides immediate, private access to mental health support without needing to speak to a manager, download an app or search online. Wernick Buildings has also rolled out the initiative at its Kenfig manufacturing site in Wales, bringing permanent-based teams into the conversation and ensuring consistency across the group.

◀ Over 20,000 stickers with QR codes have been fitted on welfare cabins across the UK



**We wanted to go beyond signposting. This is about integrating mental health support into the physical infrastructure of the industry**  
Mark Harrison, CIOB

## Beyond signposting

Mark Harrison, CIOB's head of EDI transformation, says: "We wanted to go beyond signposting. This is about integrating mental health support into the physical infrastructure of the industry."

Too often, mental health is treated as a separate issue, an HR concern or something that happens 'off site'. But if wellbeing is invisible in the workplace, the industry will continue to lose people in silence. This requires construction professionals to rethink what health and safety really means.

Construction sites are high-pressure environments. Asking someone to take 30 minutes to call a helpline isn't always realistic. Instead, scanning a QR code in a private space is a step towards real accessibility.

But if we want to see real progress, the CIOB and Wernick model should be adopted widely across the industry. Welfare cabins, offices, and manufacturing spaces – any physical environment can convey the message that help is available.

On the back of our successful pilot, the Modular and Portable Building Association is looking at ways to promote this initiative. Wernick's decision to present the concept to competitors and partners demonstrates the collaborative spirit this issue demands. Interest is growing, and the broader impact could be huge. ●

**Michael Thistlethwaite is the managing director of Wernick Hire.**





# DIGITAL CONSTRUCTION WEEK

EXCEL LONDON  
4-5 JUNE 2025



INNOVATION  
IN THE BUILT  
ENVIRONMENT

## Register to attend DCW

Join innovators from across AECO to debate, discuss and share ideas to help build a more digitally enabled industry.

### DISCOVER

the latest technology to help  
you on the journey towards  
digitalisation



### NETWORK

with your peers to share  
ideas and experiences



### LEARN

from expert speakers and  
improve the way you work



**REGISTER FOR FREE**

[www.digitalconstructionweek.com](http://www.digitalconstructionweek.com)

 Digital Construction Week  [digitalconstructionweek](https://www.instagram.com/digitalconstructionweek)

Organised by **diversified**

HEADLINE PARTNERS



GOLD SPONSORS







**Paul Nash**  
PPCIOB

# Setting a new standard for procurement competence

The new Competence Framework for Procurement in the Built Environment is an essential reference for the whole industry supply chain, writes **Paul Nash**



**“Those who procure, design, create and maintain buildings are responsible for ensuring that those buildings are safe for those who live and work in them.”**

The words of Dame Judith Hackitt in her Building a Safer Future report have helped drive and shape the new Competence Framework for Procurement in the Built Environment, published this month.

By setting the highest standards of procurement competence across the life cycle of a building and at all levels within the supply chain,

the framework aims to address a key finding of Hackitt's 2018 report, which identified that poor commercial and procurement practices in the years leading up to the Grenfell fire had driven a 'race to the bottom' where the focus was on price and margin at the expense of safety.

The framework has been developed by a working group comprising representatives from across the built environment sector and is aligned with the Chartered Institute of Procurement and Supply (CIPS) Global Standard and Royal Institute of British Architects (RIBA) Plan of Work 2020.

Importantly, the framework is aimed at anyone who is a 'procurement practitioner', so not only clients but anyone who is responsible for procuring works, goods (including construction products) and services throughout the supply chain.

The document is not restricted to higher-risk buildings (HRBs), but recognises that there are additional competencies required for HRBs, and references the government guidance created by procurement law specialist Professor David Mosey.

This guidance highlights four fundamental features that need to be present in the procurement process for any project: selection by value that

avoids a race to the bottom; early supply chain involvement that improves safety and reduces risks; collaborative relationships that involve residents; and a golden thread of information that integrates design, construction and operation.

## Skills and knowledge

Procurement competency in the built environment sector requires the right skills, knowledge, experience and behaviours to respond to the complexity and life cycle needs of a building. It is now for professional bodies to develop training and assessment schemes based on the framework and educate their members.

This is only the first step in changing construction's procurement culture. As Hackitt has said: "Procurement sets the tone of the whole project and must promote collaboration and early stage design work which involves the whole supply chain and delivery of real value and fit for purpose buildings. The challenge now is to ensure that this framework is adopted and put into practice." ●

**Paul Nash PPCIOB is chair of the working group which developed the new Competence Framework for Procurement in the Built Environment, which is available for download at [www.cips.org](http://www.cips.org).**



**This is only the first step in changing construction's procurement culture**

# Feedback

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



CM

## What can we do about the shortage of quantity surveyors?

*Ken Hubble MCIQB sent us a letter about an important challenge facing the industry and what he believes would fix it.*

From my experience working in the construction industry, there is a skill deficit in quantity surveyors being able to take off and produce bills of quantities.

I make this statement from my own experience. At KS Associates Quantity Surveyors, which I founded in 1999 with my two sons and was incorporated in 2005, we prepare bills of quantities for many of the top players in construction.

Increased workloads meant that we had to look for more quantity surveyors with substantial experience. It was at this point that we identified a skills shortage in this area.

For example, we had qualified quantity surveyors who did not

understand the need to look at both plan and elevation drawings for dimensions and openings. Surprisingly common, others didn't understand site levels, calculations for reduced level excavations or the construction sequence of operations. I could go on.

My question is, what are we going to do to address this problem (as I can assure you it is a major problem)? The answer is staring us in the face: employ young people and teach them to take off quantities from limited information, understand construction methods and operation sequences, and, of course, bill of quantities production.

It worked when I taught my two sons back in the 1990s and many others since then.

was a standard size and fit for everyone. She said that eight out of 10 people in the team were women. She was also wearing men's overalls because she didn't have a clue that female overalls were an option.

I've also met several bricklayers who tied up their hi-vis. When I asked why, they all had the same answer: because it hangs loose when they bend over. And when I asked why they don't wear a

◀ Ken Hubble MCIQB: 'Employ young people and teach them bill of quantities production'

zipped-up hi-vis, they said because they are self-employed and they can't afford replacing them.

Sometimes, I would see bricklayers in a hi-vis T-shirt with another underneath. When I enquired if they weren't hot, I was told that the material of the hi-vis T-shirt makes them sweat and they need the second cotton shirt to combat that.



CM

## Stolen £25k JCB loader listed on Facebook recovered

*The police were able to recover a JCB loader thanks to a dealer checking its details in The Equipment Register, a database of stolen plant and equipment.*

Alan Vowler FCIOB

An excellent system which is not widely advertised and should receive more coverage so owners of plant that has been stolen can benefit from the scheme.



## The Equipment Register is an excellent system which should receive more coverage

Alan Vowler FCIOB

## Global Construction Review Tariffs to cause 'dire' affordability crisis in Canada and US, housebuilders warn

Alan Merritt

Why don't we just make everything we need in the US? I am a contractor in the south-east US and we have enough trees and lumber mills in this country to supply all our needs as far as the lumber part goes. They have been upping capacity a lot over the last few years.

David Alan Brightman

This is a great opportunity for Canada to start up industries which make them less reliant upon the US. Countries should now insulate from the need to import US goods and services. It might be hard, but it is better for the future.



#PPEthatfits

## Examples of ill-fitting PPE

*Health and safety professional Lynette Whittle shared feedback with us on inadequate PPE she's witnessed at work.*

I once spoke with a painter and asked her about her hi-vis, which was far too big. She told me it was the company's and



Share your views on the latest industry issues by posting comments online at [www.constructionmanagement.co.uk](http://www.constructionmanagement.co.uk) or by emailing the editor at [construction-management@atompublishing.co.uk](mailto:construction-management@atompublishing.co.uk)





# Five reasons to register your CV with **CIOBJobs.com**

1. Jobs posted by construction's leading employers
2. Focus on professional roles
3. Careers and CV advice
4. Early career opportunities for apprentices and interns
5. Range of construction management roles across the UK and worldwide



**CIOB**  
Jobs

Further information:  
Darren Burns, Commercial Manager

**T** +44 (0)7880 245396

**E** [darren.burns@atompublishing.co.uk](mailto:darren.burns@atompublishing.co.uk)

**W** [www.ciobjobs.com](http://www.ciobjobs.com)



# 'Our model delivers an effective remediation programme'

Clarion Housing's post-Grenfell strategy has been commended by Dame Judith Hackitt. **Will Mann** talks to the group's building safety team about cladding remediation, quality management and the power of data



Clarion, the UK's biggest housing association, is setting a new bar for building safety.

Singled out for praise by Dame Judith Hackitt at last November's CIOB James Wates lecture, the group began overhauling its building safety approach shortly after the 2017 Grenfell fire. It now has a sophisticated digital-led strategy for managing its housing stock, interrogating the condition of its assets and carrying out remediation work. Any contractors working on Clarion's 125,000 homes must meet exacting quality standards.

Leading this programme are building safety director Dan Hollas FCIOB, head of building safety Matthew Lewis MCIOB, lead inspections manager Tom Lawlor MCIOB and technical manager Jack White.

The model developed by the team for assessing and prioritising remediation work has been key to the building safety strategy, says Lewis.

"This has evolved over time as we learned more about our buildings," he explains. "As we

explored more buildings, we fed our learning back into the model, which helped make it more accurate. This approach has allowed us to stay ahead of government recommendations and make better decisions about our stock. It's been successful in delivering a remediation programme that's both proportionate and effective."

The Clarion building safety journey started with aluminium composite material (ACM) cladding investigations in 2017, followed by all other cladding types in 2018. After the Fire Safety Act was passed in 2021, Clarion began intrusive investigation of all higher-risk buildings (HRBs). PAS 9980 was published in 2022 and provided a methodology for fire risk appraisal and remediation.

## Understanding the risk

"Early on, we realised we didn't have easily accessible data to understand the materials used in our buildings and assess the risks they posed," says Lawlor. "Our first task was to determine what materials were on our buildings and which posed a risk."



**Buildings constructed in the last 18 years were far more likely to fail due to poor construction quality**

The housing group made an early decision to embrace digital technology, using a laser scanner and creating 3D models. Some 10,000 surveys were carried out. (see box, p22).

"With this data, we created a prioritisation model to assess each building based on its calculated risk, creating five distinct risk priorities, from one to five," says Lawlor.

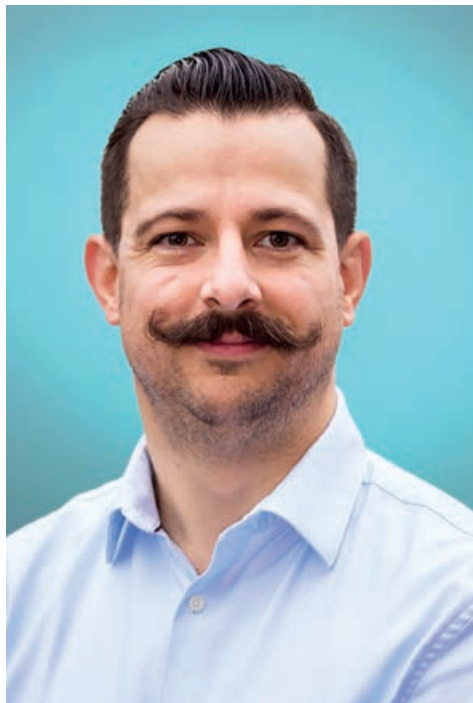
The next step was to analyse this data to understand risk drivers. The surveys had produced 19,000 instances of 28 different wall types.

"Some materials, like high-pressure laminate, appeared in only a small number of buildings, while others, such as rendered solid wall and brick slips, were far more prevalent," explains Lawlor.

"Of our 10,000 buildings, almost 9,000 used half-brick or brick slips as the predominant material. The risk posed by certain materials was more concentrated in a smaller number of buildings but, given the sheer volume of our stock, these still represented hundreds of buildings that would need investigating further."



◀ The Clarion building safety team, clockwise from top left: Tom Lawlor MCIOB, lead inspections manager; Jack White, technical manager; Matthew Lewis MCIOB, head of building safety; Dan Hollas FCIOB, building safety director



The data from these surveys allowed Clarion to build an appraisal process based on its prioritisation model. Data from each appraisal was fed back into the model, refining the focus on to the buildings with the greatest concerns.

Building height was established as the primary risk driver for external walls.

“Only 10% of smaller buildings below 11 metres needed work,” says Lawlor. “However, the volume of smaller buildings still meant we had many buildings with issues that were in these lower-height categories.

“Structure was another key risk factor. Our analysis showed that the structure of a building was a critical indicator of whether it would fail the PAS 9980 review. Concrete masonry and steel frame structures each made up a quarter of our stock, while timber frame structures, the highest-risk category, were a major concern.

“The future of construction has to be sustainable but everything we have seen about timber frame to date tells us there is a need for more of these construction skills in this country to properly build them.”

#### **Build quality**

The Clarion team also discovered that age of construction was an important risk indicator, with buildings constructed in the last 18 years far more likely to fail due to poor construction quality. ►



## Clarion's data management strategy

Clarion's approach to data collation and management follows the 'quality in, quality out' mantra.

"When people are going out on site, we've got a system that will capture the information in a template format, so that we were getting consistency in the information," says technical manager Jack White.

"For example, an external wall will be broken down by material, insulation material, type of frame etc. If there are changes, we'll be able to react to that quickly by clicking a button and making the changes to information about that external wall. Hopefully, we're setting the foundations with our system that we have now, so that in the future we can be really agile, flexible and quick to respond."

Matthew Lewis, head of building safety, adds: "We've set up our technology so we can look at a whole external wall as a system. It's not just the components that make up the outer skin and the inner skin, but all the elements that interact with that."

"We can also identify all buildings that have a particular product. If, say, we wanted to look at thermal wood cladding, we could pull up all the buildings

where we've identified that being present."

This feeds into Clarion's golden thread strategy, White says, where the group is working with Bentley.

"There was no software solution out there that worked across a portfolio and for housing," he explains. "We spoke to several vendors and found Bentley, who had a lot of different tools, and were keen to work with us. It's been a really good relationship."

"We still go out and laser scan buildings and one of our team creates our smart models using those scans. The models are a lot more advanced now, compared to when we started shortly after Grenfell."

"But we're not putting in resident information, we're trying to keep the two separate, in case we need to give third parties access," he adds.

"We're calling our technology Clarion Built Environment (CBE)," says building safety director Dan Hollas. "But this is not a commercial project. We're keen that other organisations can learn from our experience."

"Traditionally constructed masonry buildings from the 1960s to the 1980s had a much lower risk of external wall issues, assuming no problematic materials like plastic spandrel panels were added," says Lawlor.

"Modern construction methods, however, were where we saw more problems. Of the buildings needing remediation, 39 were built before 2000, and 177 after 2000, which is not surprising for those of us in the industry who have been aware of these issues for some time."

Clarion has now completed about 1,500 appraisals, with 216 buildings either needing remediation or some form of mitigation.

"When we started, the failure rate for appraised buildings was almost 100%, because we were focusing on buildings we suspected had issues," says Lawlor. "However, as we progressed through our model, the failure rate dropped to around 20%, with 80% passing, which reflects our improved targeting of the most problematic buildings."

"With external wall issues, materials are now relatively easy to identify and remove. The bigger issue has been hidden construction problems, like poor workmanship. We've found issues with the construction quality of buildings, such as missing cavity barriers or gaps that allow fire to spread through facades."

**We often think of the cladding crisis in terms of buildings with complex facades, such as those with spandrel panels. But we're finding issues even in buildings with solid brick facades**

Thomas Lawlor, Clarion



"There are also complications with timber batts that are insufficiently sized to fill cavities, and cavity barriers that are misused or incorrectly installed. These issues are far more difficult to address than simply removing problematic materials."

Lawlor believes that industry perceptions of cladding risk may be misplaced.

"We often think of the cladding crisis in terms of buildings with complex facades, such as those with spandrel panels," he says. "But we're finding issues even in buildings with solid brick facades. These buildings may have hidden risks, such as combustible insulation, missing cavity barriers and timber frame structures that need proper protection."

Lawlor adds that developer claims have played a "significant role" in the remediation process.

"We've been negotiating with original builders to compel them to address these issues as the government has mandated," he says. "Developer claims can take a long time to resolve."

"PAS 9980 is not meant to be a legal tool, yet it's increasingly becoming the default for resolving disputes with developers."

"It is a challenge achieving consensus among all stakeholders, including original builders, building control, fire engineers and residents," Lawlor continues. "There

◀ Clarion appointed contractor Lawtech to carry out cladding remediation for this seven-storey residential building in Islington, London. The work involved replacing cavity barriers and cladding. The total project cost was over £2m and the programme ran from January 2021 to May 2022.



## Clarion's remediation programme in numbers

**108**

sites have had works completed or signed off under PAS 9980, out of 216 sites which require remediation

**209**

are safe to currently occupy, including those where remediation has not been completed

**7**

buildings have been decanted due to the levels of risk

**2035**

is the projected end date of Clarion's external wall remediation programme, based on current rate of investigation, current rate of building failure and contractor resource available

## Workmanship issues uncovered in external walls



◀ Clockwise from top left: missing vertical compartment cavity barrier; 25mm gap in front of compartment wall cavity barrier; horizontal cavity barrier being bent to form vertical cavity barrier; 48mm deep timber batten to window sill in a 65mm cavity

under PAS9980, half of those requiring remediation.

"The data that we've collected has meant that we've been able to prioritise some buildings and get them remediated in a much quicker way," says Hollas.

Given the history of poor construction that its surveys have uncovered, Clarion now has a rigorous quality management process for its contractors.

"We've put into place systems during the remediation work to make sure we're able to monitor the build quality," says Lewis.

"On all our remediation projects, we've implemented a system called Multivista (Construction Documentation Photography Services), and we go out and photograph the site at regular intervals. If any issues are identified, we can check that they're not replicated across the site.

"That also means that in future we can use the photography documentation to peel back the layers of the building as the remediation took place and see what the contractor has done. That's been incredibly useful, not just in terms of monitoring quality, but also defending the works that we've done from a legal perspective and demonstrating to building control."

are shifting perceptions of what constitutes an acceptable level of risk. What fire engineers deem acceptable today might not be acceptable tomorrow.

"We've seen examples where different engineers come to different conclusions on the same building. One engineer might sign off a building, while another might not, creating an asymmetry of outcomes that poses a risk to the industry."

Lawlor also flags the issue of futureproofing.

"As regulations for buildings above 11 metres become more stringent, we might be signing off on older buildings but creating a growing disparity between existing and new buildings in what's considered acceptable," he points out.

"Another concern is that if we allow developers to sign off these older buildings, this could incentivise future shortcuts, knowing that the system may accept these buildings without addressing all their risks."

Clarion has to date remediated more than 100 of its buildings

### CIOB's Client Strategy

CIOB's Client Strategy aims to support construction clients by curating and sharing best-practice digital resources which will help them achieve improved project outcomes. Further information: [www.ciob.org/industry/support-for-clients/professional](http://www.ciob.org/industry/support-for-clients/professional).



# Factory reset

In the north-east, Merit is turning construction on its head, designing and building from the inside out. **Kristina Smith** visited its manufacturing base to find out how

**T**here is an energy of positivity and urgency about Merit, which exudes from CEO Tony Wells, and seems to permeate his young and enthusiastic team. Based in Cramlington, near Newcastle, the company is trying to achieve something that has evaded the construction industry for decades: a significant uptick in productivity.

"We are trying to prove we can deliver buildings in one-third of the time, compared to design and build, with fixed-price certainty," says Wells.

It's difficult to find the right words to describe what Merit does. Offsite construction or MMC (modern methods of construction) company doesn't really cut it.

Wells calls Merit a 'platform manufacturer'. The company designs buildings from the inside out, configuring them around its platform of premanufactured elements that include plant rooms, building services modules, room pods and walls.

David Philp, chair of CIOB's innovation panel and chief value officer at Bentley, who has visited Merit's facilities, says this: "Their operating model is different from a traditional MMC company, more what I think 4.0 would look like, the way they facilitate flexibility into their approach."

Merit doesn't deliver just any type of building. It is focused on certain ►

► Inside the high-bay extension at Merit's offsite manufacturing facility in Cramlington, Northumberland









# 80

Merit's turnover is now just shy of £80m

sectors: pharma, biosciences, healthcare, semiconductor, aerospace, battery tech and education. "We have stuck with more complicated buildings rather than trying to be Ilke Homes," says Wells.

Ilke Homes, once lauded as a pioneer of offsite construction, went out of business in 2023, after investors pulled the plug. Merit's business model is very different.

"We can get a higher output per square metre than an offsite housing manufacturer, probably 10 times as much in terms of overall sales," says Wells. "The products we make are more concentrated in terms of value. With a house there's a lot of empty box."

Another key difference is that Merit is self-funding the development of

its products, increasing automation in its processes and the expansion of its manufacturing facilities.

## Reinventing construction

Wells, whose career has spanned semiconductors, startups and multiple continents, took over Merit – then a £2m turnover pipe-fitting company – in 2002. It grew rapidly to around £50m turnover by 2008 with an electric array of projects that included mechanical services for the Diamond Light synchrotron at Didcot, an M&E fit out at the Halley VI research centre in Antarctica and M&E upgrades for Harrods.

Frustrated by an inability to break through the £50m turnover barrier, Wells embarked on a new direction, ripping up the business plan and

telling his management team they were going on a "journey of reinvention". The idea was to create a platform of products that allowed flexibility and even "flamboyance", says Wells.

A decade down the line, Merit is on version 6.2 of its platform and is turning over just shy of £80m. It delivers buildings through two routes which it calls Flexi Pod and Ultra Pod – and sometimes through a combination of the two.

Flexi Pod sees a building's frame constructed traditionally in steel with various offsite-manufactured units slotted into it. It involves pods containing plant room equipment, pre-assembled modules (PAMs) which slot together to distribute building services, and specialist

▼ Pod lifts on site at Berwick Hospital





**The idea was to create a platform of products that allowed flexibility**

**and flamboyance**

Tony Wells, Merit



room pods such as bathrooms. Merit also manufactures the framing to support cladding.

Ultra Pod is a modular build system, where individual or multiple pods are fully kitted out and transported to site. These are designed for smaller buildings – generally up to 1,500 sq metres and no more than four storeys high.

The latest additions to its platform – all patented or patent pending – are a wall PAM and a transition PAM. The wall PAM is an alternative to British Gypsum's framing system which uses 80% less Gyproc but gives the same fire and acoustic performance. The transition PAM is a version of the wall PAM through which services pass, with the passive fire protection built in during the manufacturing process.

"We have spent £100,000 on fire testing to validate that wall system," says Wells. "There's an awful lot of product development gone into these designs. We don't sell any of these to anyone else."

In getting to variant 6 of its platform, Merit has honed its plant rooms to be more compact and more efficient than any traditional design. That means air source heat pumps, heat recovery, with all the building management services and controls integrated into plant room pods.

"The running costs are about one-third with electricity compared to gas because it's a very different strategy for M&E and HVAC," says Wells. "Air source heat pumps are



▲ Aerial shot of the Berwick Hospital project site

not a replacement boiler; you have to apply them differently."

For instance, says Wells, the new 10,500 sq metre Berwick Community Hospital which Merit is delivering for Northumbria Healthcare NHS Foundation Trust will use 69% less energy than the CIBSE benchmark.

Whereas plant takes up 32% of space in a typical healthcare

building, Merit can more than halve that. For a current project to build an emergency care unit for Bedford Hospital, plant will take up 15% and the goal is to get even lower, says Wells. That means it can offer its customers more space for their operations, or smaller buildings – hence lower capital and running costs and lower carbon footprints. ►



20

Breaking the industry average, 20% of Merit's employees are women

## Advanced manufacturing facilities

Merit has two factories on two sites, both a short drive from its offices in Cramlington. It bought the second facility in 2020, extending it in 2023 to bring its total manufacturing space to 24,500 sq metres (264,000 sq ft).

At the new site, piles are already in the ground to allow for a further expansion of 11,240 sq metres (121,000 sq ft) for which it already has planning permission.

Some 127 people work across the two factories, with that number set to grow. Many have come through the apprenticeship route: Merit has taken on 95 since 2013, 18 of those this year.

While most MMC facilities look like a construction site under a shed roof, Merit's factories are different, observes Philp: "It feels more like an advanced manufacturing facility. Every workstation is spotlessly clean and information is flowing all the way through."

With £3m worth of machinery in the factories, and over 30 machines purchased in the last three years, there are plans for further investment in equipment, says automation manager Justin Moorton: "We have 12 engineers looking at factory automation and digital automation. We want to automate anything that is dull, dirty or dangerous."

His team is working with manufacturing colleagues to

streamline the way that work flows through the factories.

The pods in the high bay area of the newer of the two factories are impressive. We look at one 12m-long plant room pod which contains air handling units, heat recovery, air source heat pumps and a building management system.

Some of the PAMs are pretty big too. "I remember when we did the first PAM, it was 800kg. Some of these are 2.5 to 3 tonnes each," says manufacturing director Steve Smith, who has been with Merit since 2004.

What differentiates Merit from other companies that manufacture M&E modules offsite is that it integrates almost everything into its PAMs, aiming to do most of the second fix – as well as the first fix – in the factory. Lights are ready to just drop down, data cabling is cut to length.

"A lot of MMC is first fix in the factory and second fix on site," says Smith. "We pre-test everything here," he says. "Our speed on site is much faster, and we need fewer people on site."

Another benefit of Merit's approach is that lessons learned on one project are baked into the next one, speeding up delivery.

"It's set up in a way that facilitates continuous improvement, rather than requiring constant reinvention for every project," comments Philp.



▲ Operating the Howick steel roll-former inside the Merit factory

▼ Inside Merit's offsite manufacturing factory

"We can build you a Scope 1 zero carbon enabled building for less cost," says Wells. "People would say you pay a premium for that. I say that's not true."

## Thinking in 4D

Alongside its physical products, Merit has been developing its design process and its in-house team to deliver that design. The goal is to move more and more aspects of the design and construction process in-house. To that goal, an in-house architectural team was created five years ago. Soon to be 14-strong, this is headed up by Molly MacDonald, who joined Merit in 2020 as a graduate.

Merit is a young company, with an average age of 31 and an industry-average-busting 20% women. Oliver Calimer, virtual design and construction (VDC) model engineering manager, graduated in 2018 and joined Merit in 2021 and now heads up a team of 27 people.

For these designers it is business as usual to think and work in 4D. When a tender comes through the door, one of the first activities for Calimer's team is to work out the 'Pod PAM strategy': which of the premanufactured elements will go where. "We look at the M&E design with a focus on offsite manufacturing constructability," says Calimer.

Merit disbanded its estimating team in 2023 and now uses a





▲ Installation of Merit's pods on site at Moderna, Harwell Campus, Oxfordshire

process that Wells calls parametric costing. "We have a very well-developed square metre rate," explains MacDonald. "The areas go into the cost model, and the number comes out."

This fast pricing mechanism has several benefits, says Wells. Merit can give its clients an understanding of what they can afford upfront, it doesn't have the overhead of an estimating department and, in a market where contractors are reluctant to enter into fixed-price contracts, Merit can give cost certainty.

There is no federating of multiple BIM models, as there would be on a traditionally delivered project. Merit has the one model, with in-house

people writing Python codes that automate the translation of the Revit model into drawings for fabrication.

"We create an identical digital twin of what we will be manufacturing in the factory or on site down to the nuts and bolt bolts level of detail," says Calimer.

Calimer explains that his team runs computational fluid dynamics (CFD) simulations at RIBA stage 4 to fine-tune things such as the position of grills and to check out thermal performance and noise issues. After that, it runs clash detection.

"We then use commissioning data live from site to check on the simulations and it's always very close," says Calimer. "All our future projects are based on what we find out."



**We have a well-developed square metre rate; the areas go into the cost model, and the**

**number comes out**  
Molly MacDonald, Merit



### Procurement change

Despite Merit's growing list of successfully delivered projects, the challenge of persuading clients to do things differently is still one of the biggest it faces, says Wells. "The issue for us is adoption, getting onto a framework, convincing clients to buy new things. That's the hardest part of bringing new technology to the construction industry."

Philp thinks that the industry needs to innovate on its procurement rates too to get more value from platform delivery models like Merit's.

"We talk about sector advancements but yet we are still using a traditional project level approach," he says. "We need to think about what the potential procurement routes look like for a more DfMA (Design for Manufacturing and Assembly) approach."

The argument is getting easier, says Wells, since Merit can now compete with traditional construction on both time and cost. "In 2021, we were a bit more expensive but now we are doing it even quicker," says Wells.

"And, since then the cost of traditional construction has gone up, and we have got better at what we do, we have now gone over that crossover point. If we're competing against a larger company, we are there or thereabouts and also significantly quicker." ●



# Digital product passports: Q&A

Digital product passports can help the built environment to be safer and greener, but how much do you know about them? **Justin Stanton** answers the key questions

**D**igital product passports (DPPs) are set to help construction's drive to improve on a number of fronts. They will help with golden thread compliance, they will be an enabler for improved sustainability and a foundational element of circular construction, and they should improve the handover process.

But what are they? How will they work? Let's dive in.

## What are DPPs?

DPPs stem from the publication of the EU's Construction Products Regulation (CPR) late last year.

Regulation (EU) 2024/3110 lays down harmonised rules for the marketing of construction products, emphasising digitalisation, transparency and sustainability. The text of the regulation runs to more than 45,000 words, but the key detail about DPPs is covered by Articles 75-80, which run to less than 1,500 words.

In short, it states that DPPs will have to contain the following information:

- The declaration of performance and conformity.
- The general product information, instructions for use and safety information.
- The technical documentation.
- The label.

- The unique identifier.
- Documentation required under other EU law applicable to the product.
- The data carrier (the barcode, QR code or data matrix that links to the digital file for that product).

DPPs need to be accurate, complete, up-to-date and interoperable with BIM. The data will need to be structured to be computer readable and searchable, and the information must be transferable without limitations derived from proprietary formats or systems.

## When will DPPs be live?

While the CPR's text proposes a timeline, those involved in the DPP process believe it will be 2027 and beyond before the passports and the system to operate them become live. However, the text is clear that product manufacturers will have to ensure that the digital record the passport links to can be accessed for 10 years after that product ceases production.

## It's an EU thing then?

Yes, but it will apply to the UK because the government embraced the concept in its Construction Products Reform Green Paper, published in February.

The green paper is the government's response to the Grenfell Inquiry final report. It makes clear the government's



**It is essential that all stakeholders can access clear and credible product information to make informed decisions**  
Construction Products Reform Green Paper

position that "it is essential that all stakeholders can access clear and credible product information to make informed decisions regarding construction materials".

Indeed, the government stated in the green paper: "Many of our objectives for reform are mirrored in the revised EU-CPR's objectives, such as: the additional emphasis on making construction products safe and improving the enforcement regime, and proposals to reduce the climate and environmental impact of construction products."

"Additionally, [consistency with the revised EU-CPR] would reduce friction for UK manufacturers selling into the EU and for those seeking to import products into the UK."

This last point adds the ringing endorsement of commercial reality: UK construction product suppliers wanting to do business in EU states will need to comply with the CPR and supply DPPs; and the vast majority of the biggest product suppliers to the UK construction sector are headquartered in Europe and do not want to run one DPP system for all their products in Europe and another for all their products in the UK.

Furthermore, the government proposes in the green paper to adopt the EU's definition of a construction product (simple items, modules, systems and assemblies).

It is believed that it will be at least 2027 before the DPP passports and the system to operate them become live

# 2027



**Consistency with the revised EU-CPR would reduce friction for UK manufacturers selling into the EU and for those seeking to import products into the UK**

Construction Products Reform Green Paper



professionals, the general public or the national regulator,” the green paper reveals.

The library could host test results, other mandatory information (such as declarations of performance), and fire safety reports and academic reports. The government wants to know what additional information could be useful, and it will consider how DPPs might form part of the construction library.

In developing the library, the government wants to establish with its audience what information it should host before “determining an appropriate model”.

### What's next?

While stating the caveat that “the reforms proposed in this green paper are significant in size and scale and will necessarily need to be delivered over the medium to longer term to ensure they are effective”, the government is clear on the quid pro quo it expects: “As part of our engagement, we will explore lead in times that allow the industry sufficient opportunity to prepare to meet these reforms and ensure a smooth transition. We expect the industry to demonstrate expedience in this regard, making public safety the highest priority.”

The green paper consultation closes on 21 May. ●

### Where is all this information going to be held?

This is an area where the EU and UK are likely to differ. The European Commission has proposed that it manage a register that will make the DPPs available. This will store the unique identifiers of the manufacturer, the product and the installation. It will hold the digital records that the DPPs link to for 25 years.

In the UK, the Grenfell Inquiry second and final report recommended the development of a construction library to hold information “such as data from tests

on products and materials, reports on serious fires and academic papers”, drawing inspiration from the Cladding Materials Library set up by the University of Queensland.

In its green paper, the government has latched on to this idea and widened its scope. “Our vision for the construction library goes beyond the scope of the recommendation. We think the library could fulfil a valuable role as a trusted source for all those that need access to information about the safe and appropriate use of products, whether that’s industry

▲ DPPs contain a barcode, QR code or data matrix that links to the product’s digital file



# How a digital twin might help Nairobi go green

Making Nairobi, one of Africa's biggest cities, greener is a vast and complex task. **Rod Sweet** speaks to a team of researchers proposing a city-wide digital twin that might make it happen

**N**airobi City County – comprising mostly Kenya's capital city, Nairobi – wants to be greener. That means more trees and green space, fewer emissions, less embodied carbon, more wetlands and richer biodiversity. For instance, the city aspires to the UN Habitat recommendation of 9 sq metres of green space per capita.

But such an endeavour would be highly complex in a busy, densely populated city. It would also be hugely expensive: it's estimated that all the necessary interventions could end up costing around US\$500m (£391m) to implement. Jumping in without understanding the knock-on effects of this or that measure could cause more harm than good.

▼ The Nairobi skyline: the city aspires to 9 sq metres of green space per capita

That's why interest is growing in a unique initiative led by Nairobi's Centre for Science and Technology Innovations (CSTI), a UNESCO-associated environmental research institute, and supported by partners including UK's Glasgow Caledonian University, to create a digital twin of the entire county with a view to optimising urban greening, water management and other sustainability efforts.

It would integrate sensor-based environmental monitoring and advanced modelling to provide insights on everything from urban heat islands and biodiversity to flood management and charcoal production to inform policy decisions and infrastructure development.

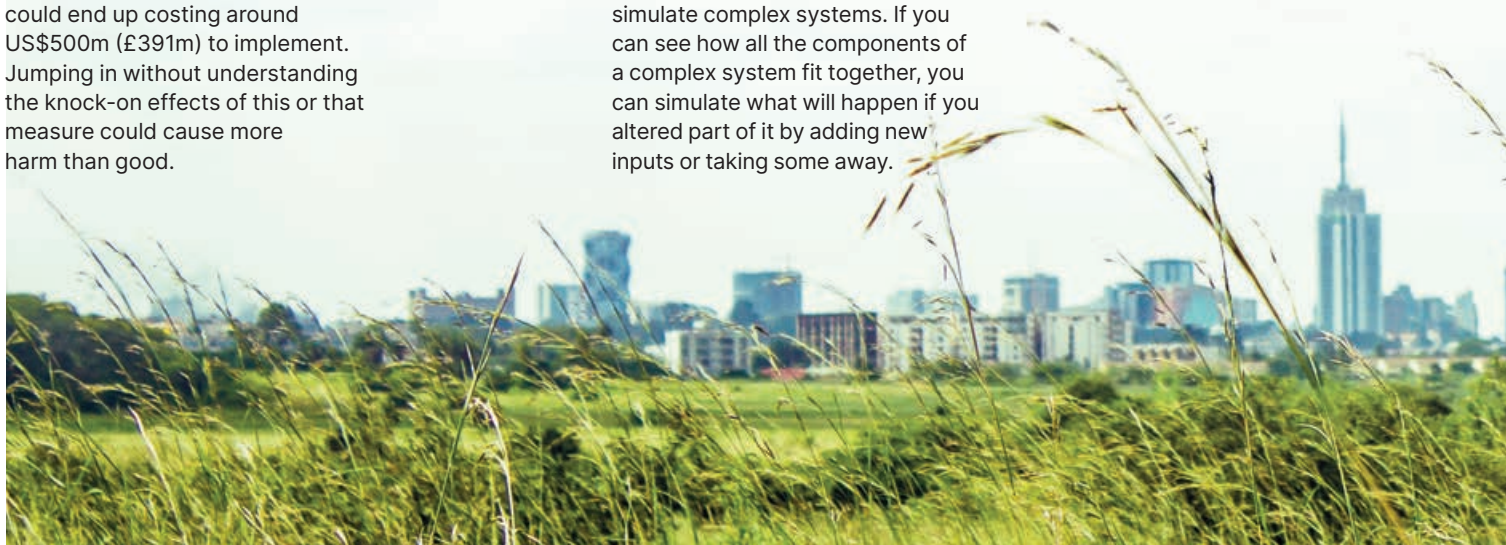
Digital twins integrate real-world sensor data with virtual models to simulate complex systems. If you can see how all the components of a complex system fit together, you can simulate what will happen if you altered part of it by adding new inputs or taking some away.

Dr Cecilia Wandiga is executive director of CSTI and a keen proponent of the digital twin proposal. She gives the example of constructing wetlands for treating water.

"They look like flower or reed beds, and we know they can do residential water treatment at one-sixth of the cost of a regular, centralised water treatment plant," she says.

"So, if we put biochar and membrane filters in there, we're hoping to be able to take on some of the industrial effluent. Sensors can give real-time feedback on the water quality and the pumps."

That makes it sound simple, but it isn't: "In so many areas of Nairobi, the right of way for ground-based water pipe distribution is not available. So they've come up with rainwater storage tanks, and so if we can take



Interventions  
to make Nairobi  
greener could end  
up costing around  
US\$500m to  
implement

# 500

that and pump that into an aerial water system, then not only are we testing the quality of the water, we're testing the retention capacity of that constructed wetland, which is about a tenth of the regular size of a normal engineered wetland."

Over in the UK, physicist and professor of chemical engineering Don McGlinchey leads the Digital Transformation and Intelligent Maintenance Research Group at Glasgow Caledonian University. The group has developed a new master's programme in data analysis for engineering applications, and he is leading the development of instrumentation, data acquisition, big data analysis and visualisation for the Nairobi digital twin.

"We're now looking at how we can combine behavioural models with mechanics and with machine learning techniques," he says.

"It's a kind of variation on physics and field neural networks, what we're doing at the minute. And we're looking at can we not just detect



### Sensors can give real-time feedback on the water quality and the pumps

Cecilia Wandiga,  
CSTI

individual faults, which other people do, but if we say you get two different faults occurring in that system at the same time, can we diagnose which two faults are occurring and can we specify the severity of those faults? And the next stage would be: OK, so we've now diagnosed them, can we make a prognosis to say, well, what do we do to the system to deal with those faults?"

Water management is just one part of what the project proponents want to model. A full digital twin would require temperature sensors to measure urban heat island effects, and camera systems to track bird and insect populations.

The model would optimise locations for green spaces, industrial zones and wildlife corridors, and predict the impacts of building orientation, materials and configurations of energy use. It could simulate traffic patterns, pollution dispersion, the impact of transportation policy changes and even project revenues from things like urban forestry.

Funding is not yet secured and CSTI is exploring green bonds and impact investing options to finance the initiative. Wandiga expects to forge an agreement with Nairobi City County when sufficient funding is obtained. In the meantime, project proponents are developing a consortium to own and manage the model, expanding collaboration with universities, and starting pilots to validate initial models.

The Chartered Institute of Building (CIOB) welcomes the initiative. Its head of environmental sustainability, Amanda Williams, says: "The CSTI project is extremely innovative and, if funding is secured, will provide an opportunity to look at a range of sustainability issues within the city at a system level.

"This will mean policy decisions can be made with a high degree of confidence there won't be unintended consequences and also ensures decision-making delivers positive outcomes for communities and the natural environment." ●





## What you will learn in this CPD

- ▶ The reforms introduced by the Building Safety Act
- ▶ How the industry has responded to the new legislation
- ▶ Changes expected following the government's response to the Grenfell inquiry

# CPD: Changes introduced by the Building Safety Act

Construction lawyers from Osborne Clarke review in this CPD the new building safety legal framework and what developments the industry should expect in the future

**M**onday 28 April 2025 marked the third anniversary of the Building Safety Act 2022 (BSA) passing into law. The BSA seeks to bring about a wholesale cultural shift in the construction industry by implementing new obligations, liabilities and procedures for those designing, constructing and managing buildings.

For the last three years, the industry has been working hard to understand what is required of it in a new 'building safety first' era. This remains a dynamic area with new regulations, reforms and guidance frequently announced by the government.

### Changes introduced

The BSA, and the regulations that flowed from it, introduced a new regime predominantly in England aimed at making building safety a priority in the industry. The changes introduced by the BSA are as follows: **The higher-risk building and gateway regimes**

Among the main changes introduced by the BSA, the higher-risk building (HRB) regime broadly applies at present to buildings that have at

least seven storeys or are at least 18 metres high and contain two or more residential units.

The BSA introduced a new three-stage gateway regulatory regime for HRBs, acting as a series of checkpoints throughout the planning, pre-construction and post-construction phases of HRB work (also relevant to work to existing HRBs).

At each gateway, certain requirements must be met to ensure that safety remains a top priority. Failure to meet those requirements, particularly at the design and construction phase, can have drastic programme and cost implications.

### Competence regime

The BSA created the power to prescribe competency requirements for 'dutyholders'. These include the principal designer, designers, principal contractor and contractors, with clients needing to verify the competency of those carrying out design and building work.

Introduced by secondary regulations in 2023, this competency regime applies to both individuals and organisations, thereby placing a key requirement on dutyholders



**At each gateway, certain requirements must be met to ensure that safety remains a top priority**

▶ There is a legal duty to keep and maintain a 'golden thread' of information on HRBs

to ensure (and evidence that) they possess the necessary skills, knowledge, experience and behaviours for the design or building work they undertake. It also introduced new procedures and registration requirements for building control professionals.

### A new Building Safety Regulator

The Health and Safety Executive was established as the Building Safety Regulator (BSR), responsible for enforcing the new regulatory framework, ensuring compliance with safety standards and managing the HRB gateways process.

### Information management requirements

There is a legal duty on dutyholders and accountable persons to keep and maintain a 'golden thread' of information for HRBs.

This is a digital record that is created, collated and maintained throughout the HRB's lifecycle as a 'single source of truth' of an HRB. Information forming the golden thread is integral to submissions during the gateway regime.

### Limitation periods

The BSA extended the time limits for making claims under the Defective ▶





## Fire engineers, building control professionals and principal designers will each be subject to tighter regulation



Premises Act 1972. It also sought to extend the time limits for claims under section 38 of the Building Act 1984, although this has not yet come into effect (and may never do so).

### **The Building Safety Levy**

This will be imposed on developers seeking permission to develop certain residential buildings in England, although this will not now come into force until autumn 2026.

Although the Building Safety Levy has been delayed, the levy rates have been confirmed by the government. The levy's details and implications have been the subject of much speculation among developers.

### **New remedies**

There is a range of new remedies to pursue redress for building safety defects. The introduction of remediation orders, remediation contribution orders and building liability orders under the BSA opened up the pool of remedies to pursue a party for the rectification of relevant building safety defects.

The High Court and First-tier Tribunal have already seen and will continue to see a flurry of applications for these orders.

### **Future developments**

In February, the government published its response to the Grenfell Tower Inquiry's Phase 2 Report – a major recent development that indicated there were major reforms ahead for the built environment sector.



The government confirmed that it will adopt 49 of the 58 recommendations made by the inquiry in full and accept the remaining nine in principle.

The following recommendations are the most significant changes to the BSA regime:

### **A review of the definition of an HRB**

Plans for the ongoing review of the definition of an HRB will be outlined in summer 2025.

The government's remediation acceleration plan, introduced at the end of 2024, has already noted the proposal to legislate to require those responsible for buildings 11 metres and over to remediate their buildings.

Equally, buildings covered by the developer remediation contract entered between the government and 54 larger developers are those that are 11 metres-plus.

We should therefore expect to see a more expansive definition of HRB to be adopted. In doing so, the industry will, no doubt, be eagerly awaiting reforms to increase the capacity of the BSR.

### **Mandatory accreditation and greater regulation of building safety professionals**

Fire engineers, building control professionals and principal designers will each be subject to tighter regulation or certification requirements that are all designed to improve the competence of key individuals working in the industry.

The government will also consider whether to implement a licensing

## The government will move fire safety-related functions from the Home Office to the Ministry of Housing, Communities and Local Government



scheme for principal contractors working on HRBs, though the details of what such a scheme might involve remain scant.

As with several other changes introduced by the BSA, this is likely to be controversial among contractors who face ongoing uncertainty as to what will be required of them.

### **Review of current statutory guidance**

This is already underway, with recent updates to the guidance on practical matters relating to HRBs published by the Health and Safety Executive.

### **Bringing fire safety under the remit of a single secretary of state**

The government will move fire safety-related functions from the Home Office to the Ministry of Housing, Communities and Local Government. This will simplify the supervisory landscape and develop expertise in fire safety in government, in contrast with the current, fragmented arrangements.

### **Creation of a single construction regulator**

This new regulator will deliver most of the functions recommended in the report (which are detailed in a full list in the Grenfell Tower Inquiry Phase 2 Report). These include regulation, oversight and accreditation and encompass the regulation of construction products, licensing of contractors working on HRBs, accreditation of some professionals and monitoring of building regulations.

This 'one-stop shop' for construction regulation will be a welcome

simplification of the compliance regime, although details of exactly how this regulator will be run and who will fund it remain to be disclosed.

### **Industry's response**

The industry has made remarkable strides in response to the reforms introduced by the BSA. Enhanced safety protocols have been widely implemented, extensive HRB remediation works are either completed or actively under way, and the new duties have been embraced across the sector.

Over the past three years, there has been significant innovation in 'golden thread' technologies, ensuring comprehensive digital records of building safety information. Collaboration within the sector and with the government has led to invaluable initiatives such as the Industry Safety Steering Group, the Competence Steering Group, and the Building a Safer Future Charter, showcasing the industry's commitment to building safety.

While challenges have arisen, the industry has shown resilience and adaptability. An ongoing challenge will be the often significant delays in the HRB gateways regime.

Andrew Moore, head of operations, planning and building control at the BSR, has noted that the average decision time since October 2024 has been 22 weeks, significantly longer than the mandated eight weeks for existing HRB work schemes and 12 weeks for new ►

## HRB projects: where to start?

Parties should consider seeking legal or specialist advice early. Discussing the best contractual structure for the higher-risk building (HRB) project in question is crucial.

Considerations surrounding risk apportionment and ensuring the inclusion of adequate contractual provisions for the new HRB regime are also generally important. These considerations should be included in and passed down through the contract suite.

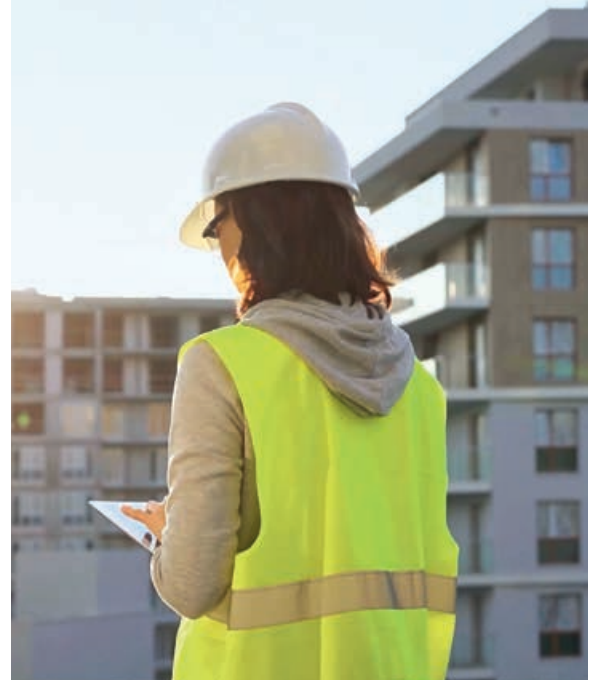
Particularly for the gateway process, adequate mechanisms need to be included in contracts to clarify each party's role and what the impact of delay is for the specific project.

Leaning into the extension of time mechanisms, where appropriate and in context, will assist.

Parties should ensure the appointed construction team, in compliance with their dutyholder roles, understand how the BSA applies to the proposed HRB works going into the process.

At present, it is understood that the BSR will not show applicants how to meet the building regulation requirements nor provide pre-application advice.

Careful planning of the appointed construction team for the complexity of each HRB project and leaning into existing guidance on the process will assist in building this understanding.







## The government's response to the Grenfell Tower Inquiry's Phase 2 Report signals that further building safety reforms are on the horizon

The government's core goal via the BSA and continued reform is to encourage a 'race to the top' in building safety to ensure the safety of every resident. There are good grounds for optimism that the industry is well positioned to adapt to these evolving requirements, demonstrating a continued commitment to safety and compliance. ●

**The authors of this CPD are Helen Waddell and Rupa Lakha, partners, Kayla Urbanski, associate, and Maxim Clarke, trainee solicitor, of Osborne Clarke's construction disputes team, together with Alexandra Gower, partner, and Sarah Steed, senior knowledge lawyer, in the firm's construction team.**

### Useful resources

- **The Building Safety Act 2022, Defective Premises Act 1972 and section 38 of the Building Act 1984 can be found at [www.legislation.gov.uk](http://www.legislation.gov.uk)**
- **Grenfell Tower Inquiry Phase 2 Report: [www.grenfelltowerinquiry.org.uk](http://www.grenfelltowerinquiry.org.uk)**
- **Government's response to the Grenfell Tower Inquiry Phase 2 Report: [www.gov.uk](http://www.gov.uk)**

To test yourself on the questions, go to [www.constructionmanagement.co.uk/cpd-modules](http://www.constructionmanagement.co.uk/cpd-modules)

### CPD Questions

1) What new remedies were introduced by the BSA to pursue redress for building safety defects?  
**a) Building Safety Levy and the 'golden thread'**  
**b) Competence regime and gateway regulatory regime**  
**c) Remediation orders, remediation contribution orders and building liability orders**

2) Which of the following describes the current definition of a 'higher-risk building' under the BSA?  
**a) A building of at least seven storeys or 18 metres in height, with two or more residential units**  
**b) A building of at least seven storeys and one residential unit**  
**c) A building of any height and use**

3) What are the competency requirements for dutyholders under the BSA?  
**a) Dutyholders must hold degrees in architecture or engineering**  
**b) Dutyholders must possess necessary skills, knowledge, experience and behaviours, and organisations must have appropriate management systems, processes and policies**  
**c) Dutyholders must possess basic knowledge of building regulations**

4) Which of the following best describes the 'golden thread'?  
**a) A physical record of building materials used**  
**b) A digital record that is created, collated and maintained throughout the HRB's lifecycle**  
**c) A list of contractors involved in the construction of the HRB**

5) What significant reform is expected from the government's response to the Grenfell Tower Inquiry's Phase 2 Report?  
**a) Change to the current definition of 'higher-risk building'**  
**b) Mandatory accreditation and greater regulation of building safety professionals**  
**c) All of the above**

HRBs. The industry will be familiar with this issue as well as the impact on time and cost that this is having on the delivery of HRB projects.

▲ Enhanced safety protocols have been widely implemented

### Next steps

Looking ahead, the government's response to the Grenfell Tower Inquiry's Phase 2 Report signals that further building safety reforms are on the horizon.

The review of the definition of HRBs, mandatory accreditation and greater regulation of building safety professionals, and the creation of a single construction regulator seek to enhance and simplify the building safety framework.



# DIGITAL CONSTRUCTION AWARDS

1 JULY 2025 | THE BREWERY | LONDON

## EARLY BIRD TICKETS ON SALE NOW

➤ Early Bird ends: 16 May

IN PARTNERSHIP WITH:



DIGITAL  
CONSTRUCTION  
WEEK

BIMPLUS

CONSTRUCTION  
MANAGEMENT

CIOB

➤ BUY TICKETS







**Mark Watson**  
DeSimone Consulting  
Engineering

# 'Should we worry about Middle East contract law?'

This month's contract question comes from a company considering work in Dubai, and wondering about the differences in construction contract legislation. **Mark Watson** explains

## **THE QUESTION:**

**Our company is thinking of starting work in Dubai. What is the legal and contractual structure like, will we need to retrain and learn FIDIC? How different is the contractual and commercial landscape in the Middle East?**

## **THE ANSWER**

Construction and development remain significant features of the economic landscape in the Middle East and Gulf Cooperation Council

(GCC). As you might expect, workers and companies from around the world are drawn to this vibrant and rapidly changing region. They come to work and experience projects that might not be happening elsewhere.

However, after the honeymoon period, construction companies and teams soon discover distinct differences in performing construction projects in the Middle East compared to projects 'back home'.

These distinct differences often, if not always, turn on matters of



**The contract is often viewed as a secondary tool, referred to as a last resort**

cultural customs. If not properly understood, the same differences can result in construction projects experiencing time and cost overruns. In turn, these become expensive disputes to resolve.

## **The cost of ignorance**

The costs around construction disputes are laid bare in the Dubai International Arbitration Centre's 2023 report. With over AED 5.5bn (£1.14bn) in new disputes registered in the region, a notable 67% of the total value stemmed from the construction value chain. A large proportion of those (40%) specifically originated from disputes relating to construction contracts.

The adage 'prevention is better than cure' is apt for the construction sector in the Gulf. Yet, we still find companies entering the sector, struggling to adopt a proactive approach to understanding:





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



- Local customs.
- How standard form contracts interact with the law.
- Common contractual and commercial pinch points.

The common thread is often a lack of access to suitably experienced mentors. Finding people who possess a strong understanding of regional customs relating to the principles of contract management is extremely important when negotiating and executing construction projects.

### Customs

One of the most important rules when doing business in the region is to understand the business style of the person you will be engaging with on your projects.

Building relationships, rooted in respect for family values and friendship, is a vital part of business interaction. In the construction sector, the contract is often viewed

▼ Construction under way on the waterfront of Dubai's Business Bay

as a secondary tool, referred to as a last resort. Therefore, it's common for claims related to time extensions or payments to be resolved through negotiation, often near project completion, rather than strict adherence to contractual procedures.

While intense, negotiation is often a lot less aggressive and more conciliatory. But do not expect to get the full value of your claim, and be prepared to make concessions.

### How contracts interact with the law

Standard contracts, particularly those written for other jurisdictions, and those not designed for 'civil code' jurisdictions, frequently see conflicts with local laws. As an example, time bars in standard form contracts may not always be upheld by the local law.


Western engineers may rely on a time-bar clause to reject a contractor's claim, or a contractor may similarly reject a subcontractor's claim. Unfortunately, in our war stories, the reliance on the time bars stated within the contract was not upheld.

This stems from the fact that prescriptive periods are dispersed across multiple pieces of legislation, varying by jurisdiction, rather than consolidated in a single statutory source as in some other countries.

### Common trouble points

In our experience, the most common trouble point is the failure to balance culture and the legal requirement. To overcome this, we recommend the following:

- Don't copy and paste contractual clauses commonly used in Western construction contracts which you are more familiar with, because they may not be enforceable in the Middle East.

**Don't copy and paste contractual clauses commonly used in Western construction contracts, because they may not be enforceable in the Middle East** 

- Implement a robust contract administration focus on all projects.
- Be prepared to negotiate but prepare your construction claims as you would a referral to adjudication/arbitration.
- Trigger the dispute resolution clauses early to avoid delays in closing out your construction claims.

### Engage with local culture and adapt

Reducing dispute risk and encouraging fair and effective resolution of disputes requires a multifaceted and balanced approach. You should:

- Implement a robust soft skills business interaction programme.
- Place that alongside a hard skills construction contract administration programme.
- Establish a proactive dispute resolution strategy.

Understanding the commonly used forms is important, particularly the FIDIC form. FIDIC (or amended versions of it) is by far the most common contract in use regionally.

However, developing a range of skills and engaging with the regional culture will be key to success.

Ensure continual learning, with a focus on staying informed and adapting to the fast-changing construction landscape. This will assist you in being able to respond to new challenges effectively, as and when they do arise. ●

**Mark Watson is managing director at DeSimone Consulting Engineering.**







**Early involvement with Vitruvius gives our clients an opportunity to see which routes of construction are best for them to grow their business**

Mark Price, Vitruvius Management Services



Vitruvius was an existing contract adviser to Hartpury University and already had a detailed knowledge of the project. It brought a multi-stemmed approach to the rescue.

To begin with, it moved the project onto a construction management contract. To ensure continuity, save time and reduce the risk to the budget, it employed the Midas onsite team and through retendering and use of modern methods of construction (MMC) – modular offsite bathroom pods and integrated wall panelling – a selection of apartments were handed over for the start of the academic year. The remainder were handed over by Christmas.

This approach saved the client money – the unknown cost of many elements to the end user, such as students needing to be housed in hotels or alternate accommodation until accommodation finalised. And the developer would have potentially incurred a financial penalty for not meeting the deadline.

“Cityheart’s other option would have been to retender the whole project and appoint a new contractor to take on the risk of the unfinished works,” says Mark Price, Vitruvius’s founder and managing director.

“This would be at considerably higher price than original, due to higher construction cost and to cover any risk from the previous contractor. Timewise, this would be up to a year’s delay going out to retender, at

## Project partner

In the first of a new series of CIOB company member profiles, **Nicky Roger** speaks to Vitruvius, an SME with a different approach

**W**hen Midas Group went into administration in 2022, one of the projects left in limbo was a student accommodation build for Hartpury University in Gloucester. It was rescued by Vitruvius Management Services – a small construction management consultancy – in what became the quickest restart of any of the ailing contractor’s projects and also saved the client money.

Named after the local Blackfriars Priory, the Blackfriars student accommodation is part of the regeneration of Gloucester: the two-block, 190-bed development

stands in place of an old rundown car park bridging the gap between Gloucester docks and the city centre.

Midas Group, a multimillion-pound construction group with seven offices around the south-west and Wales, had been appointed by the developer Cityheart as main contractor but went into administration in February 2022.

With the start of the academic year in September, and students already booked, the occupation date was already set. Cityheart had to move quickly. Vitruvius Management Services was appointed as construction manager.

▲ Mark Price:  
‘The way in which we approach our clients’ needs differs from the large firms’

the cost to the businesses [Hartpury and the developer].

"Construction management was an open cost with the developer limiting time waste. And it meant completing most of the project within the timescale."

### More than building a building

Price founded Vitruvius Management Services 17 years ago, following multinational experience working as regional director for major contractors and national project management companies including Laing O'Rourke and Buro Four.

Working across any sector from education to manufacturing, Price says he has put together a team which is "quite rare for a small SME".

"The team has international project management, quantity surveying, commercial management and design management experience in vast projects down to bespoke specialist project elements," he says.

"The way in which we approach our clients' needs differs from

the large firms," Price continues. "Vitruvius's client relationships are as a project partner. The team manages the risk and operates a collaborative approach where clear decisions can be made quickly. We bespoke the client needs and look at the problems to solve the business cases, rather than just building a building."

Price says this approach allows clients to explore what they might not have thought possible, via step-by-step routes. "Early involvement with Vitruvius gives our clients an opportunity to see which routes of construction are best for them to grow their business," he explains.

Vitruvius manages the project from conception to delivery, combining commercial skills and managing the risk. "The construction management route offers our clients a cost-effective route to have flexibility (much needed in this pivotal changeable current climate) while retaining maximum control over the delivery and build process."



**Our role spans many services and aspects of our client's construction journey**  
**Mark Price,**  
**Vitruvius**  
**Management**  
**Services**

### Chartered competence

Key to this is competency which Vitruvius addresses by encouraging staff to take on CIOB status.

"It provides a route to keep up to industry standards, reflects a high level of skill and experience, setting professionals apart from others working in their field," says Price.

Vitruvius was one of the first companies to achieve CIOB chartered company status – a move that it says helps to instil trust in clients.

"Our role as construction managers spans many services and aspects of our client's construction journey, which means a client needs confidence in our team to deliver their business goals," says Price.

"CIOB accreditation requires meeting stringent criteria and so for us it demonstrates to our clients that our team has the skill set and practical knowledge base to achieve their business goals efficiently and competently."

**CIOB company membership:**  
**For more information on becoming a CIOB company member, please visit: [www.ciob.org/company-membership](http://www.ciob.org/company-membership).**



▲ Interior of the Blackfriars accommodation for Hartpury University  
 ◀ Vitruvius ensured the first tranche of flats were delivered for the start of term



Hundreds of  
the best jobs in  
construction.  
Recruitment news  
and insight.  
**CIOBJobs.com**

**CIOB**  
Jobs

## Job spotlight: **Daniella Benjamin,** construction graduate trainee, Bellway

Daniella Benjamin is forging a career in construction as part of Bellway's graduate programme. After taking a year out of her architecture degree course to have her son, the young mum is no stranger to balancing the demands of work and home life.

**Nadine Buddoo** speaks to her



### **Tell us about your role and what you enjoy most about it.**

Right now, my role mainly involves doing inductions for new workers as they start on site and ensuring their risk assessment method statements (RAMS) are signed off.

I also carry out daily checks around the site, making sure pedestrian routes are clear and properly placed, and that the hoarding is secure with no gaps or openings.

However, my main focus has been on learning. I spend a lot of time with the site managers, observing what they do and understanding the reasons behind their actions.

Additionally, I go out with the NHBC inspector to learn what they look for during their inspections.

### **What do you enjoy most about your role?**

The opportunity to learn hands-on and gain real insight into how the site operates. I get to observe experienced site managers and see the decisions they make in real time, which helps me

understand the bigger picture of construction management.

It's rewarding to be part of the process and know that I'm contributing, even in a small way, to keeping things running smoothly.

### **What is the proudest moment of your career so far?**

My career is still in its early stages, but [so far] I'm most proud of getting to this point and finally being able to start my career.

The journey to reach here wasn't easy, but I kept the bigger picture in mind and pushed through the challenges.

Being a single mum while also studying wasn't simple, and there were many sleepless nights. I'm incredibly proud of myself for persevering and making it happen.

### **What advice would you give to anyone struggling with the demands of parenting, studying and pursuing a career in construction?**

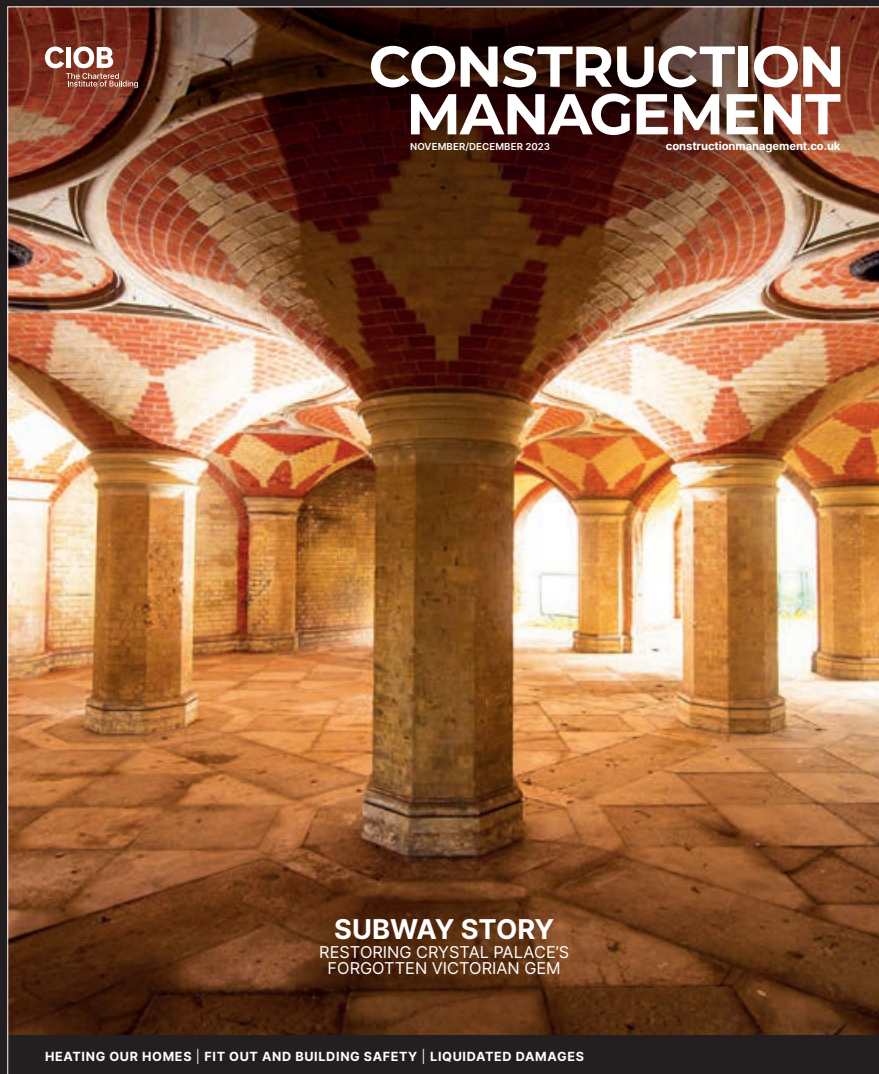
My advice would be to take it one step at a time and remember that it's OK to ask for help. Balancing parenting, studying and building a career in construction is no small feat, so don't be too hard on yourself.

Having a solid support system can make a huge difference too. Don't hesitate to reach out to family, friends or your employer if you need help with childcare or some flexibility with work hours. ●

**“Being a single mum while also studying wasn't simple, and there were many sleepless nights. I'm incredibly proud of myself for persevering and making it happen**

**Daniella Benjamin, Bellway**

# CONSTRUCTION MANAGEMENT



\*ABC audited July 2022 to June 2023

## 30,842\*

The largest circulation of any UK construction magazine.

## 45,000

Email newsletters reaching CIOB members and other construction professionals.

Unparalleled access to the key decision makers leading the UK construction industry.

►► [constructionmanagement.co.uk](https://www.constructionmanagement.co.uk)



# Building Canada's international talent pool

A Few Good Lads founder Matt Roberts is helping foreign workers navigate Canada's construction industry. By **Nadine Buddoo**



**We've got more connections overseas, we're a fair employer, everybody we recruit has the right to work in Canada – we guarantee that to clients**

Matt Roberts,  
A Few Good Lads



Roberts sees the business as different from other agencies.

"We've got more connections overseas, we're a fair employer, everybody [we recruit] has the right to work in Canada – we guarantee that to our clients," he says.

"And the social aspect is a huge thing as well, because we understand that a lot of these people are coming here on their own: we teach them some of the history of Canada; we teach them about places to go and visit as tourists."

Asked why he decided to call the company A Few Good Lads, Roberts says the film A Few Good Men was an inspiration. It is also a "tongue-in-cheek" reference to England, and Yorkshire, given that the word 'lads' is not used as often in Canada.

According to Roberts, the word does not imply masculinity, as some might think. The company website defines 'lad' as "a stable worker, regardless of age and gender".

Nevertheless, he says, one in four of the people it places are women, compared with just 5% of Canada's onsite tradespeople being women. ●

**Canada's construction industry** is currently bracing itself for the impact of US president Donald Trump's tariffs – but it's also wrestling with a skills shortage, and needs another 85,000 workers by 2033, according to industry body BuildForce Canada.

Like in many countries, the number of those closing in on retirement far outstrips the number of those entering the building trade.

But a labour and recruitment company founded by an Englishman with a love of travel is trying to bring people into the sector from around the world, connecting them with Canadian employers and trying to help them earn a decent living.

Matt Roberts, now 43, grew up in Sheffield, South Yorkshire, and trained as a carpenter. At 24, he decided he wanted to see the world.

"I had no real set plan," he says. "I just wanted to have experiences, and I knew that with my trade you're able to travel and go to other places."

After travelling, Roberts moved to Canada in 2012 to visit a friend "for a few months".

Now a Canadian citizen, he founded A Few Good Lads in 2018, after a few years working for a construction firm in Vancouver and then deciding to branch out alone.

The company has developed strong relationships with employers and industry bodies, like CIOB Americas, to help place candidates in roles.

With offices in Vancouver, Kelowna, Calgary and Toronto,

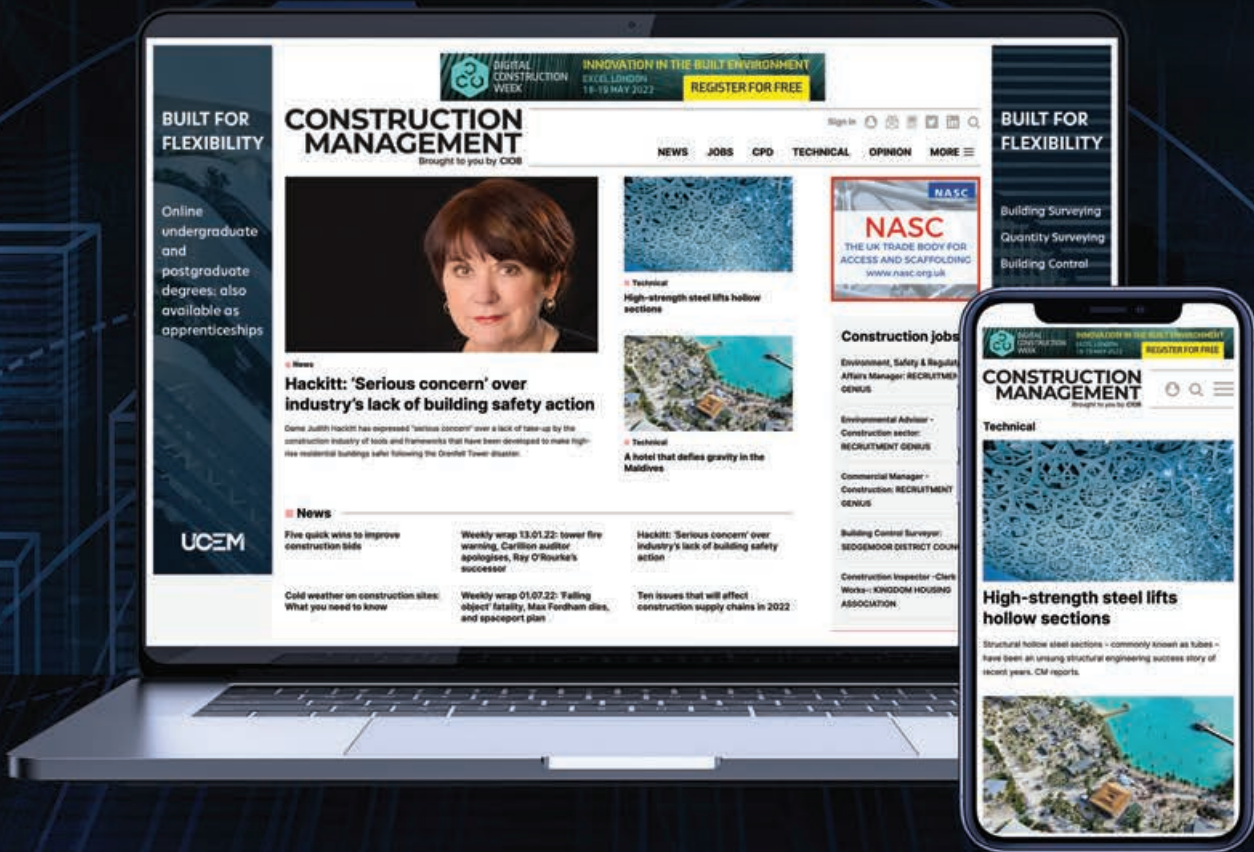
► A Few Good Lads uses its connections to place candidates in suitable roles



# CONSTRUCTION MANAGEMENT

Essential information for construction professionals

[constructionmanagement.co.uk](https://www.constructionmanagement.co.uk)



Keep up to speed with daily news, opinion, CPDs and technical info on CM's website.

Our content includes:

- Breaking news
- Technical articles for construction professionals
- CPDs
- BIM and digital construction coverage
- Opinion from industry thought leaders
- Legal analysis
- Careers features

Join 58,000 other construction professionals who subscribe to our newsletters by signing up here:

[constructionmanagement.co.uk/newsletter](https://www.constructionmanagement.co.uk/newsletter)



# CIOB Community



©HALOPHOTOGRAPHY

## Dublin modular school impresses CIOB CEO

Ireland's first modular school welcomes CIOB

**CPAC Modular, a leading modular main contractor, welcomed CIOB to Ireland's first permanent modular school at Lucan in Dublin.**

The school was officially handed over in April when over 500 primary school children, with their teachers and staff, started the last term of the school year at the new facility.

The school spans 3,600 sq metres over two floors and comprises 24 classrooms, as well as a library, multi-use group recreational space, a special education needs wing and cutting-edge amenities. The first of its kind in Ireland, the project was completed within 18 months from start to finish.

▲ CIOB CEO and president Caroline Gumble (centre) and Mike Kagioglou accompany CPAC Modular's head of business development, Gavin Fox, and construction director, Mark Whitehead, on the school visit

It is great to see a construction company making strides in innovation, offering a real example of how a more sustainable approach can be delivered with modular buildings

Caroline Gumble, CIOB

The project comprised 152 modules, manufactured at CPAC Modular's production facility in County Meath, which landed on site in sections over six weeks.

The main school reception features a lift, made from a pre-cast mould, which was one of the last sections to be installed. There was a clearance of just 15mm for installation, which demonstrates the accuracy and efficiency of modern modular construction.

Caroline Gumble, CEO of CIOB, visited along with Professor Mike Kagioglou, Annette McElligott Main, chair of the Republic of Ireland Hub, and hub vice chair Dermot Fitzgerald MCIOB.

Gumble said: "It is great to see a construction company making strides in innovation, offering a real example of how a more sustainable approach can be delivered with modular buildings.

"CPAC Modular do seem to be leading the way with projects such as this primary school, which I hope will stand as an asset for the local community for years to come."

Gumble's visit to Ireland also included a site visit to BAM UK & Ireland's new Children's Hospital in Dublin, one of the most significant capital projects in the country, with state-of-the-art paediatric care facilities. ●



## CIOB co-hosts groundbreaking school visit

Constructionarium taster day engages local pupils

**Constructionarium and CIOB** hosted a first-of-its-kind school visit in March welcoming students from Springwood High School, King's Lynn, Norfolk.

Sixteen students visited Constructionarium, a not-for-profit organisation that specialises in delivering unique experimental learning, for an engaging morning of learning and discovery.

The event, at Constructionarium's site in the grounds of the National Construction College campus at Bircham Newton in Norfolk, gave students the opportunity to explore career options in the sector and engage with higher education students and industry professionals, while gaining hands-on experience.

The visit was coordinated by Josh Nelson MCIOB, apprentice site manager at Morgan Sindall.

The students experienced interactive discussions and hands-on activities and met students from the universities of Salford and Leeds, who showcased the scaled construction projects

that they had been working on with their respective teams throughout the week.

The teams had been building iconic structures, simulating real-life contracting experiences, and were able to share insights into the challenges and the lessons learned. One highlight of the day was a practical bridge-building exercise. This gave the students a real taste of working in the industry.

CITB spoke to the students about the range of career opportunities available in the sector and potential next steps for apprenticeship, college or employment.

Constructionarium CEO Julia Stevens said: "We were delighted to host this school visit as there are so many educational and career opportunities within construction to showcase. It was fantastic for the visiting students to hear first-hand from university students about their career journeys, educational routes and the learning they are currently receiving. They were excellent role models to this group of potential new employees."

Morgan Sindall's Josh Nelson added: "I am so pleased this event came to life. It's vital that we continue to inspire the next generation of construction professionals. The feedback we received from the students showed a increase in their interest into entering the sector." ●

**It was fantastic for the visiting students to hear first-hand from university students about their career journeys, educational routes and the learning they are receiving**  
Julia Stevens, Constructionarium

## One to watch

Jack Spittal, site manager, Cormac Construction

**Why did you choose construction for a career? What else might you have done?**

I chose construction as a career because I've always been interested in how things are built and the impact that well-managed projects can have on communities. The dynamic nature of the industry, where no two projects are the same, keeps the work engaging and challenging. I enjoy problem-solving, working with different teams and people. I also enjoy seeing a project progress from concept to completion.

If I hadn't pursued construction, I might have considered a career in the navy or defence sector; several generations before me have followed this path.

**What changes would you like to see happen in the industry?**

I believe there should be a push for better workforce development, including improved training and apprenticeships to attract new talent. Skilled labour shortages are a challenge, and investing in future professionals will help bridge the gap.

I would also like to see a greater emphasis on sustainable building practices and materials to reduce environmental impact. With regulations tightening, the industry needs to adopt greener technologies and energy-efficient solutions.

All of these are reasons I joined the Cornwall and Plymouth CIOB Hub and Tomorrow's Leaders and would encourage others to join.

**What are your career ambitions?**

My primary career ambition is to continue developing as a manager, taking on larger and more complex projects that challenge me and allow me to refine my skills. I aim to work on projects that contribute to sustainable development and improve infrastructure in meaningful ways. I am also keen to encourage others into our industry and promote the opportunities available.

Long term, I'd like to move into a senior leadership role, whether that's as a contracts manager, operations director, or leading major infrastructure projects. I'm also keen on furthering my expertise in NEC contracts to enhance my ability to manage projects effectively.

**How do you spend your spare time?**

I enjoy socialising, travelling when and wherever possible, and working on my personal projects, such as refurbishments. I also appreciate downtime, whether it's watching films, listening to music or getting down to a beach.





▼ Winners celebrate at the Student Challenge



## North East students shine at challenge

Construction students compete with project task

A record number of students took part in the North East Hub 2025 Student Challenge in March.

Thirteen teams entered the competition, taking on a project assignment designed by North East Hub committee member Shaun Henderson MCI0B and his employer TSA Riley.

Teams from Hartlepool College, Gateshead College, Middlesbrough College and New College Durham were required to create a client feasibility presentation as the appointed consultant team for a proposed community leisure centre in Morpeth.

The assignment emphasised design principles, budget and viability, construction management principles and sustainability. Construction professionals were on hand to act as mentors.

Students delivered a 15-minute presentation, with awards available for the overall Team Winner and Best Innovative Idea, and an individual award for Best Leader.

The winning team was from Middlesbrough College, consisting of Bilal Al Khaled, Vishal Pakeerathan, Alfie Hale, Leo Tyler and Mason Henderson. Gateshead College won the trophy for Best Innovative Idea and Harry Linsley of Middlesbrough College won Best Leader.

Sponsors were Storm Tempest, T Manners and Inprova.

# Magic, awards and political impressions at Maidstone annual dinner

Annual event includes dinner and industry awards

**Passion and determination were rewarded** at the CIOB Maidstone's Construction Professionals' Dinner and awards in March.

Kent's construction professionals gathered at Marriott Tudor Park Country Club for the popular event, which includes an awards ceremony.

The CIOB Maidstone Emerging Talent and Motivational Leader Awards were announced during the evening, sponsored by Baxall and GVE Commercial Solutions, which also supported the judging process.

These two awards celebrate the exceptional new talent coming through in the industry, together with those leaders who inspire, motivate and encourage future talent.

Ella Standen, assistant site manager at BAM, was announced the winner of the Emerging Talent Award. She demonstrated passion and self-initiative, with a drive to go above and beyond the expectations of her company. The two Highly Commended awards were presented

to Finley Emmott and Grace Poll, both management trainees from Apex Contractors.

The Motivational Leader Award, awarded in memory of Maidstone Hub committee member Steve Turner FCIOB, was scooped by Richard Glazzard MCI0B, AtkinsRéalis. Phil Johnson, managing director at Invvu Construction Consultants, received the Highly Commended award.

Both demonstrated determination to succeed in their own career while offering a profound commitment to guiding others to achieve their goals.

Magicians Rob Neal and Neil Granger enthralled guests and after-dinner entertainment was provided by Rory Bremner with his Donald Trump and Keir Starmer impressions.

Dinner sponsors were: BAM Construct UK, Coniston, Chartway Civil Engineering, Quigg Golden/Horwich Farrelly. Over £6,000 was raised for the Young Lives Foundation by a raffle and auction ●



**The awards celebrate exceptional new talent in the industry and those leaders who inspire and encourage**

▼ The guests at the chair's table included CIOB CEO Caroline Gumble and Rory Bremner



GAVIN SAWYER

# Steelworks forges ahead with expansion

CIOB hub visits Sheffield Forgemasters



**Some of the world's most advanced** steel forging and machining is set to be produced at Sheffield Forgemasters as it embarks on an expansion of its facilities.

During a visit to Sheffield Forgemasters facility in March, CIOB South Yorkshire Hub members learned how Forgemasters has recently been granted planning permission to build a landmark 30,000 sq metre machining facility on brownfield land in Sheffield.

The project will provide new open-die forging and advanced machining facilities, and will include improvements to flood defences and electrical resilience in the area as part of the ongoing works.

It will create some of the world's most advanced large forging and machining capabilities, as well as making a significant contribution to the region's advanced manufacturing sector and regenerating a prominent brownfield site in Sheffield's industrial heartland.

**Sheffield Forgemasters' new landmark facility will create some of the world's most advanced large forging and machining capabilities**

During the visit, members learned about the unique challenges of the development project and how the companies involved have managed to navigate these issues, as well as their plans for the future of the project, which is ongoing until 2030.

Sheffield Forgemasters dates back as far as the 1750s, when it started as a small blacksmith's forge and has grown into a company that is associated with some of the most famous steel industry names, including English Steel, Firth Brown, British Steel and River Don Castings.

Thanks go to Joe Mothersole, Turner & Townsend, Vinci and McLaughlin & Harvey for facilitating the visit. ●

◀ CIOB South Yorkshire Hub members at the project site

## Cambridge lecture 2025

CIOB and CICES are hosting a networking lunch and lecture in Cambridge on 22 May.

Upskill, Educate, Innovate will feature a panel of experts, including CICES president Alison Watson, CEO of Class of your Own, and CIOB chief executive Caroline Gumble.

They will be joined by: Dr Brian Sheil, director of the Centre for Smart Infrastructure and Construction (CSIC) and Laing O'Rourke associate professor in construction engineering; Peter Sillett, performance coach and operations director, Coaching Cultural Solutions; and James Richards, survey manager, Benchmark Surveys.

**For further details please contact: [skearns@ciob.org](mailto:skearns@ciob.org).**

## Centre boosts employability

Manchester centre helps local people into construction work

CIOB Manchester Hub committee member Tom Morris MCIOB is celebrating six months of success for the Community Construction Skills Centre in Collyhurst, Manchester.

Morris is a senior construction manager with Far East Consortium (FEC), which opened the centre in partnership with Manchester City Council.

The centre offers a series of training courses and hands-on classes that give learners vital work experience and confidence in order to create employment opportunities.

Employability training takes place over a four-week period and equips learners with accredited qualifications in health and safety and construction skills, including Trade Techniques and Health Safety and Welfare in the Workplace.

Over 50 new students enrolled on training courses in just the first three months.

The centre's unique training model is adaptable to people who are unemployed, ex-offenders and ex-military members, as part of learning basic but crucial DIY skills to increase employability.

Working in collaboration with Yes and the Construction Skills People and its Greater Manchester Skills Academy, the project first opened to students in September 2024 as part of wider investment through the Victoria North Development.

To ensure training works for Collyhurst residents, the model has been localised, meaning that partner groups are required to undertake employability assessments and advise and support those who want to take part in training. Successful candidates will be invited to attend civil engineering and groundworks bootcamps to enhance employability.

There are also opportunities to undertake trade-specific training such as bricklaying, plastering and joinery, while being guaranteed an interview with local contractors.

Community days are also held to encourage residents to learn new skills such as painting preparation and general DIY.



# Extend your knowledge and expand your qualifications

Advance your construction career with our expert-led training courses. Whether you're new to the field or a seasoned professional, gain the experience to stay competitive with the latest skills and knowledge.

## Here are just some of our courses:

- Chartered Membership Programme
- Certificate in Fire Safety
- Diploma in Building Safety Management

Find the ideal course for you and start building your future today!

**[ciob.me/training](https://ciob.me/training)**





**CIOB**

Academy



## Health and safety wins for Belfast transport hub

Contractor hits landmark

ROONEYDONAL21



Farrans Sacyr Joint Venture, the main contractor delivering Belfast Grand Central Station, has successfully reached one million hours on the main works package without a health and safety incident.

Farrans, a CIOB chartered company, is delivering the new multi-modal transport hub with Sacyr. It was opened to the public by Translink in September 2024, replacing the Europa and Great Victoria Street bus and rail stations.

The construction team has placed health and safety as its top priority since starting on site. Over 2,500 people have been inducted on to the project. There have been over 12,500 training hours, over 600 toolbox talks, 7,000 daily briefings, bi-annual safety stand-downs and an entrance tunnel decorated to focus on site safety and 'getting home safe every day'.

Duane McCreadie MCIOB, project director for Farrans Sacyr, said: "We are proud to have delivered one million hours without a RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) event on the main works package of the project and this is a credit to everyone who has come on to our site.

"We all have a role to play in keeping our teams safe and making sure that we all get home to our families every evening."

He added: "To ensure a culture of safety we tried to be innovative in our approach with a focus on behaviour safety awareness initiatives, seasonal campaigns, videos and timely advice and guidance.

McCreadie said that there was also a focus on wellbeing and mental health, with regular exercise classes, free health screenings and two mental health first aiders on site.

## Hub chair supports BuildForce veteran into chartership

Ex armed services Wates site manager sets sights on MCIOB

### Chair of CIOB Manchester Hub

Leigh Renshaw FCIOB is supporting a participant in the BuildForce initiative on his route to chartership.

BuildForce supports armed service leavers, veterans and the military spousal community to transition to trade and professional careers in construction. CIOB worked with BuildForce in 2016 to identify parallels between the armed forces and construction.

Renshaw met Sonny Bailey, site manager at Wates, on a CIOB members visit at a Wates project in Manchester. He was blown away by his drive and transferable skill set.

"Sonny and I are now working together to support his route to chartership, and we are both keen advocates in other initiatives across our CIOB North of England super-region," said Renshaw.

BuildForce's career service, supported by hundreds of contractors, subcontractors and consultants, features training, mental health, sports & wellbeing, employment and aftercare.

The support centres on a unique industry-led programme via mentoring, work placements, site visits, insight days, CV reviews, interview prep and job opportunities.

Bailey first attended a BuildForce Insight Day sponsored by Wates in October 2023. BuildForce connected him to several organisations, leading to an interview with Wates.

"I found the transition from military life into construction daunting at

first, but BuildForce and Wates made it a smooth process," Bailey said.

"The mentoring was a key part of it; having someone who understood both military life and construction helped me navigate this new career with confidence."

Before joining the military, Bailey had worked as an onsite joiner. The combination of his construction skills and his experience as a logistician in the army, allowed him to transition into construction management.

"I'm also looking to the future. My aspirations include completing my NVQ Level 6 and gaining chartered status with the CIOB," he said. ●

**To register with BuildForce as an employer or from the armed forces community, please email [info@buildforce.org.uk](mailto:info@buildforce.org.uk).**



**Having someone who understood both military life and construction helped me navigate this new career with confidence**

**Sonny Bailey,  
Wates**





## Tomorrow's Leaders learn from Derby site visit

Students and professionals benefit from double whammy of site visit and careers advice

**Students and industry professionals** gathered at One Friar Gate Square, University of Derby, in March for a site visit and presentation on the new mixed-use development.

Nigel Cumberworth from local groundworks specialist M Lambe – which is working in partnership with Wavensmere Homes on the project – led the event, which was supported by members of the CIOB Nottingham and Birmingham hubs.

Thomas Linford from AtkinsRéalis and Joshua Hanson from John Sisk & Son offered career advice, along with Phil Jackson and Jack Hutton from Hays.

One Friar Gate is a Grade II-listed warehouse and derelict Victorian goods yard which is now being

transformed into a mixed-use development featuring 227 two- and three-bedroom townhouses, and a four-storey apartment building with 49 apartments.

This event was attended by students from University of Sheffield, Nottingham Trent University, University of Loughborough, University of Derby, Nottingham University and CIOB members from the Midlands and Eastern region. ●

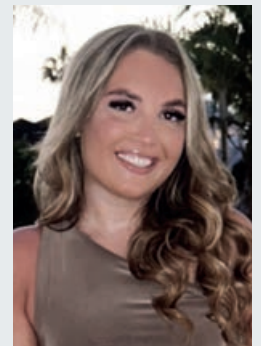
“One Friar Gate is a Grade II-listed warehouse and derelict Victorian goods yard which is now being transformed into a mixed-use development

## CIOB Apprentice of the Month

Abbie Griffiths, apprentice engineer, Level 4 construction site supervisor, Tilbury Douglas

**What is one piece of advice you would give to someone enrolling onto a construction apprenticeship?**

To try and do a placement and not necessarily pick an industry category. If, say, you have chosen QS, also ask if you can try management as well as estimating; you might find that one sector is actually more suited to you than you expected. Give each sector an equal opportunity.



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

The one I'm on now: Beacon Academy. It's the biggest job I've been on. It's got lots of different methods of construction.

**I'd like to work on a refurb of either a school or a hospital – something that's going to help the community**

Abbie Griffiths

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

Carbon footprint is probably a big one in the industry. Materials and people on site, where the materials have come from and logistics. I don't think there are as many local suppliers as maybe there could be.

like to work on quite a large refurb of either a school or a hospital – something that's going to help the community.

**What are your future career ambitions?**

I'd like to become a site manager and then from there go into project management or contract management. I think just following my job role step-by-step up.

**What would be your dream project to work on in the future?**

I am enjoying the schools, but I do enjoy refurb too. With a refurb, you're bringing something that already exists to a better standard that can be reused again. So I would say I'd probably

**Are you planning on pursuing any other qualifications?**

I am currently enrolled at university doing my degree in construction management.





# A celebration of creativity

Stewart Wright MCIOB reports on the CIOB Conservation Conference 2025

**T**he 2025 CIOB Conservation Conference showcased the hidden talents and creativity of ordinary people working on building conservation projects.

Construction work is often perceived as analytical, meticulous and systematic. Whether it involves design precision, measuring quantities of materials or project management, it is a sequence-based series of activities. While all these are essential to good building conservation, you may think it's the last place to look for creativity or individual, unique approaches.

Building conservation is full of creative people who often have previous careers, qualifications and hobbies in the humanities and

the liberal arts. It's never surprising to discover that colleagues are also talented artists, writers or musicians. If anything, the world of conservation attracts creative people, passionate about our layers of history and the buildings that define their sense of identity.

Most work on historic buildings requires a much higher degree of uncertainty than new construction due to the layers of alterations over time. Many changes involve a journey of discovery, unravelling older features as a project progresses.

Several types of creativity prevail through standard processes. The simplicity of sketching ideas and drawing buildings as a form of visual scrutiny remains invaluable. A photograph or laser scan is



**Some of the most innovative ideas will shape future standards and solutions**  
Stewart Wright  
MCIOB

studied for an hour at most, yet the process of drawing imbues a deep understanding of form and failure. Advances in technology also pave the way for creative decisions such as the use of robots that can enter spaces inaccessible to humans.

This year's conference was a perfect celebration of creativity rather than content based on problems, and it certainly created a positive tone. The speakers represented clients, consultants and contractors. What shone through was how everyone used their individual creativity to solve problems.

The focus of the conference was on the whole life cycle of a historic building from inception, interventions to annual maintenance. This gave speakers a unique opportunity to showcase their hidden talents. They may be hidden because they might be unconventional, yet we should all promote solution-focused ideas regardless of processes. It was clear that some of the most innovative ideas will shape future standards and solutions.

The overwhelming theme was how people involve, engage and empower each other. It was a rare opportunity to hear about smaller domestic projects that infrequently get publicity through to national heritage charities. Most importantly, the core conservation principles of 'heritage is for everyone as a shared resource' united the presentations.

The Conservation Conference for 2026 will be orchestrated by the new CIOB Heritage Advisory Panel. Please look out for a call for speakers in late summer to share your story. ●

**Stewart Wright MCIOB is head of building conservation and sustainability at English Heritage and a conservation certified building surveying practitioner.**

# CIOB People

Construction's new people  
development resource



Expert opinions, career case  
studies, practical guides and  
events across a range of  
people development topics

- Women in Construction
- Mental Health
- Equality, Diversity & Inclusion
- Apprenticeships
- Social Value
- Wellbeing
- Learning & Training
- Employee Engagement
- HR Tech
- Maternity & Paternity
- Leadership
- Flexible Working
- Tomorrow's Leaders

[www.ciobpeople.com](http://www.ciobpeople.com)





## Diary dates

Highlights of the CIOB  
Calendar for the coming month

### Site visit: HS2 Twyford to Greatworth (T2G) project with immersive VR experience

► 2 May, 9-11am, Westbury

The Twyford to Greatworth (T2G) project is a 20km section of the HS2 route delivered by joint venture Eiffage Kier Ferrovial BAM (EKFB).

The project involves construction of a 20km mainline, extensive earthworks and structures including viaducts and bridges. It is led by EKFB project director Tony Wehby FCIQB, along with EKFB deputy project director Timothée Scherer and HS2 senior project manager Elizabeth Longinotti.

The visit will include an insightful talk led by a T2G site engineer and the opportunity to virtually drive diggers, ADTs and cranes with equipment from Flannery.

**Contact:** [skearns@ciob.org](mailto:skearns@ciob.org)

### Site visit: British Library at Boston Spa

► 12 May, 10.30am-1pm, Wetherby

Join CIOB and Wates for this exciting look at the British Library Project in Boston Spa.

The British Library at Boston Spa is expanding its capacity as the national collection grows. The scheme involves the construction of a 28 metre high, 5,274 sq metre groundbreaking, fully automated net zero carbon archive building, featuring a public viewing gallery and 220km of extra shelf space.

Nothing like this archive has been built in the UK before, where the environment is completely airtight and, when complete, a fully automated racking and robotics system will retrieve documents.

**Contact:** [msimons@ciob.org](mailto:msimons@ciob.org)

### Site visit: HS2 Old Oak Common

► 13 May, 1.30-4pm, London

Join CIOB London Tomorrow's Leaders for this site visit in partnership with HS2 and the BBVS joint venture (Balfour Beatty, Vinci, Systra).

The BBVS joint venture is responsible for the final design, construction and commissioning of the HS2 Old Oak Common station in west London, the London interchange station of the UK's second high-speed railway.

With six high-speed sub-surface platforms and eight conventional surface platforms, it will act as a state-of-the-art gateway to London and the wider area, with intermodal interchange with rail, taxi, cycle and pedestrian modes.

**Contact:** [pfrith@ciob.org](mailto:pfrith@ciob.org)

### The Future of Collaboration Without Barriers

► 14 May, 6-8pm, Cornerstone Arts Centre, Didcot, Oxon

IPI initiatives has focused on radically overhauling and streamlining procurement, design, delivery, occupation and operation to transform construction.

This talk will introduce the IPI Procurement Model and Alliance Contract, explaining how it promotes true collaboration, with insights as to how it has been applied in the delivery of a range of projects.

**Contact:** [cgarner@ciob.org](mailto:cgarner@ciob.org)

### Site visit: RIS:ES

Coombe Valley Hospital

► 16 May, 2-4pm, Bexhill-on-Sea

This site visit is to the new £60m 54-bed acute inpatient mental health hospital in Bexhill currently under construction.

Kier has been appointed by the Sussex Partnership NHS Foundation Trust to deliver the 5,300 sq metre facility, which will

provide high-quality inpatient services for adults.

Three 18-bed wards, all with individual bedrooms and en-suite bathrooms, are surrounded by therapeutic landscaped green space. The new building will also provide outpatient services and training facilities. Energy-efficient systems will optimise environmental performance.

**Contact:** [blawrence@ciob.org](mailto:blawrence@ciob.org)

### Cambridge Lecture 2025: Upskill, Educate, Innovate

► 22 May, 1.30-4pm, Cambridge

The Cambridge Lecture 2025, Upskill, Educate, Innovate, is a joint event held by CIOB and CICES.

Enjoy a networking lunch before listening to our panel discuss how to upskill, educate and innovate.

Speakers include: CICES president Alison Watson, CEO of Class of your Own; Peter Sillett of Coaching Cultural Solutions; and Caroline Gumble, CEO of CIOB. (See p51 for more details).

To book, register on [www.ciob.org/events](http://www.ciob.org/events), which will take you to the CICES website where you must create an account with a password to book your ticket.

**Contact:** [skearns@ciob.org](mailto:skearns@ciob.org)

**For a full list of events and to register visit** [www.ciob.org/events](http://www.ciob.org/events).



**Switchboard:** +44 (0)20 7490 5595

**Editor:** Will Mann  
[will.mann@atompublishing.co.uk](mailto:will.mann@atompublishing.co.uk)

**Deputy editor:** Cristina Lago  
[cristina.lago@atompublishing.co.uk](mailto:cristina.lago@atompublishing.co.uk)

**Production editor:** Sarah Cutforth

**Art editor:** Heather Rugeley

**Community editor:**

Nicky Roger  
[nicky.roger@atompublishing.co.uk](mailto:nicky.roger@atompublishing.co.uk)

**Advertising manager:**

Dave Smith  
[dave.smith@atompublishing.co.uk](mailto:dave.smith@atompublishing.co.uk)

**Key account manager:**

Tom Peardon  
[tom.peardon@atompublishing.co.uk](mailto:tom.peardon@atompublishing.co.uk)

**Credit control:**

Eva Rugeley  
[eva@atompublishing.co.uk](mailto:eva@atompublishing.co.uk)

**Managing director:**

Stephen Quirke  
[stephen@atompublishing.co.uk](mailto:stephen@atompublishing.co.uk)

**Circulation:** Net average 30,842

**Audit period:** July 2022 to June 2023

**Subscriptions:** To subscribe or for enquiries, please contact:

**Subscription team:**

Tel: 01293 312160

**Or go online at:**

<https://constructionmanagement.imbmsubscriptions.com>

**Or write to us at the address below:**

Construction Management  
Published for the Chartered Institute of Building by Atom Media Partners,  
26-27 Bedford Square, London  
United Kingdom. WC1B 3HP  
[construction-management@atompublishing.co.uk](mailto:construction-management@atompublishing.co.uk)

Construction Management is published monthly by Atom Media Partners. The contents of this magazine are copyright. Reproduction in part or in full is forbidden without permission of the editor. The opinions expressed by writers of signed articles (even with pseudonyms) and letters appearing in the magazine are those of their respective authors, and neither CIOB, Atom Media Partners nor Construction Management is responsible for these opinions or statements. The editor will give careful consideration to material submitted – articles, photographs, drawings and so on – but does not undertake responsibility for damage or their safe return. Printed by Precision Colour Printing. All rights in the magazine, including copyright, content and design, are owned by CIOB and/or Atom Media Partners. ISSN 2755 8649

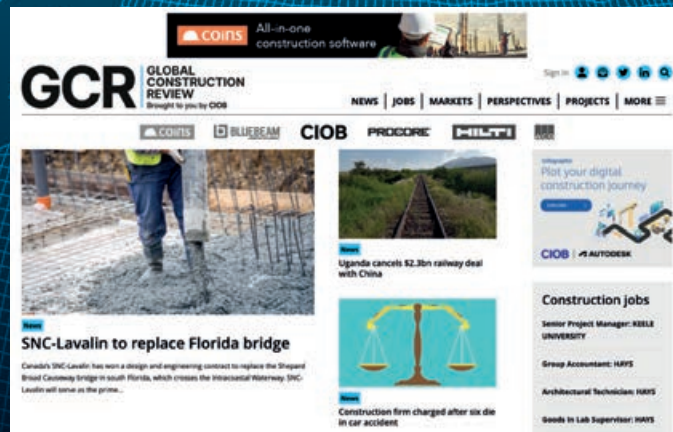


# Get a global view of the built environment

**Global Construction Review tracks the  
complex flows of money, ideas and  
talent to provide a world view of the  
built environment business.**

132,982 Average page views per month

82,148 Unique visitors per month



[www.globalconstructionreview.com](http://www.globalconstructionreview.com)





## acoustically treat & decorate with SonaSpray®

SonaSpray K-13 acoustic ceiling spray in Mid Grey - Henrietta House.  
©Philip Durrant Photography.

- Class 0 to BS 476 & B-s1,d0 fire rated.
- Spray large areas quickly & economically, reducing programme time & costs.
- Seamless spray suitable for application behind suspended ceilings & services.
- Variety of finishes & colours available to elevate any interior design.
- Contributes towards many sustainable design & health certification systems, including WELL, BREEAM, Living Building Challenge, SKA & LEED.
- Achieves M1 certification, GreenGuard Gold, Cradle to Cradle & more.



01474 854 902

[www.oscar-acoustics.com](http://www.oscar-acoustics.com)

**OSCAR**  
acoustics