

## 'LET'S RAISE THE BAR ON COMPETENCY'

CIOB PRESIDENT PAUL GANDY  
ON WHY CONSTRUCTION  
NEEDS TO CHANGE



# Could a **digital twin** increase your margins?



Unlock additional services, smarter decisions,  
smoother operations, and savings across the board.  
Discover the possibilities in our guide to digital twins for AEC.



Get the guide

 **AUTODESK**



07/25

# Contents



42



32



12

## News

- 04 News in pictures
- 06 News: MP backs new client guide
- 07 News: Ian Brant takes CIC chair

## Opinion

- 08 Construction needs stability, finds Brian Green in a new report
- 12 Data: Government housing targets Will planning reforms deliver?
- 14 Keep the lion flying! Caroline Gumble signs off as CEO
- 15 Matt Mahony on CIC's conference

## Profile

- 16 Paul Gandy interview CIOB's new president talks to CM

## Technical

- 24 Skanska's green retrofit Cutting carbon at 105 Victoria Street

## Client

- 32 Supply chain sustainability Emma Foster from developer BGO

## Global

- 36 Home-grown African tech Wandile Sihiya's drone projects

## Digital

- 38 Using blockchain to build trust A new tool validates resi data

## Legal

- 40 Contract clinic: Are facilitation payments bribery?

## Company profile

- 42 Gilbert-Ash's unique approach Shaping the UK's cultural spaces

## People

- 44 Job spotlight: Finley Topping
- 45 Learning at Moulton College

## Community

- 48 Organisations reaffirm EDI pledge
- 49 HS2 virtual reality experience
- 50 Graduation for Amazon staff
- 51 Nash becomes CABE fellow
- 54 Graduation ceremonies
- 55 Lance Saunders award
- 56 Cyber attack insurance

## Diary dates

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





DAVID GANIFORD

### ▲ BAM's Antarctic project complete

The British Antarctic Survey's new research facility, the Discovery Building, is coming into operational use following BAM's work across six construction seasons during Antarctica's brief summers. Full handover at the Rothera Research Station is expected during the 2025-26 season, which typically runs between November and April.

### ▶ Soil stabilisation trial

Infrastructure contractor YTL Construction has trialled soil stabilisation at Leyhill Water Recycling Centre in South Gloucestershire to help reduce its carbon footprint. The process enhances the properties and structure of soil that, without treatment, would not be suitable for construction, to create a solid foundation.





Emma Foster shares how developer BGO is building up a sustainable supply chain while avoiding greenwashing in its 105 Victoria Street project (p32)



## Green bridges expansion

National Highways has committed to doubling its stock of green bridges across the UK within the next two years to provide safe passage across roads for wildlife species. There are currently fewer than 10. This visualisation shows how the 68 metre-long Cockrow green bridge, part of the M25 Junction 10 scheme, will look after completion.



## Repurposed satellite dish

Swiss telecoms company Leuk TDC has turned two obsolete satellite dishes on its land into a solar plant to help power its data centre. Building technology specialist CKW installed a total of 614 solar panels across both dishes so each can generate around 110,000kWh of electricity annually.

## TBM Caroline gets a lift

HS2 engineers recently lifted 850-tonne tunnel boring machine (TBM) Caroline from below ground at the Green Park Way site in Greenford, west London, using a large gantry crane. TBM Caroline excavated over 1.2 million tonnes of earth and installed 4,217 tunnel rings during its 8km journey from West Ruislip.

## High home for swifts

South Yorkshire housebuilder Sky-House has installed swift bricks in its eco-friendly residential development in Waverley Central, Rotherham. Backed by RSPB, swift bricks provide homes for cavity-nesting species such as house martins, starlings, house sparrows, swifts and many other small birds and invertebrates.





◀ Mike Reader MP (right) with CIOB client champions Ola Obadara (left) and Mike Foy

# Clients must 'step up': MP backing for new CIOB guide

Institute's client guide updated with new sections on sustainability, digital technology and the Building Safety Act

**The latest version of CIOB's client guide** was launched in Westminster this week with backing from an influential MP.

Leading Projects in the Built Environment is a free-to-download guide which provides clients with expert guidance on how to manage and structure their construction programmes.

The reception was hosted by Mike Reader MP, a former Mace director who is now Labour's business champion for construction and chair of the All-Party Parliamentary Group for Excellence in the Built Environment.

He said: "There has never been a more important time for clients to step up and be equipped to ask the right questions, bring in the right people around them and establish the right controls and governance to make decisions that stand the test of time.

"Getting the client side of a project right is vital to help improve the quality and safety of the built environment, so I encourage everyone involved in commissioning and overseeing projects to read CIOB's client guide and use it as a tool to aid project success."

**Getting the client side of a project right is vital to help improve the quality and safety of the built environment**  
Mike Reader MP

The CIOB client guide incorporates best practices and guidance to improve project outcomes, create more value and drive culture change across the industry.

The guide (first and second editions) has been downloaded more than 1,400 times, although its reach is believed to be far higher, as clients have shared it with colleagues and others in their professional networks.

Ola Obadara FCIQB, group property director at the City of London and one of CIOB's client champions, said: "I would encourage anyone who finds themselves in the role of construction client to download the guide, digest its contents and, indeed, to have it to hand at key points during any project planning.

"It's an eminently readable resource giving you a practical step-by-step guide through the process so you can make informed decisions from inception onwards. It ensures we as clients are aligned with consultants' and contractors' processes and, by following it, we can deliver safer, more efficient and innovative construction projects."

CIOB past president Mike Foy FCIQB, who was influential in CIOB developing its client strategy and subsequent resources, added: "The guide is a valuable tool, but we'll only know it's done its job when the relationships between contractors and their clients run smoothly and, more importantly, outcomes are long-lasting and meet society's many needs." ●



# CIOB fellow Ian Brant takes CIC chair

Former CIOB trustee succeeds Dr Wei Yang after a year as deputy chair



**Ian Brant FCIOB has formally taken over as chair of the Construction Industry Council (CIC).**

A former CIOB trustee who has served on national and international committees for the institute, Brant was appointed deputy chair of the CIC last year and succeeded Dr Wei Yang as chair on 18 June.

"Following in the footsteps of past CIOB presidents Sir Ian Dixon and

▲ Ian Brant: 'By working together, we can harness our collective expertise'

Stuart Henderson – both of whom have chaired CIC – it is a tremendous honour to be elected as chair for the 2025-27 term," he said.

"As a fellow of CIOB, my career has been deeply rooted in the built environment – defined by collaboration, professionalism and integrity. From my early days in quantity surveying to leading consultancy teams and chairing CIOB committees, I have seen first-hand the transformative power of professional standards and shared values in delivering projects that truly make a difference."

Brant is a director at Brant Construction Quantum Experts, a consultancy specialising in construction dispute avoidance, dispute resolution and drafting expert quantum reports.

"CIC represents the collective voice of our diverse and dynamic member professional institutes and research establishments," he said. "At a time when the built environment faces immense challenges and extraordinary opportunities, CIC's role in uniting our members' priorities and advocating for a better built environment has never been more crucial."

Brant is keen to engage with CIOB members during his term as chair.

"As I step into this role, I want to speak directly to CIOB members, whose expertise and leadership are essential to the future of our industry," he said. "Your insight, professionalism and commitment to

**I encourage all CIOB members and CIC stakeholders to engage, collaborate and actively shape our industry's future**

Ian Brant, Construction Industry Council



high standards are precisely what construction needs as we embrace innovation, navigate complexities and strive for a more sustainable and inclusive sector.

"CIOB, as a prominent CIC member, contributes invaluable expertise and leadership at the heart of industrywide decision-making."

"I encourage all CIOB members and CIC stakeholders to engage, collaborate and actively shape our industry's future. By working together, we can harness our collective expertise, align on shared values and address key priorities with unity and purpose. Together, we will set new benchmarks for excellence, ensuring our industry not only delivers for today but lays the foundation for a thriving, sustainable future that inspires generations to come."

Brant thanked the outgoing chair of CIC "for her dedicated leadership, thoughtful guidance and tireless commitment to advancing our industry".

CIC is the representative forum for the professional bodies, research organisations and specialist business associations in the construction industry. ●



# A fickle, volatile, conflicted ecosystem: construction needs stability

Construction's great strength is its ability to adapt, but it needs better strategic direction from government to deliver on policy promises, writes **Brian Green**, author of an upcoming CIOB report

**Construction changes our** environment not just for centuries, but millennia. Even today in Britain we drive on roads first laid by Romans.

Yet, while construction as an industry and producer of the built environment craves and thrives on stability and a long-term strategic direction, it is trapped in a political, institutional and economic framework that is not just short term in outlook, but fickle, volatile and constantly in conflict.

This fickle, volatile, conflicted ecosystem has undoubtedly greatly influenced construction's evolution. Sadly, the consensus from multiple reports over many decades



suggests it has evolved into a dysfunctional industry.

That view provides no comfort as the nation faces a period when it must fundamentally reshape the built environment. The impact of demographic change and digitalisation and the need to decarbonise the economy point to profound changes ahead in where and how we live, work, shop and socialise.

If Britain is to flourish it requires a renaissance in its built and natural environment on a scale not seen since the end of the second world war. This raises tricky questions over the industry's capacity to deliver what is needed. It is these questions that provide the focus for an upcoming report published by CIOB.

Looking back through an ever-expanding library of reports into construction, the list of intractable problems ranges from lack of innovation and poor productivity

to low quality, poor value and high levels of conflict... the list goes on. The emphases may vary, report to report, but the catalogue of failings is familiar, even today.

Many of these reports offered up familiar prescriptions, from contractual reform and partnering, to innovation and prefabrication, to skills and image. But the taint of dysfunction lingers. In reality, the patient has improved but sadly remains sick. That certainly is a common view.

This suggests that rather than pursuing prescriptions to fix the symptoms we should turn greater attention to the causes. If it is the political, institutional and economic framework that caused the dysfunction, surely that should be in our sights. This is the task taken in the new CIOB report.

It states: "Central to this report is the belief that much of the construction sector's dysfunction is down to the environment within

▼ Government departments and other groups influence how the built environment is shaped

**Much of construction's dysfunction is down to the environment within which it operates, one of high volatility and uncertainty**



which it operates, one of high volatility and uncertainty. This has led to excessive fragmentation and too often a destructive allocation of risk.

"If we are serious about encouraging long-term positive change, we need to appreciate this. Changing the business environment inevitably changes how firms behave. The task is to work out what changes to the business environment will encourage positive change."

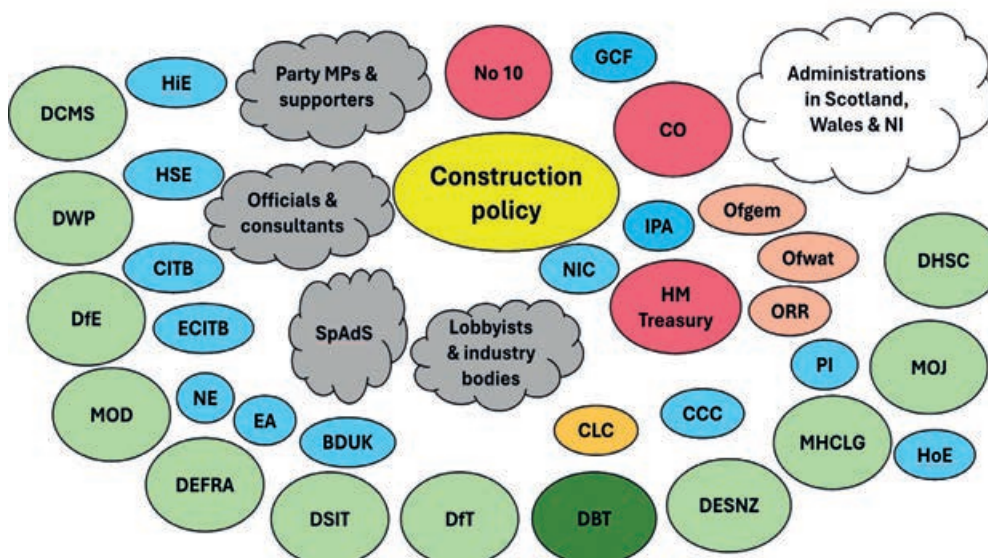
The report highlights three critical interlinked areas well worth exploring. These are: efforts to reduce volatility; an acceleration in progress toward a robust and coherent institutional framework within which the sector operates; and significant advance in the quality and depth of information available.

It graphically reveals the extreme volatility the industry faces, more than all other sectors of the economy bar the extraction industries. At local levels its volatility is more extreme. This heavily influences how the construction sector forms. It intensifies the struggle to recruit. It limits investment. It increases the number of company failures. And it induces conflict into relationships between firms.

#### Public sector investment

Importantly, the report highlights how the public sector compounds the problem by commissioning work when the economy is buoyant and tax revenues high. This is when ►

### Factors influencing central government construction policy and spending





private sector investment also peaks. Government has the power to smooth the flow of construction work by more considered public spending. But it seems unable to do so.

One potential reason is the lack of a non-partisan long-term strategic framework for the built environment and the lack of a suitable body that can provide one. How, when, where and if we invest in construction becomes competitive, not just in the private sector, but between political parties and the multitude of actors involved in the institutional framework.

The report offers up a schema highlighting the complexity of the current system that governs the sector, revealing a plethora of government departments, non-governmental organisations, and other interest groups that influence how we shape the built and natural environment (see chart, p9).

Not only is there an absence of any well-resourced coordinating body for the built environment, but, quite rightly, multiple organisations engaged in the system have clearly competing interests.

This poses the obvious question: Don't we need a body with sufficient authority and a deep understanding of the natural and built environment that can take account of the competing interests of stakeholders and formulate sage strategic long-term advice and guidance?

The lack of long-term thinking and a suitable institutional structure for delivering the built environment is gradually being recognised in political circles, the report says. It cites the fusing of the Infrastructure and Projects Authority (IPA) with the National Infrastructure Commission (NIC) to form the National Infrastructure and Service Transformation Authority (NISTA) as a step in this direction.

But it calls for expanding the remit and for greater independence, which it argues would support and improve government decision making. It says: "The creation of an oversight body independent of government for the built and natural environment would increase its legitimacy. This is of particular importance when its recommendations might result in political discord."

The need for such a body links with the need for improved information. It says: "In line with the expansion of the remit of a NISTA-type body, as recommended above, there is a powerful case for such a body to embrace a knowledge hub that would include a dynamic spatial database of projects, a comprehensive set of market data, and a knowledge hub for innovations."

Arguably, while the tools to order and manipulate data are more powerful and available today, the quality of much of the data describing

**The creation of an oversight body independent of government for the built and natural environment would increase its legitimacy**

construction is worse. With the modern economy becoming more complex, it is getting tougher for the government to understand the workings of the construction sector.

This creates naivety within political circles and leads to poor policymaking. For instance, years before Keir Starmer made his 1.5 million new homes pledge in October 2023 there was sufficient evidence to suggest it was unachievable, if it relied solely on private sector sales. The government has now faced embarrassment and a hit to its credibility with a parliamentary committee chair making this point in an open letter to the chancellor of the exchequer.

#### **No quick fix**

Changing the environment will not solve all the woes of the industry, nor for that matter political embarrassments. But the report does point out that taking an evolutionary approach does play to the industry's well-recognised strength: its ability to adapt.

Furthermore, the report recognises that even if there is consensus on this approach, it offers no quick fix. Short-term measures will also need to be in the mix if the construction sector is to have the capacity and capabilities to take on the huge challenges ahead. ●

**Brian Green is a construction analyst and commentator.**



# Preparing buildings for increasing wind loads

Lisa Stephens, Product Manager at ROCKWOOL® UK, explores the latest developments in wind load testing in the face of more extreme winter storms.



Extreme weather is becoming increasingly common, with heavy flooding, wildfires, and hurricanes devastating urban centres globally. In the UK, research by Newcastle University and the Met Office predicts an increase in storm severity.<sup>1</sup> This highlights the growing importance of designing and constructing buildings to withstand stronger wind loads, using products tested under conditions similar to those found on site.

## Understanding wind load pressures

Wind load refers to the forces exerted on a building by moving air. These pressures vary, depending on a structure's height, location, and surroundings. High-rise buildings, especially in urban areas, are particularly susceptible to them, because of the amplification of wind speeds caused by the funnelling effect between structures.

Traditionally, architects use wind modelling to inform building design. As this modelling is based on a completed structure, it does not necessarily take into consideration the effect that wind load pressures have on exposed materials during the construction phases. That's why rainscreen insulation, which is commonly used on taller, more exposed buildings, should be wind load tested.

## Reflecting site conditions

Many rainscreen insulation products are tested in line with BRE Digest 346 Part 7, which simulates the kind of wind loading a building may face over a 50-year lifespan.

In the testing regime, product samples are sealed into a dynamic wind loading test apparatus and subjected to sequential proportional loading cycles that mimic these 50 years of wind exposure. The process tests the insulation before the final cladding is installed – which, in reality, will give further protection.

However, not all testing is reflective of site practices. For example, a rainscreen system may often incorporate a breather membrane, but this is not always included in wind testing. As wind pressure can act on the membrane and exert pressure on the insulation, omitting it means testing cannot replicate on-site performance.

Likewise, on-site space constraints sometimes limit fixing sizes. While a 70mm EJOT fixing is recommended for installing insulation, it is not always possible. When interpreting test results, it's important to examine whether the data accurately reflects manufacturer installation guidance and site practices.

## Putting NyRock® Rainscreen 032 to the test

To reflect what happens on site, ROCKWOOL has conducted independently verified wind load testing of NyRock Rainscreen 032 across common façade build-up scenarios.

Firstly, it tested a steel frame clad façade with a breather membrane and 50mm EJOT fixings, replicating a frequent substitution where 70mm isn't feasible. A masonry façade configuration, again with a breather membrane, was also tested with the insulation fitted in an ACS channel system fixed to a light-gauge steel frame, but without mechanical fixings.

Wind pressures were benchmarked against the Saffir-Simpson Hurricane Wind Scale,

used globally to classify hurricanes. The tests exposed the build-ups to pressure levels replicating either Category 4 or Category 5 hurricane conditions, the two highest classifications on the scale.

The findings showed that the steel frame build-up successfully resisted Category 4 hurricane wind loads, while the masonry façade build-up withstood pressures equivalent to a Category 5 hurricane and wind speeds of up to 180mph.

In addition to demonstrating performance in commonly used build-ups, these findings highlight opportunities for increased efficiency by reducing the reliance on mechanical fixings in a masonry build-up. This capability could be beneficial for large-scale projects, with internal ROCKWOOL trials finding that removing mechanical fixings can reduce installation times by up to 60%.<sup>2</sup>

For contractors and specifiers, these test results provide independently verified evidence to support design decisions, and highlight the potential to streamline installation time and cost without compromising performance.

As weather risks continue to grow, choosing products tested in representative build-ups and proven under high wind pressures will be important in delivering resilient, future-ready façades.

For more information, visit [rockwool.link/consmanpr-25](https://rockwool.link/consmanpr-25)



# Will planning reforms deliver the government's housing targets?

Collaboration between public institutions, industry and civic leaders will be essential to meet the country's new homes ambitions, writes **Nitesh Patel**



As part of its economic growth strategy, the government has made housing a

key priority with an ambitious commitment to deliver 1.5 million new homes by 2029 to help ease housing pressures. The planning and infrastructure bill is set to drive growth through a set of supply-side reforms to achieve the housing target and enable infrastructure development.

The target of 1.5 million additional homes in England

incorporates new-build houses as well as conversions, demolitions and change of use. To boost the construction of new homes, the government loosened planning rules and regulations, which had previously created bottlenecks, to speed up planning processes and provide sustainable growth.

The exhaustive delivery times and high costs of building in the UK have often been attributed to the stringent and outdated planning rules. The current planning process can be fragmented and uncoordinated, with applications mired in legal

objections and excessive red tape, driving up costs. Around 60% of applications are now being legally challenged, resulting in the average time to approve increasing from around two-and-a-half years to over four years.

The top graph on p11 shows the number of planning applications made between Q2 2012 and Q4 2024. After reaching a recent peak in Q2 2021, planning applications lodged with local authorities have fallen by 38.5%. Over the same period, the number of applications granted is down by 34.4%.

## Removing barriers

The changes to the planning system could help to boost the housing supply in several ways. Firstly, by reducing the potential for setbacks when planning applications are made, planning can be done more strategically. This means more homes can be built and compliance costs are reduced, making housebuilding more profitable for developers.

The new bill aims to simplify England's planning system, which the government hopes will lead to faster decisions and



Number of nationally significant infrastructure projects that government wants to approve by 2029

150

After reaching a recent peak in Q2 2021, planning applications lodged with local authorities have fallen by 38.5%

less uncertainty. This would give both private and public partners the confidence to invest and help deliver the infrastructure the government recognises as critical to achieving its mission-based growth agenda.

The recent record of housing starts is poor, with the number of dwellings started falling dramatically. With more than 300,000 average net additions per year needed to reach the 1.5 million homes target, it is likely that significantly fewer homes will be delivered in the first years of the current parliament. Of course, an uncertain economic environment and regulatory compliance are also key factors in low starts.

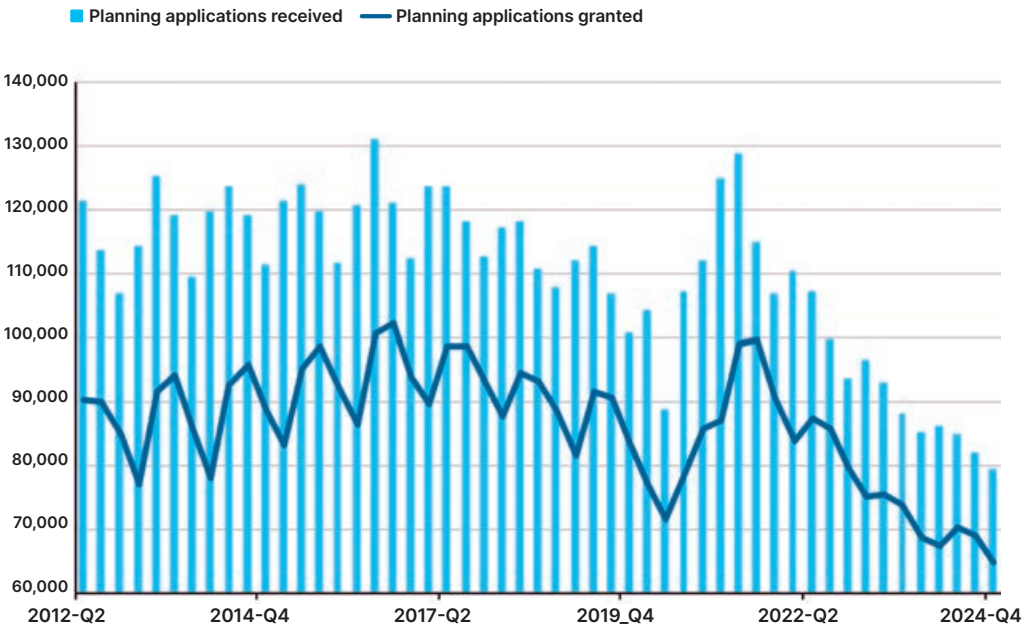
Through its reform of the consenting regime for nationally significant infrastructure projects (NSIPs), the government is looking to demonstrate its commitment to growth. The objective is to remove barriers to the delivery of new infrastructure, which the government recognises as critical to achieving economic prosperity.

Although the planning and infrastructure bill sets a promising starting point, real progress will rely on maintaining momentum and cultivating strong partnerships among public institutions, industry leaders and community representatives.

To deliver on the government's ambitious targets for housing, infrastructure and utilities, industry must play its part in shaping a planning system that is agile, dependable and ultimately equipped to respond to an increasingly complex and fast-changing environment.

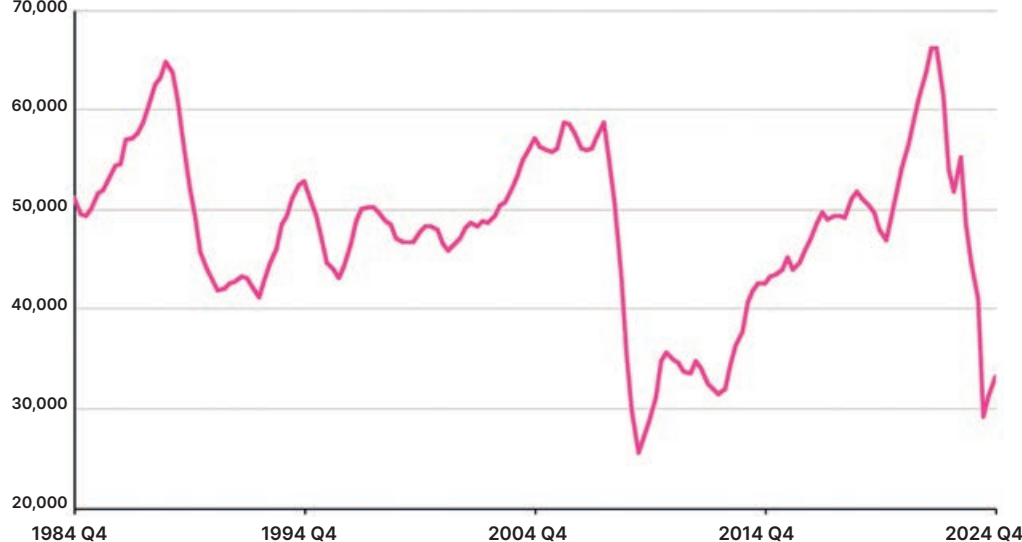
Nitesh Patel is a lead economist at Turner & Townsend.

Number of housing applications between 2012 and 2024



SOURCE: ONS

Housing starts since 1984



SOURCE: ONS



**Caroline Gumble**  
CIOB



## Thank you – and keep the lion flying!

In her last column as CIOB's CEO, **Caroline Gumble** reflects with pride on the members and staff dedicating their lives to the construction industry

**A few weeks ago, I attended my** last CIOB graduation ceremony in London in my role as CIOB's CEO. I was thrilled to see more than 100 new members don their robes, have their moment on stage at our beautiful venue and, for many of them, celebrate with loved ones.

In my speech, it felt important to say that I was proud of them, not just for their individual achievements but also for what they have done for their families, their colleagues and our industry.

That wonderful occasion, combined with this being my final CEO column for CM, led me to reflect on what an extraordinary global community we have in our 50,000+ CIOB members.

It is our members who bring our mission to life, and I believe that our purpose is constantly renewed and re-energised through the live, dynamic growth and renewal of our membership. I have often heard and felt this when meeting members, in their discussions about connections

▲ Over 100 new members joined CIOB at this year's graduation ceremony at Drapers' Hall in London

**I am as proud of my colleagues as I was of our graduates. I know they will carry on delivering for our members and for the industry**

to our community and our hub network, and their commitment to always be guided by CIOB's code of ethics, which is vital to our mission.

This is a constant and powerful reminder that our members are ambassadors to the wider industry, helping to rebuild trust in the sector and the institutions of society.

It would be remiss of me not to also reflect that I have been privileged to see these qualities in the team I have worked alongside over the past six years. I depart CIOB with so much pride in what my colleagues have achieved in recent years; I hope I have encouraged them to play to their strengths and understand the power they have when they come together as a team and remember their purpose.

I am as proud of my colleagues as I was of our graduates. I know they will carry on delivering for our members and for the industry – after all, I have acknowledged on many occasions that CIOB is bigger than one person, be it the CEO, trustees, chair or president.

So I'll take this opportunity to thank all those I have met during my tenure. I wish you all the greatest of success as you carry on with our mission, guided by our code of ethics and our public interest purpose.

I also offer my successor my very best wishes, plus the advice I was given six years ago:

"Keep the lion flying!" ●

**Caroline Gumble is CEO of CIOB.**





**Matt Mahony**  
CIC

# Industry must act now on building safety

If construction wants to restore public trust, it needs to demonstrate progress without further delay, writes **Matt Mahony**



**Dame Judith Hackitt gave the industry an urgent call to action 'to demonstrate change immediately' at this year's Construction Industry Council (CIC) members' annual conference.**

This leadership summit is attended by senior representatives from our leading members representing the major institutions and associations in the construction industry, including incoming CIOB president Paul Gandy, and the institute's director for policy, research and public affairs, Eddie Tuttle.

The conference enables the present and future leaders of CIC's members to come together to discuss pressing industry concerns.

This year's conference focused on prioritising building safety and how, as an industry, we can address critical issues shaping the built environment and the importance of working together to tackle these

▲ The industry must work together for a safer built environment



**Building safety, competence and collaboration are not optional: they are essential**

monumental challenges and rebuild public trust in our integrity.

The conference was opened by CIOB past president Sandi Rhys Jones OBE, with a thought-provoking presentation on how to drive meaningful change and how we must find the right words to engage with the right people to create influence.

It's not enough to go straight ahead: we must be willing to go down, round and under to truly understand our challenges and opportunities.

She continued to say that, through strong representation and active advocacy, we can amplify the voices that matter. And we must take the time to celebrate our success as we make progress because every step forward is worth recognising.

## Clear message

Dame Judith Hackitt opened the leadership summit on day two, acknowledging that, while she anticipated a slow and significant journey towards building safety reform, its complexity and duration have exceeded expectations.

She underscored safety as not just a regulatory box to tick but essential to the future of the built environment. She cautioned against compromising new safety standards for the sake of accelerating construction and instead called for a serious debate on standardised designs which could improve safety, cut costs and help meet the demand for new buildings.

While some organisations are ready for the building safety certification process, many are not. The new regulatory framework marks a critical shift, yet a widespread misunderstanding of responsibilities persists.

Dame Judith emphasised the need for competence at every level, calling on professional institutions to uphold rigorous standards and reject outdated qualifications. She added that real change must happen now, asking the sector to take ownership, stop waiting for others and embrace transformation without delay.

The summit concluded with insightful presentations by industry leaders that echoed Dame Judith's call: the industry must act now, embrace its responsibilities and lead the transformation needed to restore trust and ensure a safer built environment.

The message is clear from all speakers that the time for talk is over and action must follow. Building safety, competence and collaboration are not optional: they are essential. As an industry, we must lead with integrity, embrace change and demonstrate real progress now. The future of the built environment and public trust in it depends on what we do next. ●

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



# 'Let's raise the bar on competency'

Construction contributes so much to society – but the industry needs to get its house in order on competency, says new CIOB president Paul Gandy. **Will Mann** speaks to him

**P**aul Gandy is passionate about social value. "It's a visible and tangible way for the industry to show the good it does," says the new CIOB president.

"Construction enables all major government objectives – transport, levelling up, clean water, green energy, healthcare. None of it happens without us. We don't celebrate that enough."

Social value will be one of the major themes of Gandy's presidency, which starts this month, along with sustainability, and one of construction's most pressing issues – competency, where his company Tilbury Douglas has already taken a lead.

Few CIOB presidents can have boasted the depth of experience at construction's sharp end that Gandy has.

His CV looks like a who's who of the biggest names in contracting, including Balfour Beatty, Kier, Lendlease and Multiplex, working on high-profile projects including Wembley Stadium and the Elephant & Castle regeneration. He stepped

down last November as CEO of Tilbury Douglas but remains with the contractor as a board adviser.

His career dates back more than four decades, a period of huge change in construction, though he reasons that "big contractors have always done social value in some form – working with schools, employing locally – but it wasn't the norm, and we didn't talk about it".

"What's changed in the last decade is visibility, vocabulary and measurement," he says. "Government initiatives like the Construction Playbook have moved the dial. Public procurement now recognises value, not just cost."

Because social value is not just about the built product; it's about people, Gandy continues.

"Creating jobs. Particularly for people who face social barriers. Getting into schools. People can't aspire to work in construction if they don't understand it.

"We need to keep building on apprenticeships. It's fantastic that they're growing again after being devalued 30 years ago. Today, we're getting top talent

**“**  
**Refurbishment might not deliver a perfect building, but it delivers a more sustainable one. I've said this to government before, and I'll say it again, more loudly**  
**Paul Gandy, CIOB**

▶ **Paul Gandy:**  
**'We need to stop knocking buildings down'**

through apprenticeships, whether in trades, management or digital.

"That's all part of the social value we can deliver. It shows the best face of construction."

On sustainability, Gandy feels construction has a "challenge".

"We're not unwilling to be sustainable; it's just that our materials, like concrete and steel, are inherently carbon-intensive. It's going to be a long and difficult journey."

That is why, Gandy says bluntly, "We need to stop knocking buildings down. Over half the carbon is embedded in foundations and frames. The carbon savings are enormous. No new material we can develop will save as much carbon as simply not demolishing a building.

"I've said this before, to people in government, and I'll say it again, more loudly. Refurbishment might involve compromises – it may not deliver a perfect building, but it delivers a more sustainable one.

"New buildings we construct now are much more environmentally friendly, less carbon-intensive to run compared to 15 to 20 years ago. ▶







**Competence is a combination of training, experience and behaviour. You can have the education, but that's no use if your behaviour isn't right**

Paul Gandy, CIOB



But we need to think about our existing building stock. We need to renovate, retrofit, repurpose."

Gandy acknowledges that refurbishment projects are more technically complicated than new builds, which leads us to another of his key presidential themes: competence.

"The good news is that it's now part of the industry's vocabulary," he says. "Ten years ago, we weren't talking about competence at all – not at an industry level. Now we are, and that's progress. It's a shame we needed a push, but let's use that to do things better.

"It may seem obvious – you wouldn't want incompetence on a project – but the reality is, we've seen it happen. So it's good that competence is now taken seriously.

"But we have to remember, it's not just about training and qualifications. Competence is a combination of training, experience and behaviour. You can have the education, but that's no use if your behaviour isn't right.

"So, I encourage people to look in the mirror: What's changed in the industry? What are my own gaps? And then do something about it.

"That's what CPD should really be about. It's not just ticking a box or attending a course.

"It's thinking: "What do I need to be better at? Where do I need to grow?"



### Competency certification

Tilbury Douglas was the first contractor to put project managers through CIOB's Principal Contractor Competency Certification Scheme (PCCCS) last year.

"It was about being an exemplar – externally and internally," says Gandy. "Externally we wanted to show we take this seriously, and internally it motivated people to want to take the certification.

"But mostly, we wanted to draw attention to the kind of competencies we now need in the industry, especially on complex, high-risk projects, and what a great scheme this is CIOB has introduced.

"It's a tough, tough gig – that's the feedback we've had from our project managers who have been through the scheme. And that's good. It means the bar is high."

Take up for CIOB's PCCCS continues to grow, so does Gandy feel this is an indicator that industry attitudes are shifting on competency?

"I do," he replies. "Among tier 1 contractors and informed supply chain partners, we've definitely moved forward.

"It's easy to be cynical and say it's only the big players, but we said the same about health and safety 30 years ago. Now, even local builders wear PPE. That change took time, but it happened. And it's our job – as leaders – to raise the bar and then exceed it." ►

◀ Paul Gandy: 'Ten years ago we weren't talking about competence at all'

## Paul Gandy's five pointers for construction project managers

New CIOB president Paul Gandy has a wealth of construction experience, working on major projects and running big contractors, during a period when project delivery has become ever more complex. So what advice would he give to project managers working in construction today?

### 1 Don't forget we're here to build a building

That's the job: build it safely, build it well, and build something that lasts – whether it's to live in, work in, or play in.

It's easy to lose sight of that when you're caught up in everything else a project demands, like sustainability and social value. But as a project manager, you've got to use your judgment. Know when to say stop, when something needs to be rethought, or when a team change is needed.

It's not easy – especially in an industry that always wants things done yesterday. But give yourself permission to pause if that's what's needed to do it properly.

### 2 Don't be afraid of sideways steps in your career

I've taken a few. Some by choice, some not.

After working on Wembley with Multiplex, I went from being a managing director to running a defence construction business with Carillion. On paper, that looked like a step back. But actually, it was a great move. I got back to delivering projects and into the public sector, which I enjoy.

Earlier in my career, I moved into MEP subcontracting and worked in FM. Those moves broadened my experience, and five, 10, 15 years later, they added real value to my CV.

So don't get too hung up on job titles or a straight-line career path. The broader your base, the more useful you become.

### 3 Don't fear the unknown

Don't expect to be comfortable with every role that you step into.

Make sure you've got a good support network, your manager, mentor, colleagues, friends. But don't stick only to what you know. You won't reach your potential that way. Sometimes you've got to take a leap.

When you've been promoted into a new role, don't expect that appraiser to say you're great at everything – if they do, it's probably not a real step up.

My chair once said: "You like walking toward the sound of gunfire." Not everyone is like that. But grab opportunities when they present themselves.

### 4 You're only as good as the team around you

Even the best individual can fail with the wrong team. And a strong team can cover your weaknesses and help you thrive.

I've seen challenging projects turned around by great teams. I've also seen straightforward projects fail due to poor teams.

So focus on the people – on motivation, communication, relationships. That's what drives success. When you look at notable successful projects, the team is always what makes them work.

### 5 Keep learning

Fifteen years ago, I was an expert in high-rise buildings. I wouldn't say that now. Things have moved on an awful long way since then.

As a project manager, you've got to know your gaps, and keep up – with new regulations, the carbon footprint, social value and plenty more. There's a lot of pressure and complexity to deal with. This is where competency is so important.

But always remember what's at the centre of the project: the building.

**It's fantastic that apprenticeships are growing again after being devalued 30 years ago. We're getting top talent through, whether in trades, management, or digital**

Paul Gandy, CIOB



While health and safety has been transformed during Gandy's construction career, he's not convinced the industry has taken many other leaps forward.

"We're not seeing massive technical changes," he says.

"Compared to the car industry, where the product is vastly better than 10 or 20 years ago, we're not seeing that level of change. Sure, the odd clever innovation here and there, but no 'silver bullet' technologies.

"The issue for me is less what we build, more how we build it. During Covid-19, when we were working on essential projects under tight restrictions, construction got more efficient. My peers at other big contractors said the same.

"It was down to meticulous planning, clear sequencing, separation of trades. Nothing revolutionary – just good discipline. Some of those lessons have been forgotten, unfortunately.

"We often talk about modern methods of construction (MMC). But volumetric modular – particularly in residential – has struggled.

"Though I do think there's potential for more efficiency through standardisation and componentisation. I still don't understand why we lay so many bricks when good slip systems exist which are faster to install

and meet the same thermal and fire performance standards.

"The barrier is often client preference. Designers like what they know. Customers like the traditional look."

#### Standardised solutions

Gandy reflects on the PFI-driven custodial building programme of the 1990s, which he worked on with M&E firm Trafalgar House (part of Kvaerner, later bought by Skanska).

"Private finance was the catalyst for prison construction to become standardised and systemised – flat-packed in concrete – which transformed the speed of delivery and is still used today," he says.

"The Department for Education is a great example too. Post Building Schools for the Future, they've driven contractors toward more standardised, repeatable solutions. Schools now, while they may look different, are often built from kits of parts. The results are reliable delivery and happy end users.

"There is a lot of good stuff this industry does, including social value," smiles Gandy. "We just need to celebrate it more and talk about it more. Unfortunately, we're a fragmented industry and we've not been very good at communicating that to the government. But I'll be doing my bit." ●

#### CV: Paul Gandy FCI0B

● **Tilbury Douglas:**  
Board adviser (part-time), 2024 to present;  
CEO 2019-24

● **Kier:**  
Director, Kier Major Projects 2018-19; director, Kier Building, 2016-18

● **Balfour Beatty:**  
Managing director London, 2014-16

● **Lendlease:**  
Operations director – Elephant and Castle redevelopment, 2013-14; director of operations, 2012-13; executive general manager, England and Wales, 2008-12

● **Carillion:**  
Managing director, Carillion Direct Sourcing, 2007-08; operations director – defence, 2007-08

● **Multiplex:**  
Managing director UK, 2000-05

● **Kvaerner Construction:**  
Director, UK PFI construction, 1997-2000

#### Education

● **University of Westminster:**  
BSc Building, 1978-82

● **Management Centre Buckingham:**  
MBA Property and Construction Business Management, 1988-92





# DESIGN FOR A NET ZERO FUTURE

Delivering environmental performance

Combine the technologies of Solar PV, for renewable energy generation, and a biodiverse green roof to deliver a sustainable building.



**START YOUR PROJECT**  
01473 257671  
[bauder.co.uk](http://bauder.co.uk)

**Project:** Noah's Ark  
**Architect:** Squire & Partners  
**Photo credit:** Bridgman & Bridgman LLP



# CM Digital

## BIMplus is now CM Digital

In response to the increasing focus on information management and digitalisation among digital construction professionals, BIMplus has rebranded as CM Digital.

The same award-winning BIMplus editorial team will be creating the same high quality content, including interviews, project case studies, and news about the latest digital construction developments.

[www.constructionmanagement.co.uk/digital-construction](http://www.constructionmanagement.co.uk/digital-construction)











ADAM HUSZKA





# Skanska goes green on Victoria retrofit

Minimising the carbon footprint on BGO's 105 Victoria Street retrofit scheme in Westminster has pushed Skanska's supply chain further than before. **Kristina Smith** visited the site

**C**ounting carbon is important at 105 Victoria Street in Westminster. Developer BentallGreenOak (BGO) and contractor Skanska are trimming all the emissions they can to cut carbon associated with the construction of the building and its operation.

The office building, which is 470,000 sq ft (43,660 sq metres), has 15 office floors, retail at ground level and a two-storey basement. It replaces a 1970s-built House of Fraser store which also had offices in its upper floors. The most carbon-friendly solution could have been to retain and refurbish the existing building, but attracting tenants would have been difficult, explains Emma Foster, principal at BGO.

"The existing building had low floor-to-ceiling heights, and the column structure was very crowded. There were a lot of parts that were not fit for a modern office building," says Foster. "For retention of staff, you need good buildings, with good wellness credentials."

BGO has calculated that by using low-carbon materials and methods in construction and 100% renewable electricity in operation, the difference in embodied carbon between the new-build option and the refurb one will be wiped out in just six years. To do that, Skanska is pushing its supply chain further than before, looking at new materials and methods and demanding rigorous carbon counting.

For Skanska engineering manager Ben Ford, this has meant a deep dive into materials science, alternative fuels and carbon accounting. "When you are working to industry-leading sustainability targets, there are a lot of unforeseen challenges with using low carbon materials and incorporating them into the design," he says.

Once 105 Victoria Street is occupied next year, it should be bristling with sustainability and wellbeing certifications: BREEAM Outstanding, Energy Performance Certification (EPC) A, Nabers 5.5 star and WELL Platinum. ►



**There are a lot of unforeseen challenges with using low carbon materials and incorporating them into the design**

**Ben Ford, Skanska**

◀ 105 Victoria Street formerly housed a House of Fraser store

► The project involves the installation of 3,000 precast concrete floor planks

► Opposite: Skanska worked with Severfield and AKT II to boost use of recycled steel

### Climbing high

BGO appointed Skanska under a pre-construction services agreement (PCSA) in 2020 when the design of the building was at RIBA Stage 2. Once BGO gained vacant possession of the old building, Erith moved in to do the strip-out and demolition, with Skanska starting on site in August 2023 when piling began – at which point Erith was novated over.

In January 2024, Careys began the substructure and superstructure concrete works, completing the 6,350 sq metre concrete raft in May 2024, with the building's two cores reaching their full height in December 2024. Severfield, which is erecting the steel frame and precast concrete flooring planks, started in September 2024, with topping out due in September this year.

By the end of April 2025, the steel frame was at level 11, where the building starts to step in to make space for the first of 30,000 sq ft (2,790 sq m) of green terraces, with a walking track on this level for tenants who prefer active meetings. Down at level one, Permasteelisa was installing the cladding, which will be a mixture of aluminium and terracotta panels, designed to echo surrounding buildings.

As well as looking for supply chain partners that would come up with ways to cut carbon, Skanska and BGO wanted companies that

ADAM HUSZKA



would bring ideas for improving efficiency and safety. "When we did the procurement, especially for packages such as steel, concrete, lift and facade – we went for a technical tender first. They are scored technically and then they return a cost," says Foster. "I don't think Skanska had done that before."

This approach has led to a raft of carbon-saving ideas being trialled or deployed. Some of these could be considered industry best practice, others are pushing best practice forward and a few are new to the industry.

Erith's whole fleet of plant and the trucks taking demolition materials offsite ran on HVO. "That's a real step change in how they deliver work," says Foster. Meanwhile, Severfield trialled HVO for delivery of steelwork and Careys trialled an electric concrete truck.

Carbon savings were made in the basement for both permanent and temporary works. Skanska was able to modify the design to partially use some of the existing basement wall,

reducing the thickness of the new internal concrete wall – and hence reducing associated carbon emissions.

Careys modified the propping design for the basement so that one layer of props rather than two was needed. Then, in a novel move, those props were sent off to Celsa's electric arc furnace (EAF) in Cardiff to be turned into rebar for the project. "That's a genuine circular economy process," says Ford.

Skanska worked with Severfield and structural engineer AKT II to optimise the use of steel members made from XCarb – made in an EAF using large proportions of recycled steel.

There are some tensions between cutting carbon and designing for circularity, explains Ford. Using standard section sizes is desirable when considering disassembly and reuse at end of life, but that can mean heavier sections have to be used.

Severfield also created a reusable and modular temporary brace. "Rather than just welding or bolting on a section and chopping it out at the end, we can now use this," says Ford. "It's a really simple thing... now they will develop this and use it for temporary works on other projects."

Concrete has come under close scrutiny on this project too. Severfield's contract includes the installation of 3,000 large precast concrete floor planks, typically 9m by 2.25m and 175mm deep. With one layer of reinforcement and 50% ground granulated blast furnace slag (GGBS) to replace cement, they don't require any in-situ concrete to be poured on top of them, as an Omnia plank-type arrangement would do.

The underside of the planks will be left exposed, enabling night-time cooling using natural ventilation, ►

**Erith's whole fleet of plant and the trucks taking demolition materials offsite ran on HVO**





**Project:**  
**105 Victoria Street, London**

- **Client:**  
BentallGreenOak (BGO) on behalf of the Welput Fund, a specialist central London office fund managed by BGO
- **Architect:**  
Kohn Pedersen Fox Associates in partnership with Henning Larsen Architects and Adamson Associates Architects
- **Contractor:**  
Skanska
- **Structural engineer:** AKT II
- **Sustainability consultant:** Sweco
- Specialist contractors:**
  - **Demolition and piling:** Erith (Expanded Piling subcontracted to Erith)
  - **Concrete substructure and superstructure:** Careys
  - **Concrete supply:** London Concrete
  - **Steel frame and installation of precast floor planks:** Severfield
  - **Manufacture of concrete floor planks:** Explore Manufacturing (Laing O' Rourke)
  - **Cladding:** Permasteelisa Group
  - **Blockwork:** Lesterose
  - **Steel spiral stairs:** Patera Engineering

# 70%

The jumpformed cores contain 70% GGBS

## Basement props were sent to Celsa's electric arc furnace to be recycled as rebar for the project



which in turn will reduce energy expended on air conditioning.

Finding the right concrete mix, which gave a good finish on the underside of the planks, required trials with different accelerators and curing agents. The planks are also designed to run right to the edge of the building, which meant that fixings for the facade had to be designed into them.

"You would not normally take the planks up to the perimeter or, if you did, you would have a wet topping that the fixings would go into," explains Ford. "Here, there is no wet topping, so we had to get everything right and allow additional time for design."

The jumpformed cores contain 70% GGBS, and required six months of trials with Careys and supplier London Concrete to get the mix design right. Thermocouples in every pour measure the heat – which can be converted to strength – so that the formwork is never moved too soon.

"We achieved cycle times of around one week per floor, which is standard, but we have big cores here, particularly the west one," says Ford.

BGO and Skanska would have liked to go even further with the concrete. Ford spent almost two years researching cement-free concrete and overseeing trials.

"We really tried to make it work but it came down to reliability and cost," says Foster. "We were

prepared to pay more but the cost was not justified. It had really good carbon savings but not for the millions it would cost."

Another issue that made cement-free concrete unviable is insurance – or lack of it. "The insurance market was not on board with it," says Foster. "And that wasn't just the CAR [contractors' all risk] policy, it was also the building policy post completion."

There were materials where BGO did feel additional cost was justified. For instance, recycled raised access flooring tiles cost more than new ones – but the carbon savings justified the additional spend, says Foster. These had to be sourced 18 months early, since they would not have been available in the quantity needed at short notice.

Predicted and then actual carbon emissions have been recorded through every stage of this project, with the help of specialist consultant Sweco. As the project has

advanced, it has been challenging to get specific – rather than generic – carbon footprints for some of the products and materials, says Ford.

"The bit we struggle with is EPDs [environmental product declarations]. That has proved really difficult," says Ford. "Because we are in [RIBA] Stage 5, it has to be project specific."

For suppliers such as Severfield, counting carbon to this degree of accuracy is business as usual. But for smaller companies this isn't the case, and the challenge is exacerbated by the fact that many of them are sourcing components from multiple suppliers.

"It's about educating people about what an EPD is. It can make quite a big difference," says Ford. This has proved to be the case for the mechanical, electrical and plumbing (MEP) elements of the project, a significant contributor to the carbon footprint, where the actual emissions have come out lower than initial estimates. ►

▼ The jumpformed cores' GGBS mix required six months of trials



ADAM HUSZKA





# Specialists in modular construction



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)

Hire and refurbished  
options also available



### New village for Victoria

The site of 105 Victoria Street, between Victoria Street and Howick Place, is very close to the location of Palmer's Village, which was demolished in the 1840. Set up in the 17th century by one Reverend James Palmer, it had a school, almshouses, chapel, inn and village green.

With a nod to this, BGO is styling its ground floor, which will be open to the public, as a village square. Commuters, locals and tourists will be able to wander through, via wide openings with guillotine doors, partaking in shops, cafes and the odd performance.

An already eye-catching feature of the ground floor is a spiralling ramp, soon to have a spiral metal staircase at its centre, which will take cyclists and pedestrians down to the basement level where there will be cycle parking, a gym, changing rooms and a bicycle repair shop.

There's also an events area in the basement, which will double as a sports court, with LED markings that can change to match the sport. BGO is planning an inaugural baseball

**A spiralling ramp will take cyclists and pedestrians down to the basement level where there will be cycle parking and a bicycle repair shop**



match for local school children to mark the topping out later in the year and the school will go on to use the court throughout the building's life. Primary school kids will be visiting too, helping to grow vegetables in an 'urban farm' – big planters – on the upper terraces.

All this attention to sustainability, community, green spaces and wellness should make the planners happy. But will it attract tenants to 105 Victoria Street, which is a speculative development? It seems that it will. In September 2024, BGO announced a prelet deal for 135,000 sq ft (12,540 sq metres) over four floors with Evercore Investment Bank, which will relocate from Mayfair. This was the biggest such deal that Victoria has seen. ●

▼ CGI showing the stepped green roof of 105 Victoria Street with Buckingham Palace in the background



© DBOX FOR BGO



ADAM HUSZKA

### CV: Ben Ford, engineering manager, Skanska

With a maths teacher for a mum and a QS for a brother, construction seemed a good fit for Ben Ford. A work placement with John Sisk confirmed this proposition. "I thought 'this is the perfect combination of everything I want to do,'" he says.

Sponsored by Costain through a master's degree in civil engineering at the University of Exeter, Ford worked initially on civil engineering jobs including Crossrail contract C405 at Paddington and London Bridge Station redevelopment.

A high-rise project near his home in Woking tempted him to move from civils to building with Sir Robert McAlpine before the opportunity to work on 105 Victoria Street brought him to Skanska in August 2021.

A chartered member of the Institute of Civil Engineers (ICE), Ford says he benefited hugely from a placement at Ramboll, which gave him an understanding of the design process, which is vital for his current role.

His advice to those starting their careers is this: "Never be afraid to ask questions."





UNIVERSITY OF  
**DERBY**

## THE UNIVERSITY FOR DEGREE APPRENTICESHIPS

Our **Engineering Degree Apprenticeships** can help you attract and develop the next generation of talent, with in-demand skills in areas including **Construction Management, Civil Engineering, Project Management and Leadership.**

Office for  
Students



Teaching  
Excellence  
Framework

Find out more:



## 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](https://constructionmanagement.co.uk/cpd-modules) ◀



# 'We want to know how contractors can deliver our sustainability goals'

Emma Foster MCIOB from developer BGO talks to **Kristina Smith** about sourcing sustainable supply chain partners – and avoiding the greenwash

**H**eadquartered in Miami in the US, developer BGO (BentallGreenOak) has been building up a portfolio of central London offices for its Welput fund since 2001. In addition to 105 Victoria Street, an ambitious new-build scheme due for completion in 2026, BGO's recent projects include The Waterman, a refurbishment and extension of four Victorian warehouses in Farringdon, and the redevelopment of Regent's Wharf in Islington.

London planning conditions put low carbon emissions and high social value on every developer's agenda. But these aspects are important to prospective tenants too, says Emma Foster MCIOB, principal at BGO.

"The competition for tenants is fairly high," she says. "Globally, everyone is interested in environmental and social issues, and everyone is looking to improve. We are trying to meet that demand with what we are doing, but the ambition for us as a firm is to deliver sustainable, long-service-life buildings."

Any carbon-conscious client contemplating a new scheme should start with the mantra of 'reduce, reuse, recycle', says Foster. And the goal of reducing operational carbon should be pursued from day one – for instance by going 100% electric on 105 Victoria Street.

For that project, BGO set up a sustainability steering group, made up of people from key consultants and from Skanska. "We wanted to make sure the focus of the decision-making was led by sustainability, circular economy and water conservation issues, things that would operationally impact on the building rather than being led by cost or what looks good," says Foster. "It helped to keep the focus."

## Technical tender first

BGO favours a two-stage tender process for main supply chain members, where the first stage is purely technical, with no costs. "The reason we do it is because it puts the focus back on how the job is delivered, rather than on the price," says Foster. "We want to

**Insurance companies are really struggling to support new materials coming through due to the potential risks**  
**Emma Foster, BGO**

► Emma Foster: Any carbon-conscious client should start with the mantra of 'reduce, reuse, recycle'

know how these contractors can deliver our sustainability and social goals in their field of work. When you remove the commercial aspect, they really have to think about how they come across, and what innovations they can deliver."

This approach encourages bidders to propose new ways of working, she says. "We are never averse to someone saying: 'We can do this, but it might cost more money'. We would then do a value versus gain analysis and sometimes it isn't worth it, but a lot of the time the investment pays off."

For instance, lift supplier Schindler will be deploying its Robotic Installation System for Elevators (RISE) to install components in lift shafts for the very first time on 105 Victoria Street. This will halve installation times and reduce safety risks, says Foster. "That idea came through the procurement process," she adds. "We discussed it with them before we chose them."

From a social value perspective, BGO is looking for supply chain partners who can help it to build ►



Going 100%  
electric on 105  
Victoria Street is part  
of the company's  
goal of reducing  
operational carbon

# 100



**We predominantly look for the right people; do they share our attitude, our goal of doing things better? You can usually tell that by the way they talk**

Emma Foster, BGO



longer-term relationships locally. "It's about finding partners for the whole life of the building, that can help make a change in the community," she says.

BGO sponsored an over-60s Sunday art club near its Farringdon development and then offered them space at the weekend in the completed scheme, free of charge. At 105 Victoria Street, the project team set itself the goal of working with someone homeless to get them into work – which they have succeeded in doing.

#### Clients beware

Although the situation is improving, Foster warns against contractors who overpromise and underdeliver on sustainability, social value or other issues. "We still see a lot of companies who do a lot of talking

▼ BGO's 105 Victoria Street scheme features an 'urban farm' on the upper terraces



but not a lot of action," she says.

"The business development people are trying to sell the team, but then they team doesn't deliver."

To counter this problem, BGO puts great store on the individuals who will deliver a project rather than the companies, says Foster. "We predominantly look for the right people; do they share our attitude, our goal of doing things better? You can usually tell that by the way they talk, the examples they give and their approach to sustainability and social value issues."

Another potential pitfall for clients looking to deliver lower carbon buildings is the perception of insurers.

"Insurance companies are really struggling to support new materials coming through due to the potential risks," says Foster. "I don't think the industry and insurance companies are working closely enough together, which could be a blocker. It's certainly been a blocker for us."

Foster would also like to see more collaboration between local authorities and developers to help get the most value out of the carbon offsetting payments which developers must make at the planning stages in some areas such as London.

"We pay millions for operational offsets but then there's no engagement on how that money is spent," she says. "There is so much bureaucracy, things take such a long time, and it may not even be spent locally."



#### CV: Emma Foster MCIOB, principal, BentallGreenOak

When Emma Foster showed an interest in the built environment at school, she was steered towards architecture.

"It was an all-girls school so there was no awareness of any careers other than being an architect," she says.

After studying for a BA in Architecture at the University of Liverpool, Foster took a different track, joining Mace on its graduate training programme as a project manager. After seven years with Mace, she moved to US real estate investment company Tishman Speyer where she worked on major London projects for another seven years.

In 2021 she joined BGO, again working on major commercial projects in the capital.

"I love the variety," she says of her job. "You meet such a broad range of different people with different skills, knowledge and experience. I like the fact I could be in a design workshop one day, a trip to see a facade being built in Germany the next and then go to a meeting with a school to talk about how we're going to redo their garden."

Foster would like to see improved sustainability practices spread further and faster. Choosing to work with like-minded people is one way of doing that. "We want to work with people who want to push as hard as they can," she says. "Those are the people who will implement new things and then will go on to implement them on other schemes." ●





## **Sometimes you need a different approach to make the most impact.**

CRASH harnesses the construction industry's professional expertise and products to offer practical support, helping homelessness charities and hospices with their vital building projects.

Together, we construct places that care for people.

## **It's your expert help we need.**

Planned Preventative Maintenance (PPM) surveys, architectural advice, project and contract management, and more...



**Scan the QR code today & take the first step to supporting your industry charity.**

# Home-grown tech for African construction

Budding entrepreneur and CIOB student ambassador Wandile Sihiya wants to convert South Africa's construction industry to drones and robotics. He speaks with **Rod Sweet**



WANDILE SIHIYA

**W**andile Sihiya, 26, is on a mission to bring home-grown advanced technology to construction in South Africa.

A CIOB student ambassador, he earned his diploma in building and construction management from Mangosuthu University of Technology near Durban in 2021, and his construction management degree from Durban University of Technology in 2024.

He taught himself robotics and drone technology throughout his formal education.

"My whole journey started changing when I first got introduced to drone technology in 2018," he says. "I was just fascinated by how we could introduce this technology into the construction field. I registered my own company, Robotic Hover Holdings, and from then I've just been flying drones and learning how to create AI dashboards to monitor what this tool can see and show it to the clients for them to have a holistic perspective, in real time, of what is happening on the ground on site."

That led Sihiya to Johannesburg to further develop his prototype. He's now studying for a degree in robotics and operating as a robotics facilitator.

◀ Wandile Sihiya is developing drones that can analyse and predict cracks, and monitor moisture



### 'Trying to be cool'

When he first flew his drone, it crashed into a building.

"It was a huge disappointment," Sihiya says, "but it was exciting because everybody wanted to see it fly again. I literally slammed the drone into the wall because I was trying to be cool and get the closest angles as possible.

"To date, I've built eight drones. I started building first-person-view (FPV) drones in 2018. I take that data the drone captures and feed it through my algorithms. It can do object detection for PPE, site vehicles or deliveries. It can predict hairline cracks, depending on how close to the object I can fly the drone and how long I can observe it. It's an ongoing prototype.

"Mike Deane MCIOB, vice chair of the Johannesburg Hub, has been a great influence in terms of helping me reiterate my prototype and find ways for it to make more sense to people in the industry."

Sihiya's first client was one of his senior lecturers.

"He was the first to believe in my prototype," Sihiya says. "I actually presented it as an assignment in his class, and he had a construction firm for social housing.

"That was when I crashed the drone. He just told me: Listen, buddy, the fact that you were able to fly on the site means you shouldn't stop this. That was the biggest confidence booster ever."



◀ Wandile Sihiya in the workshop. So far, he has built eight drones

**I want to develop my own prototypes in-house, in Africa, rather than just buying a commercial drone and flying that**  
Wandile Sihiya, Robotic Hover Holdings

### Safety boost

Sihiya sees big safety gains for construction from tech adoption.

"Drones improve safety by over 80% when reaching high places," he explains. "And they can cut costs. Instead of getting somebody with a harness up there, or setting up scaffolding for three months just to monitor a building, you can use drones for much less expense.

"For now, the drone can analyse through computer vision, but I'm looking towards being to able to put an arm on it, especially to monitor dampness. It's an idea we've been working on with Mike Deane – being able to tap into the plastering to see how much moisture is there.

"Meanwhile, computer vision means drones can analyse cracks. We use something called instant segmentation, where the AI can predict how far the crack is going to go and how deep it is, using historical data and libraries."

Sihiya works for a skills development company, teaching

students under the Tata Consultancy Services programme, and is the operations manager at Oceans Ahead Holdings.

"I want to develop more than just drones," he says. "Maybe 3D printing. I basically want to find my niche in construction technology where, whenever these tools come to South Africa, or there's an idea for them, I can be in the discussions on how to implement them. My mentors said find a niche and stick to it. So that's what I'm working towards now.

"My plan is to build solutions and tools that I can then introduce to a small number of clients, and then I can develop with them so I can continuously integrate the technology. Adapting to technology in the construction industry has its own lags because of red tape. So if you do it, you have to do it right.

"What's different with me is that I want to develop my own prototypes. I want to develop them in-house, in Africa, rather than just buying a commercial drone and flying that.

"I definitely think technology could give construction companies a competitive advantage. It could be a benchmark when tenders go out for them to be using technology to aid their projects. They need data more than anything, accurate data for the projects to be sustainable and to forecast what they're going to be doing in the future." ●

# Using blockchain to build trust in resi

Can a tool based on blockchain and originally developed to authenticate the provenance of fine wine be used to provide increased trust within the residential sector? **Denise Chevin** reports

**A** digital tool developed down under to assure better quality and accountability in construction is being trialled in the UK.

The tool, created by KPMG Australia and now operating as OriginsNext, was initially used for high-value products like agricultural commodities (fine wine or sugar), then adapted for the construction sector in New South Wales, Australia, explains Kevin Masters, a partner in KPMG UK's major projects advisory business.

The platform collects and validates data on quality checks, contributing to a 'trustworthy indicator' rating system. Masters says it has provided market benefits for those that have signed up to it, including higher property values, lower insurance premiums and cheaper financing for residential property developers.

Masters is now spearheading adoption of OriginsNext in the UK, using his background and knowledge of the sector to drum up interest. A qualified civil and

structural engineer, he moved to KPMG from Bryden Wood where he was a board director.

"I was responsible for organising and negotiating commercial contracts and our insurance renewals and was very much at the forefront of understanding the impact and implication of the Building Safety Act on the business and industry," he says.

So, what is the background to OriginsNext and how can it benefit the UK market?

## **CM: How did the KPMG solution for building trustworthiness come about?**

**Kevin Masters:** The solution started in Australia when the building commissioner for New South Wales (NSW) commissioned research into the quality of workmanship in the region, particularly in high-rise residential, and the results showed profound challenges. In Australia, each state has its own requirements – there is no countrywide standard.

The Building Commission in NSW issued a Request for Proposal to the market for a digital platform which

**The platform collects and validates data on quality checks, contributing to a 'trustworthy indicator' rating system.**

could record information about developments in progress or about to go on site, and whether quality checks were being undertaken.

NSW wanted it to include all firms – including all the consultants – and bring all the information together so that the NSW government could assess where they needed to intervene more in the market.

## **CM: How did KPMG get involved?**

**KM:** Our team based in Australia had already developed a tool relating to agricultural commodities (like wine and the fine foods industry), where traceability of the product is important. We could see that we would be able to use the assets we'd developed for agriculture and apply it to construction.

Our proposal was attractive to NSW because it also had a market component. We could see that not only could we collect the data and have it all in one place, but that you can use that data to harness market forces to drive greater participation.

## **CM: How does the model work?**

**KM:** For the commodities sector like wine, for example, all the data is available from the people who grew it, bottle it and sell it, but it was typically only in certain locations. The tool collated all those existing data points into one platform where an investor could see them.

The KPMG team in Australia amended the tool to be applied to the built environment. Our model





**We can link information across design, installation and installation checks performed on site**

Kevin Masters, KPMG UK



It also validates that what was planned to be designed is what was built. This is brought together into a single ledger that is easy to navigate for asset owners, investors, insurance providers.

If you make a specification for a window product, for example, it validates that the window you specified at that point in time is the same that has been installed. That's because we can link information across design, installation and installation checks performed on site.

Our tool can be applied to all residential projects, not just high-rise and retrofitting, which is what it was originally applied to in NSW for cladding replacement.

**CM: How do market forces come into play here?**

**KM:** We began speaking with Dame Judith Hackitt in her role as chair of the Industry Safety Steering Group about the similarities between the UK and Australian housing markets, and how OriginsNext might find a place here. She was impressed with the tool's ability to create asset traceability and assemble a building's DNA.

It is our view that culture change needs to be led by the industry – more and more regulation cannot solve everything. If you have multiple developments that now have a five-star rating according to this traceability tool, you can demonstrate to consumers that you are a trustworthy developer. ●

was independently reviewed in terms of how it captures and validates data, generating an indicator of how trustworthy the information is.

A developer of multiple schemes can now collect the information and provide it to the platform. A higher trustworthy indicator score is achieved when information has a higher proportion of checks (a higher weighting is given to third-party checks), which the platform can validate.

The checks break down the different components within an asset (waterproofing, foundations etc), giving a comprehensive overview.

It is based on blockchain. The blockchain removes 'human intervention', ie, it operates within set rules and if they are met, the system permits it. There is no human to add subjectivity.

**CM: Can you explain the rating?**

**KM:** It does not provide assurance about the design. It is saying that somebody has designed it, and here is the evidence of who designed it. Here are all the regulations they have used to make sure they designed it correctly. And here are the people who have checked it, including any third parties involved.

▲ Blockchain removes 'human intervention' from the quality checking system



**Tom Bushnell**  
Hickman & Rose

# 'Are facilitation payments the same as bribery?'

This month's contract clinic question comes from a project manager who has been offered a 'facilitation payment' by a subcontractor in exchange for guaranteeing regular work. **Tom Bushnell** replies

## THE QUESTION:

**The company I work for is building a series of apartments in Dorset. The heating contractor has offered me an opportunity to ensure we get their best people and a faster delivery of the projects, if we can guarantee him the next six contracts. In return, the contractor is willing to provide me with what he's referred to as a facilitation payment, once the contracts are secured. Is that ok legally, and what are the risks, if any, of accepting the payment?**

## THE ANSWER

Bribery has been much in the construction news this year.

In April three Keltbray managers were convicted for receiving more than £600,000 in bribes from a demolition company. In May individuals at infrastructure provider Blu-3 were arrested on suspicion of bribing associates of Mace Group.

In the reader's scenario, a potential subcontractor's promise of high-quality service and speedy delivery may be appropriate factors for the contractor to consider when awarding a subcontract.

The proposed 'facilitation payment' is much more problematic,

however. It seems to be a personal payment to an individual, far outside the normal contracting process.

This would almost certainly be bribery. Since 2011, UK bribery laws have been contained within the Bribery Act 2010, a deliberately broad piece of legislation designed to cover corrupt practices in the UK and overseas.

### Four main offences

The Bribery Act 2010 creates four sets of offences:

- Bribing another person.
- Being bribed.
- Bribing foreign public officials.
- Failing – as a commercial organisation – to prevent bribery by a person associated with you.

The essence of bribing and being bribed lies in the offering, giving or receiving of a financial or other advantage, in return for the "improper performance" of a "relevant function or activity".

A relevant function or activity includes any activity connected with a business, so long as there is an expectation that it will be performed in good faith or impartially, or the person performing it is in a position of trust. Effectively,

**It doesn't matter what the subcontractor calls the payment if it is a bribe**

it is "performed improperly" if that expectation is breached.

For the person being bribed, it doesn't matter whether the bribe is received before the improper performance, or as a reward afterwards. Nor does it matter if the person receiving the bribe is the same person who improperly performs the relevant function.

In many circumstances, it isn't even necessary to prove that there was any improper performance.

In the proposed scenario, law enforcement agencies and the courts would quickly conclude that a person awarding contracts on behalf of their employer does so in a position of trust, or that there is an expectation they will do so impartially. As such, it is difficult to see a payment to that person after the award of contracts as anything other than a bribe or a kickback.

In some parts of the world, 'facilitation payments' are legal. However, these are usually defined as unofficial payments to public officials to obtain or speed up a routine or necessary action.

In the UK, however, facilitation payments are not permitted in any circumstance or to any person, and





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



**It might be perfectly appropriate for a subcontractor to offer the contractor discounts or incentives for higher volumes of work**



#### So what is permitted?

The Bribery Act was not intended to stifle tendering processes and competition between rival subcontractors. Indeed, the government's guidance to commercial entities on how to prevent bribery specifically argues that the act "creates clarity and a level playing field".

So it might be perfectly appropriate for a subcontractor to offer the contractor discounts or other incentives for higher volumes of work. Each case will turn on its own facts, and often on the assessment of what improper performance means.

And reasonable business development and hospitality remains legal. Joint guidance from the Crown Prosecution Service and Serious Fraud Office puts it this way: "Hospitality or promotional expenditure which is reasonable, proportionate and made in good faith is an established and important part of doing business."

As always, there is a judgment call to be made as to where the line is.

Nevertheless, companies and individuals working within construction will want to be alive to the risks of breaching UK bribery laws, especially given recent action by those tasked with enforcing them. ●

**Tom Bushnell is a senior associate and barrister at Hickman & Rose, specialising in business crime and regulation.**

the term is not used in the Bribery Act. In short, it doesn't matter what the subcontractor calls the payment if it is a bribe.

#### The penalties

The penalties for bribery are severe. The maximum penalty is 10 years' imprisonment, and the starting point

when sentencing all but the least serious examples is custody.

Two of the Keltbray managers received three and half years' imprisonment each, as did the individual paying the bribes. They will also face draconian 'confiscation' proceedings, which strip offenders of the benefit of their crimes.

▲ In the UK facilitation payments are not permitted



**We set a new bar this year as our £29m office redevelopment on Manchester's Great Bridgewater Street was recognised as a BREEAM Outstanding project**

Ray Hutchinson,  
Gilbert-Ash



began work on a complete new build of the city's iconic Lyric Theatre.

Following its completion in 2011, work began on the Giant's Causeway Visitor Centre, Liverpool's Everyman Theatre, Cambridge Central Mosque and the largest redevelopment of the National Portrait Gallery's building since it opened in 1896.

These projects all earned Stirling Prize nominations, with Liverpool's Everyman Theatre winning the coveted competition in 2014.

The National Portrait Gallery's Inspiring People project saw the contractor tasked with delivering a significant refurbishment of the building, the creation of public spaces and a new Learning Centre, combined with a re-presentation of the collection, safeguarding the gallery's heritage and creating an enhanced visitor experience.

The final stage of Gilbert-Ash's development at the National Portrait Gallery saw the creation of a more welcoming visitor entrance and public forecourt, completed in time for the gallery's reopening in June 2023.

As part of the redevelopment, Gilbert-Ash oversaw the transformation of the Grade I-listed Blavatnik and Weston wings of the gallery, which are part of the original building.

The creation of the new Ross Place entrance and forecourt on the north facade are designed to provide a high-quality space for both the public and gallery visitors.

## Building culture

From refurbishing Tate Liverpool to renovating the National Portrait Gallery, Gilbert-Ash is helping shape the UK's cultural spaces

**F**or almost two decades, CIOB chartered construction and fit-out company Gilbert-Ash has played a central role in the transformation of some of the UK's landmark buildings.

And, thanks to a company culture firmly rooted in innovation, collaboration and determination – dubbed the 'As One' approach – Gilbert-Ash has been included

in the Sunday Times Best Places to Work 2025 list.

Last year work began on a major transformation of Tate Liverpool while in Wales the award-winning company has just completed a seismic extension and refurbishment of Theatr Clwyd.

Gilbert-Ash has earned a stellar reputation for its work on some of the UK's cultural spaces. In 2009, the Belfast-headquartered contractor

▲ Managing director Ray Hutchinson (centre) with Gilbert-Ash colleagues Reece Toner and Paul McGeachy



Gilbert-Ash:  
Headquartered  
in Belfast with  
offices in London  
and Dublin

**174**  
Number of  
employees

**267**  
Turnover  
£267m

**78**  
Years in  
operation



### Sustainable success

Sustainability is a key focus for Gilbert-Ash. As managing director Ray Hutchinson explains, it has a number of initiatives underway to help drive down its carbon footprint.

"We set a new bar this year as our £29m office redevelopment on Manchester's Great Bridgewater Street was recognised as a BREEAM Outstanding project," he says.

"Innovation, collaboration and determination is at the heart of everything we do and a number of innovative approaches were taken throughout the work on Havelock House to ensure the BREEAM Outstanding rating could be achieved."

A deep retrofit strategy included the installation of an entirely new facade system. This was developed as the optimum solution through the use of a whole-life carbon option appraisal, and ensured that, through the utilisation of the existing structure, the project retained 2,000 CO<sub>2</sub>e of embodied carbon, the equivalent of planting 10,250 trees.

The offsite fabrication of the unitised facade reduced waste and shortened time on site,

while rainwater harvesting in the basement minimised water consumption. The project has also achieved Wiredscore Platinum and Nabers 5 star accreditation.

Meanwhile, in partnership with SustainIQ, Gilbert-Ash has developed an embodied carbon calculator that allows for the real time tracking of emissions at stage A1-A3.

It also provides data analytics through the SustainIQ dashboard, enabling users to monitor embodied carbon by product type and track trends across the project.

Use of this calculator, which integrates with procurement systems and BIM Revit software, has allowed the contractor's Old Paradise Street project to exceed RIBA's 2030 Climate Challenge and LET's 2030 targets.

### Shared values

As Gilbert-Ash goes from strength to strength, Hutchinson knows the company's CIOB chartered status has been instrumental in its success.

He says: "At Gilbert-Ash our people are our number one asset. They are the reason clients trust us to deliver

◀ Cambridge Central Mosque is Europe's first eco-friendly mosque

▼ Gilbert-Ash began work in 2024 on a major transformation of Tate Liverpool

landmark buildings with many going on to forge long-term relationships across multiple projects.

"CIOB chartered status requires meeting stringent criteria and serves as confirmation that the work we do can be trusted. For our clients, it is confirmation that we will do the right thing on their behalf.

"For our people, it is a reflection of our shared values and commitment to the construction industry and provides them with a range of resources to further their careers and help them make their mark.

"It reflects the determined, innovative and collaborative nature of our people and helps set them apart from others in their field."

Gilbert-Ash's unique approach is based on the belief that great buildings come about through hard work, inspired innovation and genuine collaboration. ●

**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).**

**“**  
**CIOB chartered status requires meeting stringent criteria and serves as confirmation that the work we do can be trusted**  
**Ray Hutchinson,**  
**Gilbert-Ash**



# CIOB Jobs

Hundreds of the best jobs in construction. Recruitment news and insight. [CIOBJobs.com](https://CIOBJobs.com)



## Job spotlight: Finley Topping, apprentice quantity surveyor, Seddon

Finley Topping tells **Nadine Buddoo** that the experience gained through an apprenticeship far outweighs a full-time university course

### Tell us about your role and your day-to-day responsibilities.

I started my apprenticeship in August last year and jumped straight into a live project, which has been the best way to learn – from the ground up, literally!

A big part of my role is procurement, like bringing subcontractors on board and handling the contracts. Day to day, I support with everything from cost control and estimating to managing variations when unexpected works come up that weren't part of the original subcontract package.

I also get involved in reactive maintenance issues on site, so there's always something new to tackle. It's a hands-on role that gives me visibility across the whole project, not just the commercial side but the operational side too.

### What do you enjoy most about your role? And what is the biggest challenge?

There's honestly not much that I don't enjoy, every day brings something new to learn and that constant learning is what I love most.

I work closely with a qualified quantity surveyor, but I also learn a lot from project managers, site managers and the wider team.

What makes the biggest difference is the culture. I feel

**The biggest changes have been in my maturity and professionalism. I've had to learn how to communicate clearly and handle responsibility early**  
Finley Topping, Seddon



comfortable asking questions to anyone on site, and there's always someone willing to share their knowledge. It's that open, collaborative environment that makes the role so rewarding – you're supported, challenged and always learning.

### What advice would you give to anyone considering a construction apprenticeship?

Just go for it. For me personally, the experience and opportunities far outweigh what you get from a full-time university course. You avoid student debt, gain real-world experience and develop critical life skills.

I have found that the biggest changes have been in my maturity and professionalism. I've had to learn how to communicate clearly and handle responsibility early. It sets you apart when you do go into academic settings or industry events, you feel ahead of the game compared to full-time students.

### Looking ahead, what are your long-term career goals?

I've got four years left of my apprenticeship, and by the end, I want to be fully competent and respected in my field.

My aim is to build a reputation for being professional, knowledgeable, and highly capable in my role as a fully fledged quantity surveyor. ●



# 'We're training people to be future employers'

Construction students at Moulton College are being primed for a career of life-long learning. By **Nadine Buddoo**

**Located in the heart of the** Northamptonshire countryside, Moulton College spans more than 400ha (1,000 acres) and offers specialist facilities for land-based studies including a range of construction courses.

Oliver Symons, principal and chief executive at the college, says he is committed to ensuring all students are "work ready". He believes strong partnerships with industry are crucial for supporting the transition from education into construction careers.

Around 500 full-time students are currently completing construction-related courses, alongside approximately 100 construction apprentices, learning trades from bricklaying and carpentry, as well

as construction management and heritage subjects such as stonemasonry.

"We're focused on creating not just employer engagement but genuine partnerships where employers are directly involved in shaping our curriculum and supporting us through, for example, innovation projects and masterclasses," Symons says.

This collaborative approach also provides the opportunity to work directly with employers to support the knowledge and understanding of the college's teaching staff.

"We work with various organisations to give our staff work experience, getting them back on site and understanding the latest technologies," explains Symons.



**Our industry partnerships provide direct job opportunities for students**  
**Oliver Symons,**  
**Moulton College**

"Our industry partnerships also provide direct job opportunities for our students."

A culture of career-long professional development, he says, is nurtured across the college and embedded in the curriculum.

"We try to create not just technical skills in our students but the aspiration to be ambitious for the future," he says. "We're not just training people to be employees, we're training people to be the employers of the future."

"There's a focus on ambition, leadership, and management skills – it's about identifying those skills, harnessing them and getting people to really think about their life-long career strategy."

However, Symons says, the college is "slightly restricted by the qualifications and standards" that currently exist. "With all the will in the world, when a qualification is released for delivery, it was probably planned three years ago, at best."

"Things are moving so quickly in all sectors at the moment, particularly in construction, so we need to create that flex where we review everything each year."

"We must ensure that we're covering the requirements of the qualification or standard, but we can also include additional elements that we know employers need now." ●

**Read the full feature online at [constructionmanagement.co.uk/people](https://www.constructionmanagement.co.uk/people).**









# 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:

**T** +44 (0)20 3997 8598

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

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

## CIOB Community

# New signatories join as professional bodies reaffirm commitment to EDI

CIOB is one of eight organisations signing five-year memorandum



**CIOB and seven other leading** professional bodies from across the built environment sector have reaffirmed their commitment to advancing equity, diversity and inclusion (EDI) by signing a new five-year memorandum of understanding (MoU).

The new agreement continues the work of BE Inclusive group and builds on the success of the original three-year MoU signed in April 2022 by CIOB, the Institution of Civil Engineers (ICE), the Landscape Institute (LI), Royal Institute of British Architects (RIBA), Royal Institution of

Chartered Surveyors (RICS) and the Royal Town Planning Institute (RTPI).

The MoU has now welcomed two additional signatories, the Chartered Institute of Architectural Technologists (CIAT) and the Chartered Institution of Civil Engineering Surveyors (CICES).

Since launching their first joint EDI action plan, the collaboration has focused on improving standards across the built environment professions, aligning EDI practices and delivering significant progress in the sector.

**The collaboration has focused on improving standards across the built environment professions**

The MoU has:

- Developed a unified approach to data collection across the UK and internationally, formulating a clear picture of the diversity of memberships in the built environment and identifying gaps to inform and target actions, supporting better benchmarking and transparency.
- Conducted research with students and employers, offering new insights into the barriers that hinder entry and progression, particularly in graduate recruitment and retention.
- Hosted six sector-wide events and produced practical guidance to help employers create more inclusive environments, especially for disabled professionals and women.
- Influenced broader industry change, contributing to the Construction Leadership Council's EDI vision and supporting initiatives led by the Construction Industry Council (CIC).

This extended partnership reflects a shared ambition to accelerate progress and embed meaningful, long-term change across the built environment professions. ●

## Last chance to apply for scholarship



Applications close soon

◀ The late Paul Dockerill FCIAB

Applications are open for CIOB's 2025 round of scholarships and grants, to support innovation, development and education.

These empower individuals to grow their personal and professional expertise while driving change in the sector.

This year, CIOB is offering two exceptional opportunities:

- The Construction Innovation and Quality Scholarship.
  - The Paul Dockerill Award.
- The Paul Dockerill Award honours the late Paul Dockerill FCIAB and his dedication to innovation in building safety and fire safety improvement. It will fund research with £10,000 to fuel innovation,

resident engagement and an increased focus on fire safety.

During the programmes, scholars will be required to complete a research project with a definable, published output that is relevant to the industry. Applications end on 30 June. For details, visit [www.ciob.org/learning/scholarships](http://www.ciob.org/learning/scholarships).





◀ CIOB's Ruth Kennedy-Green tests out the simulator

**CIOB members drove diggers and an excavator in an immersive virtual reality simulator at the HS2 Twyford to Greatworth area (T2G) site recently.**

On a visit to the Buckinghamshire project, members had a view of ongoing works and heard from the hosts about the efforts required to reach the current stage.

The project is a 20km section of the HS2 route being delivered by joint venture Eiffage Kier Ferroviaire BAM (EKFB). The T2G section involves the construction of a 20km main line, extensive earthworks and structures including viaducts and overbridges.

The project is led by EKFB project director Tony Wehby FCIQB, with EKFB deputy project director Timothée Scherer and HS2 senior project manager Elizabeth Longinotti.

The visit included a talk on the project led by a T2G site engineer and the opportunity to virtually drive diggers, ADTs and cranes with equipment from Flannery. ●

## Virtual reality brings HS2 to life

CIOB members test out their skills in an immersive virtual reality simulator on a site visit to HS2's Twyford to Greatworth section

## Cape Town construction manager is going the extra mile with Tomorrow's Leaders

Tadiwa Taimu is bridging the gap between academia and industry



A construction professional in South Africa is making her mark via a plethora of initiatives to

encourage local engagement with construction careers.

Tadiwa Taimu, an assistant project manager at Cape Town based management consultancy MDA Project Managers, is a CIOB Tomorrow's Leaders representative.

She has been instrumental in arranging events for the local construction community and is a key player behind myriad events and initiatives designed to build

opportunities for young people to engage with the industry.

These include:

- A graduate programme supporting employability and career development.
- An end-of-year celebratory event by CIOB Cape Town Hub.
- An entrepreneurs' event recognising student leadership and innovation.
- A site visit to Rabie Property Developers.
- An introductory event at Cape Peninsula University of Technology (CPUT).
- An orientation event at the University of Cape Town (UCT)

- A visit to contractor Washirika 3 Oaks.
- A CPD session on equality, diversity and inclusion.

Taimu said: "I have worked hard with a team of students and young professionals who make up the CIOB Tomorrow's Leaders community to uplift and support students and emerging professionals.

"My efforts and contributions have centred on bridging the gap between academia and industry, empowering students with exposure, mentorship and access to global networks."

More at <https://tadiwataimu.com>.

## Webinar explores tech solution to management

How VR and other tools are moving scheduling

CIOB members went 'Beyond the Gantt Chart' at a recent webinar that explored evolving programme management in construction.

Hosted in partnership with Laminar Projects and XYZ Reality, the session brought together industry experts to explore how emerging technologies are transforming the way complex construction programmes are planned, managed and delivered.

The webinar examined how tools such as 4D planning, project controls and augmented reality (AR) are moving the industry beyond traditional scheduling methods.

By leveraging these technologies, construction teams are now able to improve schedule integrity, enhance stakeholder engagement, and mitigate risks more effectively throughout the project life cycle.

Speakers included three experts from Laminar Projects: Kirsty Green MCIQB, associate director, project planning; Javier Zamorano, senior director, head of data centre delivery; Hilal Demirçapa, associate director, project management consulting; and Joe Hughes director, mission critical, with XYZ Reality.

If you missed the live session, the full webinar will be available to watch at [www.ciobacademy.org](http://www.ciobacademy.org).



## One to watch

Isobel Evans, MSc Construction Management student at Salford University, is joining Gleeds construction consultancy in September



### What made you choose a career in construction?

It began with a strong interest in architecture, which became the focus of my undergraduate studies. During that time, I discovered just how multifaceted the construction sector truly is. It goes far beyond design. This realisation inspired me to expand my focus through further studies.

### Is there anything you would like to see change in the industry?

One of the most pressing changes needed in the industry is a greater embrace of sustainable construction methods and practices. The technologies and solutions are already available – we just need the willingness to adopt them.

I believe this shift is closely tied to the need for greater diversity within the industry. When we bring in a wider range of perspectives, backgrounds and experiences, we open the door to more innovative thinking and a

stronger appetite for change. Diversifying the construction sector isn't just a social imperative – it's a strategic one.

### What are your career goals?

I aim to advocate for diverse voices within the sector and to inspire more girls and women to pursue careers in construction. Representation matters, and I believe that increasing diversity will lead to richer ideas, stronger teams and a more progressive industry.

I'm also passionate about promoting the use of BIM and other emerging technologies. These tools have enormous potential to revolutionise the way we work – improving efficiency, reducing waste and helping us build in a way that's more environmentally responsible.

Additionally, I'm deeply committed to improving mental health awareness and support within the sector. No one should feel unsupported or demotivated by their work environment.

### What do you do in your spare time?

I enjoy running – it's both a physical challenge and a mental reset for me. I recently completed my first marathon in Manchester. Another passion of mine is cooking. For me, it's a creative outlet and a way to wind down, while also showing care – for others and for my own wellbeing.



## Amazon primes staff for success with chartered status

CIOB CEO and president attend Luxembourg graduation for online retailer's construction staff

### A unique CIOB graduation was

held in Luxembourg in June for staff at Amazon in Europe.

CIOB CEO Caroline Gumble and president Mike Kagioglou were there to mark the achievements of 14 of Amazon's construction managers gaining chartered status.

It's the third cohort of MCIOB's since Amazon became a CIOB training partner in 2022, with the number of chartered construction managers now at 33.

Speaking about the achievement, Gumble said: "I'm pleased to see our global community of construction professionals grow, particularly across Europe – it was great to see an international line-up of graduates."

She thanked Tom Narraway MCIOB for driving professionalism in Amazon's construction division. ●

### Gaining their post-nominals are:

- Daniel Rico
- Michaël Benharrosh
- Sebastian Dreifuss
- Sharif El-labany
- Carlos Martinez Torres
- John Houston
- Lorenzo Taverna
- Ivan Patekar
- Lamia Mestoura
- Christina Lunzer
- Michele Gerli
- Gaetano Fulvio Aiello
- Tobias Amann
- Elad Dwek



# Paul Nash receives CABE honorary fellowship

CIOB past president is recognised by building engineers' association for contribution to the advancement of the industry

**CIOB past president Paul Nash has** been awarded an honorary fellowship by the Chartered Association of Building Engineers (CABE).

The accolade is awarded to non-members of CABE who have made a significant contribution to the advancement of the construction industry.

One of eight recognised, he said it was "a good feeling to be recognised by a sister professional body".

Nash chairs CIOB's Quality Implementation Group and sits on the Building Advisory Committee at the Building Safety Regulator. In 2017, he chaired the working group on procurement as part of Dame Judith Hackitt's review of Building Regulations and Fire Safety.



**I hope there will be opportunities for CIOB and CABE to work more closely in the future**

Paul Nash, CIOB

▼ Paul Nash, left, receives his honorary fellowship certificate from the Earl of Lytton



CABE said that Nash was chosen because he is "driven to raise awareness of challenges within the building industry and is focused on driving improvements in building safety".

CABE CEO Richard Harral commented: "All of the awardees have one thing in common, they want to make a real difference. Whether this is by improving educational opportunities or enhancing a building's life safety, their work resonates with our values of professional integrity and our focus on public benefit, and I am incredibly proud to now be able to call them building engineers."

Nash said: "I've always said that as professional bodies we are stronger when we collaborate, and the work we have done to raise standards and promote best practice through publications such as the guide to safety-critical elements and the competence frameworks for project managers and procurement practitioners are examples of this."

"We are on target to publish a guide to safety-critical products later this year, which is a collaboration with CCPI, CPA, RIBA and IStructE, and which will have an important role to play in supporting the wider objective of reforming the construction product regime."

Nash went on to say: "I hope there will be opportunities for CIOB and CABE to work more closely in the future." ●

## New directory of CIOB chartered companies

New resource makes it easy to find quality and professionalism

CIOB has launched a new directory of chartered companies.

The directory is a powerful online tool that makes it easy for construction clients – including main contractors – to connect with a wide variety of professional, experienced firms committed to quality.

CIOB chartered companies have demonstrated the highest standards of professionalism, integrity and expertise.

They are regularly assessed and checked to ensure they meet and maintain the rigorous criteria set by CIOB, including commitments to quality, safety, sustainability and continuing professional development.

By choosing to work with a CIOB chartered company, clients can be confident that they are working with professionally qualified, accountable and ethical partners.

The new directory has been developed to provide:

- A landing page with information about CIOB, its work to support clients and why clients should work with a chartered company.
- Improved search functionality, allowing construction clients to search by name, service and location, as well as filter by company type, specialism, sector and project value.
- Detailed company profiles for each of the chartered companies, showcasing recent project experience and areas of expertise.
- A mobile-friendly design, enabling easy navigation on whatever device clients want to use.

Browse companies, view their credentials and explore examples of their work at: <https://my.ciob.org/directory-of-chartered-companies.html>.







# Professionalise your workforce with CIOB membership

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

## Key benefits of a professional workforce:

**Develop your team:** Enhance skills and knowledge through our accredited training and development programs.

**Gain new clients:** Win over clients with a team of certified professionals committed to industry standards.

**Reach great heights:** Drive your company's growth and reputation with a workforce dedicated to excellence.

## Interested in growing your business?

Start with your workforce. Support your team in joining the ranks of Chartered Members at CIOB and shape the future of the built environment together.

[ciob.me/workforce](https://ciob.me/workforce)



**CIOB**

The Chartered  
Institute of Building

## CIOB apprentice of the month:

Ben Hatch, construction site management, Level 6



### What are your future career ambitions?

I am currently a site manager at BAM Construction. My short-term

aspirations will be to progress up to senior management, a level above where I am now. And then my long-term aspiration is working at a senior level for a tier 1 contractor. I want to work for an employer who is consistently producing successful and high-quality projects. Overall, it's hugely important to me to keep enjoying my career.

### What do you think is the most important issue facing the industry?

I think there are three issues: skilled labour shortages; legal and regulatory issues around running projects including the inclusion of the new Building Safety Act; and bridging the gap between the newer and older generations within construction.

Because people have been doing it for 30 odd years, they feel adapting to new rules and safety changes is 'management telling us how to do our job'. The newer generation are taught with that mindset from day one so it's less of an issue on site.

### What was your favourite project during your apprenticeship?

I was on one project for six years (a hospital), but it was split into about seven different projects. My favourite one was probably the level E operating theatres – which was the first project that I ran as lead site manager. With that confidence, I had the belief that I've done it once, I can do it again.

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

It would be good to be involved in a large new-build football stadium. It would be good to see a project regularly in the media and on TV that you have been a part of. And a big project like that would be really good to add to your CV.



## Congratulations to new CIOB graduates

CIOB held two graduation ceremonies in May at Drapers' Hall in the City of London, celebrating more than 100 new members

### Morning ceremony

#### Fellows

Simon Berry  
Heather Fox  
Clive Metti  
Graham Oliphant  
David Williams

#### Members

Habeeb Adeyemi  
Mohammed Alam  
Chetan Bansal  
Phillip Barlow  
Ashley Barlow  
Chiloboka Michael  
Chiyasa  
Gary Coleman  
Joao Couto  
Dominic Coxshall  
Mestiyage Don  
Gunathilake  
Tatenda Gurure

Samy Hassanin  
Jeffrey Haydon  
James Hughes  
Michael Jones  
Patrick Jones  
Christopher Jukes  
Thomas Lecky  
Raimonds Lusis  
Steven McGuire  
Cameron Meloy  
Tudor Moisa  
Scott Murgatroyd  
Luke Murray  
Kiran Mahesh  
Martha Newall  
Banji Olufisayo  
Jake Orange  
Lee Overthrow  
Charlie Rowe  
Aakanksha  
Sanghavi  
Johnathan Sarris  
Yogapirabu Selvaraj  
Raj Sharma

Ahmed Shrara  
Aleksandr Shubin  
David Smith  
Mai Soub  
James Starr  
Peter Sykes  
Steve Turner  
Vikarnan  
Vasanthakumaran  
Barrington Wilks

#### Technical member

Syed Armaan Ali

### Afternoon ceremony

#### Fellows

Daniel Cooper  
Steven Cookson  
Paul Judge  
Lynda Rawsthorne  
Paul Thorpe

#### Members

Abdu Ahmed  
Kevin Andrews  
Kevin Barber  
Adrian Ciobanu  
Steven Coates  
Brian Cooper  
Andrew Crisp  
Louis Davies  
Alexander Gatherer  
Jemma Gilfillan  
Teresa Griffith  
David Hirst  
Smruti Ranjan Kar  
Desmond Kessie  
Ema Klevan  
Aiden Leathead  
Reece Long  
Matthew Lord  
John Marr  
Paul Maskell  
Katie McCarthy  
Colin McEllin  
Damien McGee

Darren McIntosh  
Brian Mckevitt  
Michael McMurray  
Dan Merrick  
Debbie Mitchell  
Liam Mortimer  
Gift Ndewere-Hamisi  
Oliver Parke  
Kian Phillipson  
Tony Proctor  
Martyn Richardson  
Katy Robinson  
Lerato Sebothoma  
Michael Shannon  
Bryan Shears  
Dimitar Simitchiyski  
John Stoneman  
Phil Swain  
Nkechinyere  
Udonwa  
Rebecca Wood



## New CIOB award for site management

Student member is first recipient of Lance Saunders award



**A site manager with Crest Nicholson** is the first to receive a new CIOB award in site management.

Natasha Waterman, a student member, received the CIOB Lance Saunders Commemorative Award in Site Management.

The award celebrates outstanding individuals who demonstrate exceptional leadership, a commitment to continuous learning and excellence in site management.

The award celebrates the legacy of Lance Saunders FCIQB within the institute and the wider construction industry. A dedicated CIOB fellow and passionate advocate for professional development, Saunders firmly believed in achieving excellence through education.

The award recognises his years of service, leadership, and volunteering by recognising individuals who embody his values and unwavering commitment to the profession.

Waterman was presented with her award at the recent CIOB graduation ceremony (see p54).

▲ Natasha Waterman receives her award from CIOB past president Chris Chivers

**The award celebrates the legacy of Lance Saunders FCIQB within the institute and the wider construction industry**

## NEWS IN BRIEF

### Programme management code of practice is updated

The recently released second edition of the CIOB Code of Practice for Programme Management in the Built Environment is available on the CIOB Academy site ([www.ciobacademy.org](http://www.ciobacademy.org)). It reflects the latest thinking in the field and provides a structured framework for delivering complex programmes effectively.

### Fit-out specialist named best place to work

CIOB chartered company Gilbert-Ash has been named in the Sunday Times Best Places to Work – a UK-wide workplace survey which celebrates employers across different sectors.

Gilbert-Ash scored strongly across a six-step framework which included reward and recognition, instilling pride, information sharing, empowerment, wellbeing and job satisfaction. See profile of Gilbert-Ash, p42.

### Collister North West is new chartered company

Collister North West has been approved as a CIOB chartered company. Being a chartered company means the fit-out firm meets the highest standards of professionalism, integrity and expertise, having undergone a rigorous assessment.

### Conference to focus on the potential of Industry 4.0

CIOB is partnering with the Industrialised Construction Conference taking place on 2-3 July at the Manufacturing Technology Centre, Coventry.

The Industrialised Construction Conference will explore ground-breaking technologies with an emphasis on the potential of Industry 4.0. It will delve into manufacturing and construction challenges and reveal the solutions reshaping the construction arena.

For tickets and speaker information visit <https://d8.ciob.org/events/industrialised-construction-conference-8181>.

### CIOB shares platform at Cambridge event

CIOB shared insights into its ambassador programme at a recent collaborative lecture with the Chartered Institution of Civil Engineering Surveyors (CICES).

The event – Upskill, Educate and Innovate – was held at the British Antarctic Survey in Cambridge, and highlighted the work being done across the industry.

Speakers included: Caroline Gumble, CEO, CIOB; Alison Watson MBE, president, CICES; Dr Brian Sheil, Centre for Smart Infrastructure and Construction; Sandy Powell, Murphy Geospatial; Peter Sillett, Coaching Commercial Solutions; James Richards, Benchmark Surveys; and Harry Parnell, Balfour Beatty.



▲ Newly promoted McCarrick Construction board members Melanie Robson and James Brown with managing director Matthew McCarrick (centre)

### McCarrick promote former apprentices to board

McCarrick Construction celebrated a double promotion recently as two former apprentices joined the board of directors.

Melanie Robson, who started as an admin apprentice in 1999 aged 17 and has served as company secretary, is now the company's accounts and HR director.

James Brown MCIQB, who is a CIOB North East committee member, started as an apprentice joiner in 2004 and is now promoted to operations director.

**Premierline**  
BUSINESS INSURANCE BROKER

In association with



# Data protection

**Premierline Insurance** explains why cyber attack insurance matters more than ever for UK SMEs

**C** yber threats are no longer just a concern for big-name brands. In fact, cyber insurance is

becoming a critical part of risk planning for UK SMEs, as the frequency and sophistication of cyber threats continue to rise.

At Premierline, we've seen a 130% year-on-year increase in SMEs purchasing cyber insurance. Businesses are recognising the need for expert support and real protection when it counts.

## What is a cyber attack?

A cyber attack is an attempt to access, damage or steal data from your IT systems. This can disrupt your business, compromise sensitive customer or payment data, and even

lock you out of your own systems. For smaller businesses, a cyber attack can be especially damaging.

## Common cyber attack types

Understanding the different types of cyber attack is the first step in preparing your business.

- **Phishing:** Emails disguised as legitimate communications trick employees into clicking harmful links.
- **Ransomware:** This is a form of malware that encrypts your files and demands payment to restore access.
- **Data breaches:** Unauthorised access to personal or financial data can lead to regulatory fines and a loss of customer trust.
- **Denial-of-service (DoS) attacks:** These overwhelm systems, causing disruption and downtime.



**As an SME, you might not have in-house IT support, crisis management resources or the financial buffer larger corporations rely on**

## How to prevent cyber attacks

There are steps every business can take to reduce risk:

- Use multi-factor authentication on all accounts.
- Train staff on how to recognise phishing attempts.
- Keep software and firewalls up to date.

- Regularly back up key data and store it securely.

- Work with trusted IT partners for proactive threat monitoring.

Even with these safeguards in place, businesses are turning to insurance to provide that extra layer of protection. If you're unsure where to begin, our guide breaks down how it works and what it typically covers: [www.premierline.co.uk/insight-hub/what-is-cyber-insurance](http://www.premierline.co.uk/insight-hub/what-is-cyber-insurance).

## How insurance supports SMEs

As an SME, you might not have in-house IT support, crisis management resources or the financial buffer larger corporations rely on. Insurance can offer final protection to help you recover, direct access to cyber experts, legal costs and regulatory support.

Cyber insurance should form part of a broader business protection strategy. Many SMEs rely on interconnected digital systems to trade, manage data and communicate. If one part fails, the rest of your business could suffer too.

As cyber threats continue to evolve, it's becoming less about if your business might be targeted, and more about being prepared for when it could happen. ●

**This article is by Premierline Business Insurance Broker, the trusted insurance partner for CIOB members. To speak to an expert, call 0330-102 6158, or email [ciob@premierline.co.uk](mailto:ciob@premierline.co.uk).**



# 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 tour: Castell Coch

► 9 July, 3-5pm, Cardiff

Join us for a guided tour of work at Castell Coch, outside Cardiff, with contractor John Weaver.

Castell Coch, or the 'Red Castle', rises up from the ancient beech woods of Fforest Fawr above the village of Tongwynlais in Wales.

The John Weaver conservation team was appointed by Cadw to complete two phases of conservation works to the chimneys, the Kitchen Tower and Well Tower, and stone remedial works.

**Contact:** vcoxon@ciob.org.uk

### Site visit: Pilgrims' Way Primary School, Canterbury

► 10 July, 4-5.30pm, Canterbury

This is the second visit to this project in Canterbury by Morgan Sindall, and will focus on the internal fit out.

The scheme comprises the construction of a new two-form-entry primary school and demolition of the existing 1970s-era building and will see the creation of a new hall, classroom spaces, kitchen, and a multi-use games area (MUGA).

CarboniCa, Morgan Sindall's in-house digital carbon reduction tool, will be used to measure whole-life carbon emissions, ensuring potential carbon outputs are managed and reduced during the design, construction and operation of the building.

**Contact:** blawrence@ciob.org.uk

### She's on Site: Shoreham Port tour and networking for women in construction

► 11 July, 9-11.30am, Shoreham Port, Southwick

An exclusive site visit to Shoreham Port will be followed by relaxed networking over coffee and cake.

This visit offers a behind-the-scenes look at Shoreham Port, a 45ha site operating 24/7. You'll gain insight into the port's core operations and learn about

its longstanding commitment to sustainability.

After the tour, enjoy a chance to relax and network with fellow attendees. This event is for women working in or aspiring to work in the built environment.

**Contact:** ghawkes@ciob.org

### Building Brum & CIOB: Retrofit vs Redevelopment

► 16 July, 5.30-9pm, Birmingham

Birmingham's commercial property market is at a crossroads. With tightening sustainability regulations and increasing demand for high-performance buildings, many of the city's existing office spaces are facing a stark choice: retrofit or redevelopment.

While landmark projects, from the Pallasades to Primark and the relaunch of Centre City, are leading the way in commercial retrofitting, other buildings are being deemed unviable and are set for demolition.

Join Building Brum and CIOB for an essential discussion on how Birmingham's city centre is evolving, and what it means for developers, investors and occupiers.

**Contact:** gfloyd@ciob.org.uk

### Site Tour of Osney Power Station

► 24 July, 5.30-7.30pm, Oxford

Join CIOB and Graham Construction for this insightful

site tour of the conversion of a 19th century former coal power station into an 'global executive education centre' for the Saïd Business School.

The project includes 121 ensuite residential rooms, four large teaching rooms, seminar and open breakout spaces, along with five-storey agora space, restaurant, gym and bar areas.

**Contact:** cioblondon@ciob.org.uk

### The Evolution of MMC – A comparison of MMC in Australia, the UK and Ireland

► 6 August, 8-9am, online

This CIOB webinar will bring together leading voices from three markets at different stages of MMC maturity to share both successes and stumbles, and uncover what it takes to create a sustainable, scalable MMC ecosystem.

Speakers include Trudi Sully from Mott MacDonald (UK), Paul Tierney, CEO of MMC Ireland and Martin Fenn from PT Blink who is also CIOB MMC lead – Oceania.

**Contact:** jpurtell@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

**Deputy editor:** Cristina Lago  
cristina.lago@atompublishing.co.uk

**Production editor:** Sarah Cutforth

**Art editor:** Heather Rugeley

**Community editor:**  
Nicky Roger  
nicky.roger@atompublishing.co.uk

**Advertising manager:**  
Dave Smith  
david.smith@atompublishing.co.uk

**Key account manager:**  
Tom Peardon  
tom.peardon@atompublishing.co.uk

**Credit control:**  
Eva Rugeley  
eva@atompublishing.co.uk

**Managing director:**  
Stephen Quirke  
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



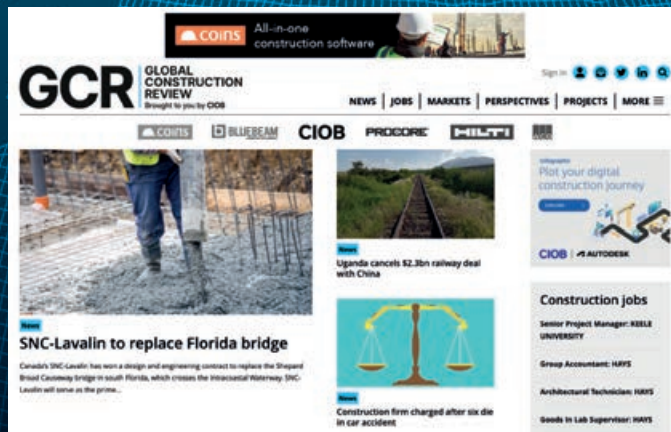


# Get a global view of the built environment

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)



University of the  
Built Environment  
EST. 1919

# The leading online university in the built environment

We have over 106 years' experience providing accessible education and offer flexible degrees and apprenticeships in real estate, construction, planning and architecture.

Degrees | Apprenticeships | Professional training



[ube.ac.uk](https://ube.ac.uk)

Formerly University College  
of Estate Management

