CIOB
The Chartered Institute of Building

CONSTRUCTION MANAGEMENT

APRIL 2026
constructionmanagement.co.uk

A BRUTALIST REBIRTH

ON SITE WITH MACE AT THE UNIVERSITY OF EAST ANGLIA'S LASDUN WALL REDEVELOPMENT

DIGITAL CONSTRUCTION WEEK

EXCEL LONDON
3-4 JUNE 2026

INNOVATION IN THE BUILT ENVIRONMENT

Register to attend DCW

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

DISCOVER

the latest technology to help you on the journey towards digitalisation

NETWORK

with your peers to share ideas and experiences

LEARN

from expert speakers and improve the way you work

REGISTER FOR FREE

www.digitalconstructionweek.com

Digital Construction Week digitalconstructionweek

Organised by **diversified**

HEADLINE PARTNERS

AUTODESK Construction Cloud BLUEBEAM A NEMETSCHEK COMPANY NEMETSCHEK GROUP Trimble

GOLD SPONSORS

Bentley Advancing Infrastructure PROCORE RIB Sage

04/26

Contents


10


32


36

NATIONAL HIGHWAYS

A417 Missing Link branches into biodiversity

National Highways, alongside its main contractor Kier, has planted 15,000 trees as part of the A417 Missing Link project in Gloucestershire.

The environmental work builds on the 17,000 trees planted in 2025. The mix of trees and shrubs, including oaks, holly, field maple, hawthorn and yew, are native species that blend with the Cotswolds' landscape.

Walton-on-Trent bridge takes shape

Chasetown Civil Engineering is using a 600t crawler crane to lift the first major span of the new Walton Bridge over the River Trent. The bridge will form part of the new 1.5km bypass construction project to replace the existing Bailey Bridge.

The project aims to improve connectivity for locals, including 2,000 new residents at Dracan Village – a regeneration project on the former Drakelow power station site, led by housing developer Vistry.

VISTRY

Roselyn Unegbu from Thames Water on embracing AI at the utility (p32)

Riddings Viaduct restoration complete

New drone images show the scale of restoration work carried out on the Riddings Viaduct, which spans the England-Scotland border. The programme of works, delivered by the Historical Railways Estate team at National Highways and contractor Balfour Beatty, included repairing and filling gaps in the stonework.

NATIONAL HIGHWAYS

LIGHTHOUSE CHARITY

Artwork highlights mental health support

Lighthouse Charity, Willmott Dixon and artist Rob Fenton (*above*) have unveiled a mural at Staffordshire's new Student Village in support of men's mental health. The image depicts a lighthouse shining a beacon of hope and aims to help raise awareness of the forms of support that can play a vital role in mental wellbeing.

HS2 LTD

HS2 shares vision for Curzon Street station

HS2 has released new CGIs showing the public spaces that will be built around the new Curzon Street station in central Birmingham.

The images show recent landscape design refinements that are being submitted to Birmingham City Council for approval, including improvements to the management of rainwater drainage and to the integration of cycling and walking routes.

NETWORK RAIL

Yorkshire station's clock tower refurb under way

Network Rail's ongoing transformation of Scarborough station has allowed a rare look inside the Grade II-listed building's clock tower.

A Railway Heritage Trust grant of £203,000 is being used to restore the clock tower while scaffolding is in place for the wider £14m station upgrade.

The clock hands are being regilded using 23¾-carat English gold leaf, which is in line with traditional heritage techniques.

Government's 1.5m homes plan must not sacrifice quality, MPs warn

New report backed by CIC sets out recommendations for government and industry to improve design and construction standards.
By **Nadine Buddoo**

A cross-party group of MPs has warned the government risks squandering a "once-in-a-generation opportunity" if it fails to safeguard quality as it seeks to deliver 1.5 million new homes.

In its new report, Proud to Call Home, the All-Party Parliamentary Group for Excellence in the Built Environment (APPGEBE), sets out recommendations for government and industry to raise standards in the design and construction of new homes.

According to the report, while government's planning guidance states new homes and neighbourhoods should promote wellbeing and sustainability, this is not consistently reflected in practice.

It adds that "local authorities and government need to consider how to give more weight to design guidance promoting high quality placemaking".

The report sets out key recommendations, which include:

- Making design reviews mandatory in the planning process for developments of more than 250 homes and for strategically important or historic sites.
- Requiring local authorities to appoint a chief planning officer at cabinet level to help drive quality in local plans and in negotiations with developers as they come under pressure to meet new housing targets.
- Improving placemaking by considering legislative options to ensure developer contributions, such as Section 106 funding, are spent by local authorities for their agreed purpose, including monies ring-fenced for green spaces, and within agreed timescales under a 'use it or lose it' approach.
- Driving up build quality and consumer confidence by setting a minimum number of inspections by building inspectors and warranty providers during construction.
- Mandating a 'soft landings' approach and greater post-occupancy evaluation of energy performance in new homes to help close the performance gap and ensure homeowners get the best from their systems.
- Improving consumer protection by mandating housebuilder participation in a single consumer code and registration with the New Homes Quality Board and New Homes Ombudsman.

▲ The report suggests local authorities and government need to give more weight to design guidance promoting high quality placemaking

This is a once-in-a-generation opportunity to reshape not just how many homes we build, but how well we build them. We must seize this opportunity
Mike Reader, MP for Northampton South

Prioritising quality

Commenting on the report, Mike Reader, MP for Northampton South and chair of the APPGEBE, said: "The 1.5 million homes this government has pledged can be a legacy of which future generations are proud. That will only happen if quality is woven through every decision, in policy, planning, design, and delivery.

"This is a once-in-a-generation opportunity to reshape not just how many homes we build, but how well we build them. We must seize this opportunity and build homes and places people will want to live."

Graham Watts, chief executive of the Construction Industry Council and secretary to the APPGEBE, added: "This report aims to advance all aspects of housebuilding quality – and to set out practical solutions that will help deliver the homes we need, at the standard the public deserves."

Building Confidence Together

Construction insurance tailored to you

Gallagher offers the strength and positioning of a global insurance group, combined with the personalised care and attention of a local UK broker. With a rich history dating back to 1927, we believe we have the expertise and experience to meet your construction insurance needs.

CONNECT WITH A SPECIALIST TODAY.

For further information,
please scan the QR code.

AJG.com/uk **The Gallagher Way.** Since 1927.

Gallagher

Insurance | Risk Management | Consulting

‘A clear passion for sustainability’: CIOB announces its Apprentice of the Year

Mia Owen, of West Lindsey Landscapes, was selected as the winner from a group of three finalists, who delivered a presentation to a panel of CIOB judges

A construction apprentice from Lincoln has been named CIOB’s 2025/26 Apprentice of the Year.

Mia Owen, 20, who works for West Lindsey Landscapes and completed her Level 3 construction support technician apprenticeship in September 2025, was selected as the winner from a cohort of nine apprentices who entered this year’s competition.

Following an initial review of submissions, the field was narrowed to three finalists. Joining Owen were Eugene Donkin, 23, from Peterborough, and Martha Penney, 31, from Cheshire.

Each finalist delivered a 30-minute presentation to a panel of CIOB judges in March exploring the theme of sustainability in the built environment. It included innovation, challenges and opportunities and the role sustainability plays in their day-to-day roles.

The judges, including Rosalind Thorpe, CIOB’s director of education and standards, and Adrian Montague, director of Academy, said Owen’s presentation not only included strong ideas but also ways to practically implement them to bring about positive change. They were particularly impressed with her clear passion for sustainability.

> **I would hope to inspire future apprentices with my story, to show that the industry is open to anyone with determination to succeed**
> **Mia Owen, CIOB Apprentice of the Year**

▲ Mia Owen, CIOB Apprentice of the Year with (L-R) Steve Conopo, CIOB’s head of apprenticeships; Rosalind Thorpe, CIOB’s director of education and standards; and Adrian Montague, director of Academy

Reflecting on her win, Owen said: “Completing my apprenticeship has been an extremely rewarding experience, not only personally but also in opening new opportunities within my career.

“The hands-on training and support from both experienced professionals and the team in my workplace has been invaluable. Their guidance has played a significant role in my development, and I am incredibly grateful.

“The CIOB Apprentice of the year award acts not just as a representation for my achievement but as a testament for my hard work and dedication. It represents the progress I have made since first entering the industry and motivates me to continue developing my skills further.

“I would hope to inspire future apprentices with my story, to show that the industry is open to anyone with determination to succeed.”

Amidst ongoing high-profile debates around student loans and the cost of university education, a recent CIOB survey of 2,000 parents of 16-24-year-olds found that 42% would prefer their child to “earn while they learn” through an apprenticeship rather than attend university.

Steve Conopo, CIOB’s head of apprenticeships, who also judged the event, said: “Mia is a fantastic example of the opportunities apprenticeships can offer.

“They allow people to gain valuable qualifications while building practical experience, developing their careers and earning at the same time.

“The feedback we get from our apprentices and their employers is that upon completing their apprenticeships they not only have formal qualifications but are ‘work ready’ with plenty of practical experience whether that is for onsite working or office-based role.”

Since launching its apprenticeship programme in 2022, more than 3,500 apprentices have registered with CIOB to facilitate their end point assessment.

BAUDER
making roofs secure.

Be Compliant, Beat Complaints

Attention to detail builds your Bauder flat roof specification

Competency matters to us, it is what builds trust, reliability, and long-term success in every flat roof project we deliver.

By consistently applying our expertise to every specification, you can be confident that our solutions, products, services, and guidance are always accurate, compliant, and effective.

Interested? read more

Get in touch because success starts here

01473 257671
bauder.co.uk/contact us

How wage growth is driving construction cost inflation

With labour costs rising, contractors must plan early to help address inflation risks, writes **Nitesh Patel**

For all construction projects, the two key cost drivers of tender price inflation (TPI) forecasts are materials and labour.

The current dynamics are between easing material prices on one hand, and persistent wage inflation on the other. This is despite weak growth in output since 2022.

Although new works output grew by 1.8% in 2025, this masks the contraction of 1.2% in the second half of the year. Moreover, across 2023 and 2024 activity fell by 7%.

Based on Building Cost Information Service (BCIS) data, the Materials Cost Index grew annually by 2.6% in 2025, below the long-term average of 3.7% and significantly reduced from 25.1% in 2022.

Although prices are still 43% above their pre-Covid level, they have fallen as supply chains have normalised since the end of the global pandemic. Lower energy has also helped reduce production costs for materials such as structural steel.

Prices have fallen for imported plywood and some aggregates, while the cost of copper and imported sawn wood have gone up in the last year.

Construction labour costs grew by 6.4% in 2025; whereas it was 3.2% in the two years before Covid-19. Some of this increase will be attributable to the increase in employer National Insurance Contributions and the rise in National Living Wage coming into effect last April. These are further impacting overall build costs as labour accounts for around 20% of on-site costs rising to 40% when professional staff and management expenses are factored in.

The main driver of wage inflation is the shortage of skilled workers, which has been exacerbated by 244,000 workers exiting construction since 2019. The industry has struggled to attract workers to replace the skilled personnel who either took early retirement, left for health reasons, Brexit or a change of career. While apprenticeships and government training schemes are in place, the shortfall will take time to fill, assuming the gap does not expand.

Despite weak demand, rising labour costs are now the main cause of inflationary conditions in the sector, as figure 2 illustrates. The area above the X-axis shows labour costs as the main driver of cost inflation, which has been the case for most of the period since 2013, except 2020-2022 when material prices soared.

Construction will have a central role in delivering the government's growth strategy, while private sector clients are waiting for project viability to improve as interest rates fall.

As activity picks up, we can expect input costs to rise from

Building Cost Information Service data reveals the Materials Cost Index grew annually by 2.6% in 2025

2.6

The main driver of wage inflation is the shortage of skilled workers, which has been exacerbated by 244,000 workers exiting construction since 2019

higher demand for materials and labour, in turn driving up tender prices. These are some of the forces behind Turner & Townsend's real estate TPI forecast rising from 3% in 2025 to 3.5% in 2026, and infrastructure TPI growing from 4.5% in 2025 to 5.0% in 2026.

While inflation rates experienced in 2022/23 are not being predicted, there are lessons to be learned from that period. The sharp acceleration in build costs heightened stress on contractors, with sector insolvencies reaching record levels in Q4 2023.

Cost volatility also led to a shift in contractor attitude to risk which has affected pricing projects of different sizes. As a result, risk-averseness along the supply chain has led to contractors opting for simpler, less complex projects to maintain revenues.

The uncertainty generated by inflation can eat into margins, causing misallocation of risk and delaying or making inefficient investment decisions. This can be addressed by applying sensitivity analysis against different scenarios to assess their impacts.

Another option is to manage risk by looking at alternatives to fixed price contracts – for example, a target cost agreement with incentives to achieve savings.

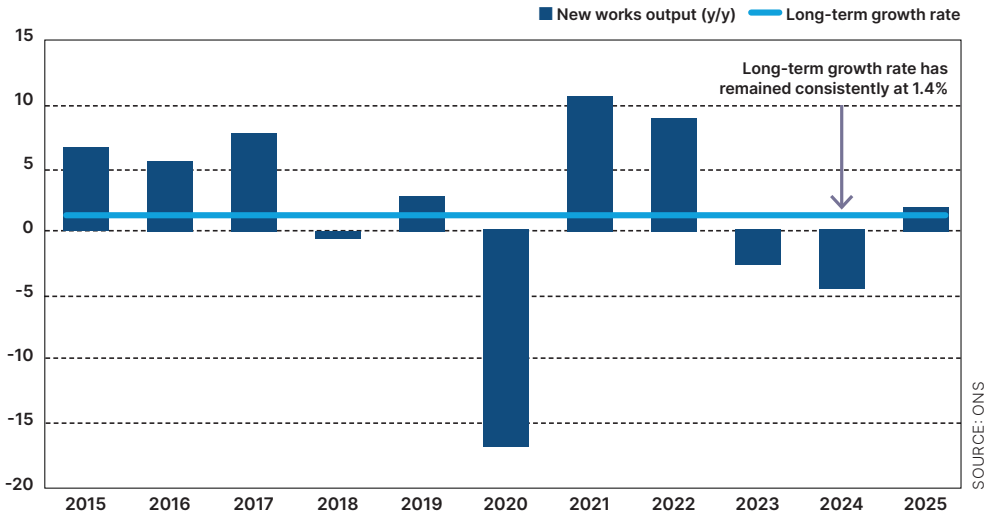
It is also important to continually revisit the supply chain to test its resilience against both price increases and delays.

With material prices stabilising but labour costs rising, inflation risks are still there. Organisations that plan early, test assumptions and choose the right commercial strategy will be best placed for 2026.

Nitesh Patel is lead economist at Turner & Townsend.

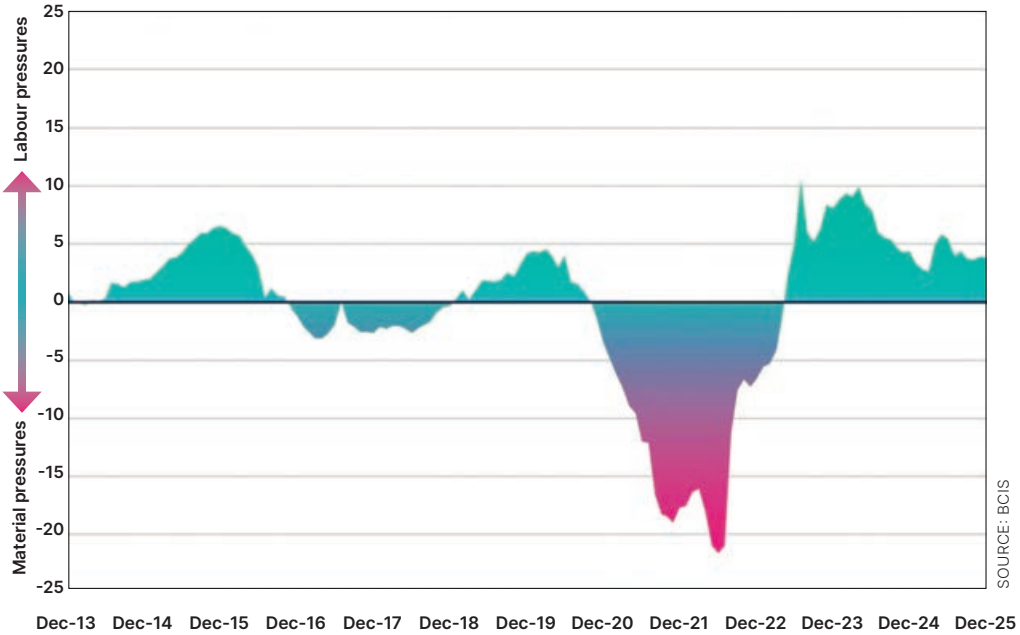
1. New work output – annual change

Annual % change



2. Input cost inflation pressures

Difference (percentage points)



Victoria Hills
CIOB

It's time for a national campaign to highlight construction careers

CIOB research shows young people are interested in built environment careers – we must do more to bring them into the industry, writes **Victoria Hills**

As covered in *CM* last month, CIOB has run a survey on attitudes to working in construction for the second year.

The focus of our poll, which is part of our work to bring more people into construction, was to better understand the perceptions and views towards careers in the sector.

Our questions were put to both young people aged 16-24* and their parents – and this is key as parents are so influential in steering the life choices their children make.

The survey shows parents are supportive, with three-quarters saying they would back their child if they wanted a construction career.

But the barriers here include parents not having much awareness of routes into the industry.

The survey also showed two-thirds of 16- to 24-year-olds feel positively about a career in construction. But other findings reveal only 30% of respondents would actually consider working in the sector, while 45% say that construction is not covered in the careers advice they get, so we see evidence that more action is needed to tackle the skills gap.

Combine this with what we already know about how big the skills gap is, how long-standing it is as an issue and the government's ambitions to deliver a significant number of new homes – and there are good reasons why we are compelled to keep this high on the agenda.

> **CIOB's call is for a coordinated, collaborative campaign to attract more young people into construction**
> Victoria Hills, CIOB

One way to do that is to look at the question that emerges from our findings: how do we convert the interest and appetite that is evidently out there into individuals committing to our industry?

CIOB's call is for a coordinated, collaborative campaign to attract more young people into construction. The messages are clear – perceptions of construction careers are improving and, from other research CIOB has carried out, we know roles within the built environment are interesting, viable over the long-term and often well paid. Not to mention the opportunities to do something which can make a huge positive difference.

A national campaign that highlights some of the roles and career paths available could help push those who are interested into action. Working hand in hand with employers to ensure the opportunities are in place, CIOB will continue to help join the dots across the complex and vast careers and skills arena.

After all, as someone who has had a career in the built environment, the only way is up!

Victoria Hills is CEO of CIOB.

** The research was conducted by Opinion Matters, among a sample of 2000 young people aged 16-24. The data was collected between 03.02.2026 – 09.02.2026.*

Paloma Hermoso FCIOB
Ward Williams

I'm scoring construction 5 out of 10 on sustainability

Paloma Hermoso works for a B Corp-certified company. But she wonders how much progress the wider built environment is making on green issues

It's five years since Ward Williams became the first B Corp chartered surveyors in the world, and 2025 marked 10 years since the B Corp movement began.

This feels like a good moment to pause and ask a simple question: how much progress has construction really made on sustainability in the past decade?

We asked fellow B Corp organisations across the built environment to share their honest views. We weren't expecting glowing reviews, but the strength of feeling was still striking.

One response described progress as "truly awful" pointing to greenwash, weak alignment with the UN Sustainable Development Goals and a lack of leadership.

Others were more balanced. One said that "the industry understanding of sustainability has grown hugely over the last 10 years. However, I am still giving 6 out of 10 as major improvement is being stymied by tick box exercise legislation and thinking."

The industry has changed. We've seen improvements in operational energy performance, experimentation with low-carbon materials, and a growing focus on retrofit rather than demolition and rebuild. But the scale and pace of change still fall short of what climate science tells us is needed.

And the built environment remains responsible for around 40% of global carbon emissions.

So, if I had to give our sector a score, 5 out of 10 feels about right.

Moving from ambition to action

Making construction more sustainable is not straightforward. Regulations evolve, carbon targets tighten, new materials and technologies appear constantly, and most project teams are already juggling time, cost and risk pressures.

That's why, alongside our 2025 Impact Report, Ward Williams is launching a new initiative in 2026: the Sustainability Pathfinder Handbook. It is a free practical guide designed to help businesses move from ambition to action, wherever they are on their sustainability journey.

Because one of the biggest challenges we see in the sector is that knowledge sits in silos. Good ideas exist, but they don't travel far enough or fast enough across the industry.

> **Real progress will come when sustainability becomes the default way we design, build and manage the built environment, rather than as an 'extra'**
> **Paloma Hermoso FCIOB**

The Pathfinder aims to change that by sharing practical approaches, lessons learned and tools that can help organisations navigate sustainability with greater confidence.

Overcoming barriers

In our experience, the biggest barrier to this isn't technology, it's culture.

Short-term decision making, lowest-cost procurement models and fragmented project teams can make it difficult for better ideas to take hold.

The good news is that change is happening. Across the UK we are seeing local authorities, universities, housing associations, contractors and consultants quietly pushing forward with new approaches, new ways of doing things. Thousands of small decisions gradually shifting the direction of travel.

Real progress will come when sustainability becomes the default way we design, build and manage the built environment, rather than the "extra" that gets considered only when budgets allow.

Because if the industry is currently sitting at 5 out of 10, the question is how we move the dial to 6, 7 or even 8 over the next decade.

Paloma Hermoso FCIOB is head of sustainability at Ward Williams.

Feedback

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

CM

Prostate cancer: know your risk and take a PSA test

Peter Rowe FCIOB shared his experience of prostate cancer and explained why a simple blood test could save your life.

David Rees

Great advice from Mr Rowe, with which I completely concur. I was diagnosed with an aggressive form of prostate cancer back in August 2024, at the age of 62, and chose radical robotic surgery to remove the offending gland.

I had no obvious symptoms to suggest cancer, other than about nine months prior to diagnosis, I found that, on occasion, when I needed to urinate I really had to go, there and then. I visited my GP with these symptoms and, only "as a precaution", they checked my prostate, in the time-honoured way, and carried out a PSA blood test.

The PSA score was 8.7, which led on to an MRI scan, which confirmed the likelihood of cancer; and a biopsy that ultimately confirmed the presence; and so on to surgery.

My mother died from breast cancer, and my sister is in remission from both breast and kidney cancer. I have been told that maternal breast cancer can be associated with prostate cancer.

So, lads, please take up Mr Rowe's advice and insist that your medical professional arranges a PSA test on your behalf. They may say you're a low risk, but is any risk worth taking if it ends with your life?

> **My mother died from breast cancer, and my sister is in remission from both breast and kidney cancer. I have been told that maternal breast cancer can be associated with prostate cancer**
> David Rees

CM

CIOB modernises CPD system to strengthen professionalism and competence

Rosalind Thorpe, CIOB's director of education and standards, discussed the new CPD Policy for members, which replaces a points-based system with an hours-based model.

Ken Hubble MCIOB

Do professionals really respond to the need to undertake CPD? Indeed, does anyone in the industry take further development and competence seriously? I am not convinced they do.

Once qualifications have been gained that appears to be the end of a desire to learn any further. One wonders if there is a stigma attached to continuing with the need to learn.

Having worked in the industry all my life, I am only too aware that there is an unbelievable requirement for learning beyond qualification. I have come across many surveyors [for example] who do not understand the basic principles of measurement for reduced level excavations.

As Rosalind Thorpe states, professional competence requires to be addressed now – it's 2026.

CM

Hospital 2.0: Industrialising healthcare construction

Leaders from the NHS, Mace and Turner & Townsend spoke to CM about the New Hospital Programme and ambitious plans to drive efficient delivery through industrialisation.

Trevor Williams

Having worked for a major main contractor, I have serious doubts concerning the industry's ability to deliver the programme to schedule.

Being practical, the odds of delivering all 46 hospitals to programme is zero, directly impacting on the schedule for the later follow-on schemes.

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

PROCORE

INNOVATION SUMMIT

LONDON

Turn Complexity Into Clarity with Innovations in Connected Construction

THURSDAY, 30 APRIL 2026
THE OWO ● WHITEHALL, LONDON

Register to attend Innovation Summit London, a one-day event tailored for the construction industry.


Owner
Main Contractor
Subcontractor

UEA

Lasdun Wall stretches across the UEA campus and comprises four interlinked buildings

Lasdun Wall before the redevelopment project started

Lasdun Wall: the rebirth of a brutalist icon

Mace has begun reworking Denys Lasdun's 1960s modernist landmark at the University of East Anglia into a low-carbon teaching and research facility. **Will Mann** speaks to the project team

Few university buildings in the UK carry the architectural and cultural weight of Lasdun Wall at the University of East Anglia (UEA).

Designed by Sir Denys Lasdun and completed in the mid-1960s, the brutalist concrete structure – along with the neighbouring "Ziggurats" student accommodation – are among the standout features that defined UEA's campus as one of the most important post-war university developments in Britain.

The Grade II-listed Lasdun Wall was constructed more than 60 years ago, with adaptability built into its design. Today, that flexibility is being tested as the university seeks to transform the building into modern teaching spaces and research laboratories, while dramatically improving its environmental performance.

For UEA, the project is a cornerstone of a wider campus investment strategy and a critical contributor to its carbon reduction ambitions. For principal contractor Mace, appointed to the £89.99m first phase in late 2024, it is both a technical and cultural challenge on an exceptional scale.

"This is a large-scale retrofit and refurbishment – the largest post-war extension to any Grade II-listed building in the UK," says Ed Wild FCIOB, project director at Mace. "It's the biggest construction project currently under way in Norfolk, and it has huge local and national interest."

60

The Grade II-listed Lasdun Wall was constructed more than 60 years ago

This is a large-scale retrofit and refurbishment... It's the biggest construction project currently under way in Norfolk, and it has huge local and national interest
Ed Wild, Mace

UEA

The project will not be measured against an environmental rating system, but UEA director of estates and facilities Stephen Wells MCIOB says the redevelopment of Lasdun Wall "aligns with the university's targets of cutting net zero emissions, 80% of scope 1 and 2 by 2030, and 100% by 2045".

Scope, scale and campus setting

Lasdun Wall stretches across the UEA campus on a roughly east to west axis and comprises four interlinked buildings. This first phase of in its transformation will upgrade Building 3, while Buildings 4, 5, and 6 remain operational.

The revamped Building 3 will be a four-storey structure with two basement levels, plus an additional roof-deck storey to accommodate two floors of MEP, bringing its overall height to 28m above ground level.

With three full-height extensions to the north elevation, the redeveloped building will have 14,300 sq m of floor space – an increase of 3,000 sq m – providing more than 500 rooms for teaching, wet laboratories and circulation spaces. It will support occupancy for around 2,070 students, alongside academic and research staff.

Structurally, the project includes both the reengineering of the existing concrete structure and the construction of substantial new elements – some 943 cu m of concrete will be poured for the flat slabs in the extension, which will be sited on 125 new piles with a combined length of 1.9km.

Mace is also building three new rising structures within and alongside the original footprint, tied into the historic frame.

Preparing the ground: shell, core and unknowns

Before Mace arrived on site, UEA appointed demolition contractors to carry out an extensive enabling and strip-out phase. The original building was taken back to shell and core, ▶

▶ The new Raeynar aluminium windows and secondary steelwork to distribute loads back into the concrete frame

JULIE KIM

364

In total, Mace installed 364 straps and props with more than 1,000 bolted connections

UEA

▲ Lasdun Wall during construction in the 1960s

removing fit-out and services to expose the raw concrete structure.

This was intended to derisk the main contract, but inevitably given the age of the building, there were a few unknowns that materialised once Mace took formal possession of the site on 25 November 2024.

Historic backfill and unexpected foundation conditions – including large buried masses of concrete and discrepancies between as-built drawings and reality – forced a rethink of piling strategies and sequencing.

"We found big lumps of material around eight metres down," says Wild. "Some of the original foundations were not where the tender benchmark data and drawings said they were located. That completely changes how loads are transferred, and suddenly you can't cut into the concrete frame where you planned to cut, and the build sequence has to be revised."

This halted progress in January 2025, while Mace worked out a solution with the client.

"We carried out internal deep depth probing investigations to find out what was in the ground, relocated proposed pile formations by structural redesign where necessary, and radically resequenced the build sequence and programme," explains Wild.

"This included resequencing how we cut into the existing frame on multiple work fronts to mitigate the clients programme delay and bringing in additional temporary works to structurally stabilise the building on a project wide scale."

Trying to understand a 60-year-old structure

The central challenge of Lasdun Wall lies in its concrete frame. Built more than six decades ago, the structure uses a variety of slab types, including "hollow pot and beam" and monolithic concrete, all within the same building.

"It's a game of two halves," says Wild. "You've got the new-build elements, where you're the master of your own destiny. Then you've got this 60-year-old structure made of varying slab types, which makes it incredibly hard to distribute materials, load the building and maintain structural integrity. Some slabs are only around 50mm thick.

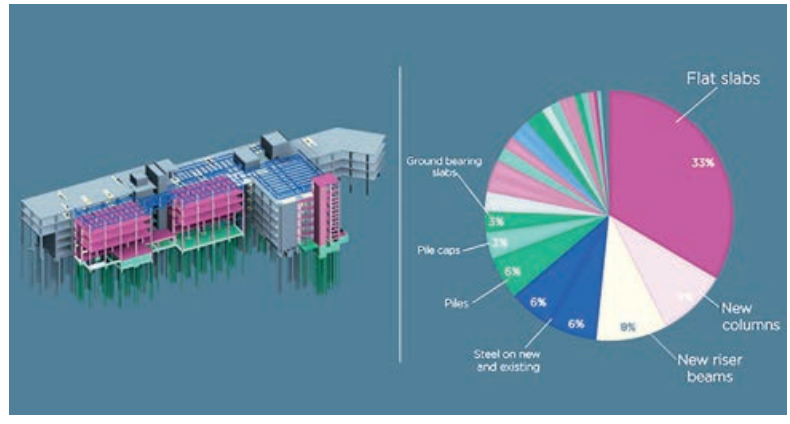
"We're introducing major mechanical and electrical systems, heavy equipment and an occupancy of just over 2,000 people. Achieving structural integrity, fire compartmentation and load capacity across all of that is hugely challenging. But this is what Mace has taken on as part of our contractual obligations in this design and build contract and complexity is what Mace do best."

Turning the building into 'Swiss cheese'

To service the new laboratories and teaching spaces, the existing building requires extensive cutting and carving. In total, 26 risers and 74 major penetrations are being formed through the existing frame, a process Wild describes as turning the building into "Swiss cheese".

"When you start taking away structural integrity across multiple levels with large holes, the whole building twists and turns," he explains. "Understanding how to stabilise the structure while creating those openings, and doing it safely and in sequence, has been one of the hardest parts of the job."

That became even harder when the below ground risk became apparent and forced a reworking of the foundation design.



▶ Embodied carbon by building element

MACE

▼ The project is on a busy university campus, home to around 16,500 students

Other interior heritage features, including exposed concrete columns... have been boarded over during the refurbishment works and will be part of the finished building

Stephen Wells MCIOB, University of East Anglia

JULIE KIM

Mace's solution was a complex temporary works solution to stabilise and strengthen the structure during the structural remodelling, including false stabilising shear walls on each floor, which went all the way up to the soffit and mimicked permanent structural stability and stress transfer.

A temporary works "Christmas tree", as Wild calls it, involved fitting heavy bracing on lower floors, which reduced in quantity in the higher floors, as the structural stresses lessened.

"In total, we installed 364 straps and props with more than 1,000 bolted connections," Wild says. "The building had to believe it was in its final, fully supported state while we re-engineered it across 70% of its internal floor plate size."

The temporary works solution was installed, monitored and then fully removed by January 2026, by which time the project was back on an aligned programme with the rising structures nearing completion.

Building 3 redevelopment, Lasdun Wall, University of East Anglia

- Client: University of East Anglia
- Main contractor: Mace
- Contract value: £89.99m
- Contract form: JCT 2016 Design & Build (pre-Building Safety Act)
- Contract start: 25 November 2024
- Completion: Summer 2027
- Architect: Shepheard Epstein Hunter
- Structural & façade engineer: Ramboll
- Client's agent / principal designer: RLB
- Landscape architect: Wynne Williams
- Concrete frame & civils: Harrington Group
- M&E contractor: Phoenix ME
- Façade & curtain walling: Norwich Aluminium

Repairing and respecting the concrete

Concrete repair is central to both the structural and heritage strategy.

The "Lasdun" concrete spandrel panels are a defining feature of the façade and are being carefully retained and refurbished. Each panel weighs up to two tonnes and varies subtly in size and detail.

"During the Covid-19 pandemic, these panels were structurally secured with temporary strapping because of concerns they may come loose in high winds before the redevelopment works started," Wells explains.

For this project, Mace has developed a bespoke structural solution to tie the panels into the concrete frame. Some 364 L-shaped steel clamps, each weighing around 40kg, were installed internally to secure the panels, then the temporary straps were removed.

Once the panels were secured, the cleaning and repairs could begin.

Mace picked specialist restoration contractor Szerelmey, who Wild had personally worked with previously on Mace heritage projects, to carry out extensive cleaning, testing, colour-matching and repairs.

Szerelmey started the process with a sample panel, trialling different cleaning techniques. "We wanted something that looked clean, but not brand new," says Wild. "In the end we chose a high-pressure hot-water wash, with no chemicals."

"For the repairs, we did multiple colour matches, tap tests, tried out various bonding agents, to make sure that what we applied was the correct mix and didn't just crack away. The actual finish will weather quickly over time, so it will blend in and colour match the existing concrete.

"The whole process of colour matching, creating samples and the repairs has taken 12 months to conclude on the exact method which the customer is satisfied with."

Internally, exposed concrete walls and soffits are being retained wherever possible, with fire-protective finishes applied in some instances to meet modern standards. ▶

Height and visibility were meticulously thought through so that key views of Lasdun Wall's historic profile are preserved
Ed Wild, Mace

"Other interior heritage features, including exposed concrete columns, Terrazzo flooring and timber balustrades, have been boarded over during the refurbishment works and will be part of the finished building," says Wells.

"As this is Grade II-listed, not Grade II*, we are not automatically required to preserve all interior details, but we have decided that all features with heritage significance will be retained."

Window replacements

One of Mace's most visible interventions is the replacement of the original single-glazed windows. In total, 1,092 panes of glass across 156 window bays are being replaced with a bespoke, like-for-like Raynaer aluminium system.

"The process was long and carefully thought through," says Wild. "We needed an aesthetically matching replacement, but with modern performance – U-values, solar glare control, acoustic performance – that meets the 2025 specification."

The new units are heavier than the originals, requiring additional steelwork to distribute loads back into the historic concrete frame. The secondary structure will be hidden behind internal wall insulation build-ups.

The windows are being manufactured locally by Norwich Aluminium, just a few miles from the campus, one of several local firms used by Mace on the contract.

"That reduces embodied carbon from transport, but it also supports and builds a local supply chain," says Wild.

Reuse first: sustainability through retention

At the heart of the project is a reuse-first philosophy. By retaining and upgrading the existing concrete frame rather than demolishing and rebuilding, Mace estimates the project will achieve an 85% carbon reduction over the building's life attributable to the reuse of the primary structural elements.

JULIE KIM

▼ Below: A 'hollow pot and beam' slab in the original frame

▼ Bottom: One of the shear walls built to stabilise the building before the structural remodelling

Other retained elements include the original Garland warm roof system, which has been refurbished and reused, avoiding significant waste and transport impacts.

When Mace gained access to the site, it removed around 1km of site hoarding and reused much of this timber for enclosures, access ramps and wildlife habitats within the project boundary.

The M&E 'brain'

To service the building's new requirements, and particularly the wet laboratories that occupy 50% of the space, Mace is installing what Wild describes as a "state of the art M&E 'brain'".

"The building was intended for arts and humanities, not research labs," he says. "So we're having to coordinate a 2027-standard, state-of-the-art M&E specification in a frame that was never designed to be this highly serviced."

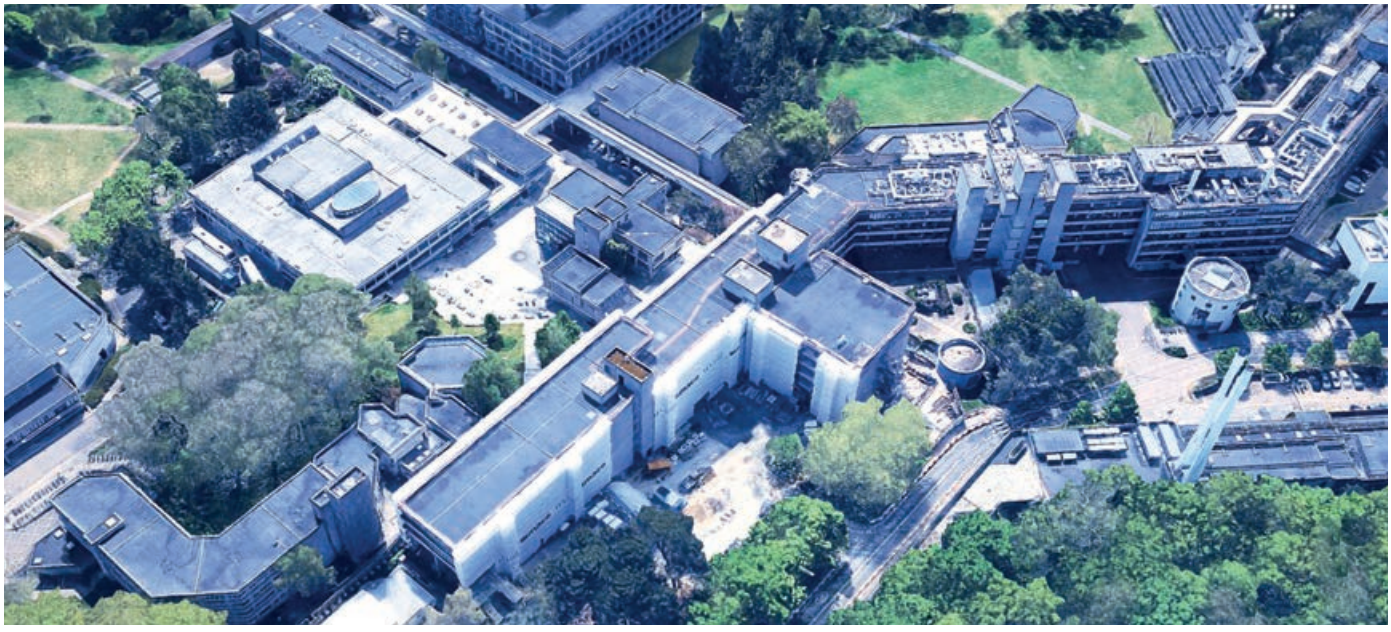
Services are predominantly distributed top-down, with the laboratories on the upper floors and the teaching space on the ground and first floor level. The two storeys of roof level M&E plant will serve the laboratories and 107 fume cupboards, along with complex ventilation, power and control systems.

Planning conditions tightly controlled the appearance of this plant structure. "Height and visibility were meticulously thought through so that key views of Lasdun Wall's historic profile are preserved," Wild says.

To manage the project's complexity, Mace is deploying a fully federated BIM model, coordinating all architectural, structural and MEP inputs and resolving clashes digitally before work reaches site.

85

Mace estimates the project will achieve an 85% carbon reduction over the building's life



GOOGLE MAPS

▲ Aerial view of the Mace site

The team is also using modular M&E components, fabricated off site to improve speed and safety during installation.

"On a constrained, live campus site, anything that reduces time, congestion and rework is a big win," Wild says.

Local considerations

Lasdun Wall sits at the heart of a busy university campus, home to around 16,500 students. Managing interfaces with staff, students and visitors has been a constant consideration.

One simple but effective innovation has been Wild's "fast facts" communication card, issued to everyone working on site.

"It provides clear, consistent information about the project, programme and client contacts, ensuring that anyone approached by students or staff can give accurate answers," he explains. "It gives confidence to the client and credibility to their communications. And it stops misinformation spreading."

Looking ahead

Now around a third of the way through the build programme, Lasdun Wall is steadily being transformed. Workers on site currently number 163 and will rise to a peak of 453. "We're on track for practical completion in early summer 2027," says Wild.

This is just the start of a programme of redevelopment works at the UEA campus, which will include dealing with legacy reinforced autoclaved aerated concrete (RAAC) issues – present in the Ziggurats but not Lasdun Wall – and retrofitting the whole estate. "This first project in the programme will extend the life of Building 3 by at least 50 years, and provides added asset value," says Wells.

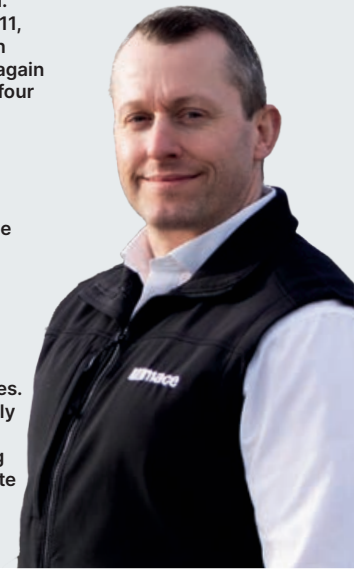
"UEA has this rich 20th Century architectural history and we're demonstrating here how deep retrofits are possible even in complex post-war heritage buildings."

Project director profile: Ed Wild

Ed Wild has more than two decades of experience in construction project management, a career that has included spells with Mowlem, Amec, Balfour Beatty and Multiplex in Australia and London. He joined Mace in 2011, before joining up with Brookfield Multiplex again (in London), then Balfour Beatty, returning to Mace in 2024.

Wild has worked across a range of complex, large-scale projects, including the Shard and the Nova Building in Victoria, developing expertise in technically demanding retrofit, fit-out and structural engineering challenges.

"I've been incredibly fortunate to have worked with inspiring leaders and passionate builders," he says. "That experience shaped how I approach this project – supporting the team, working collaboratively with the client and making sure we always find a safe, high-quality solution."



A deep dive into BAM's approach to digital construction

How does BAM UK & Ireland's digital team work? What's their approach to their tech stack, AI and the complexity of smart buildings? **Justin Stanton** found out by attending one of the contractor's digital construction roadshows

Changing forever how we deliver projects to achieve right-first-time execution through digital ways of working: that's BAM UK & Ireland's digital construction vision. It's a simple statement, but one that sets out a tremendous challenge – a challenge that nearly 100 staff are dedicated to meeting.

Throughout the end of 2025 and the start of 2026, BAM Digital Project Solutions (DPS) business partner Gary Fannon FCIOB and his team have delivered roadshows in Glasgow, Leeds, Solihull, the University of South Wales and London. They are designed to give staff, clients and BAM's supply chain a greater understanding of what the digital construction team does and the value it provides to the business.

In total, more than 250 people attended the roadshows, including this journalist.

Fannon explains the role of the roadshows: "They're a new idea to showcase the breadth of our skills and competencies to allow attendees to understand the capability of our digital team.

"There are a number of reasons, not least that the [digital] complexity of projects has increased: the roadshows were a way of communicating the complexity and how we manage the contractual deliverables. They lifted the bonnet and showed what we do at each stage of a project."

A deeper understanding

Increasing understanding and thereby adoption of digital processes and technology is essential for BAM's digital team to deliver its vision and short-term targets. Among the latter are the compliant use of BAM's internally developed CDE on all projects, compliant site data capture, compliant information management execution and 19650 compliance.

The roadshows were a way of communicating the complexity and how we manage the contractual deliverables. They showed what we do at each stage of a project
Gary Fannon FCIOB

That challenge must be seen in the context of how BAM was restructured a few years ago. Fannon reminds *CM*: "The previous structure was regional digital teams. There were seven digital teams in [BAM] Construction, all doing different things. Our target operating model pulls all those teams into one large team. So, we've got about 95 people now, all with different skill sets, which allows us to deploy the best athlete to any job, which is a really powerful thing because we've now got strength in depth."

That team is structured into three centres of excellence:

- information management and data analytics – "Michael Murphy and his team are making sure we use structured data – that's the foundation of everything we do," Fannon says;
- project delivery and digital engineering – Beth Deeley and her team are developing 3D simulations and 4D models to de-risk projects; and
- advancing technology and innovation – Harrison O'Hara is looking at what technology BAM needs to invest in and where to pilot it.

"We dial in the digital service, via the centres of excellence, to meet the project needs. It really works. It allows us to bring the best knowledge to a project," Fannon explains.

Areas of investment

Fannon reveals the digital capabilities BAM wants to invest in are managed through several digital portfolios:

- digital site and object inspection; integrated lifecyle;
- optimised construction management;
- augmented digital workforce; and connected assets on operate and renovate.

He dives into more detail: "We have a digital building block framework that allows us to categorise all the digital capabilities that are deployed on projects, so we can start to analyse what worked well, what didn't work well, and allow us to scale the technology.

"Reality capture is now a foundation technology in [BAM] Construction that uses visual intelligence to track progress. That allows us to offer to our clients full transparency. We can demonstrate that fire protection was installed on a particular day, for example. It offers us that deeper golden thread and full audit of the build process

"And we are piloting some AI progress tracking with Buildots. We have three projects right now, and we're analysing internal processes to get the best from the technology and assessing the data capture and predictive functions of the AI. It takes out that optimism bias that we have in construction. ▶

◀ BAM's restructure a few years ago has enabled multiple teams to perform as one large team

We want all of our people throughout the whole of the UK and Ireland to do their job in the same way, on the same platform to improve the quality of data
Gary Fannon FCIOB

Too many toys in the tech stack?
Many tier 1 contractors that have engaged with digital for more than a decade have begun to recognise that their tech stack is too large, featuring a number of software packages that are not used consistently across the business or, worse, barely used at all.

Fannon observes: "Like all main contractors in the past, we went out and bought every toy in the shop, and then realised that we didn't need every toy. We can't keep choosing the latest shiny tool, because change [from implementing that tool] is a challenge, and we know that. Within the proptech space, there's rapid change: we can't keep up with change, and if we keep swapping products, we'll only frustrate our people.

"We want to systemise to scale, using less product, and partner with technology vendors to adopt their products to meet industry needs. We've done exactly that with Autodesk: we are working closely with them. They receive feedback from us about what the software can and what it can't do. It's in their roadmap to improve the full lifecycle approach across their platform ecosystem. We're definitely doing more with less.

"The majority of our people are going to use maybe one or two or three pieces of technology: let's be really useful and purposeful with those and drive as much value as possible."

He emphasises: "We want all of our people throughout the whole of the UK and Ireland to do their job in the same way, on the same platform to improve the quality of data."

Of course, the business remains open to innovations and new ideas, especially around AI, but here, Fannon reinforces his point: "The tech stack will be AI-enabled – just through the vendors applying AI to their products. BAM will then continue to mature its AI capability across our organisation."

BAM's AI journey

Harrison O'Hara is BAM's DPS head of advancing technology and innovation. He echoes Fannon's point and delves further into the contractor's approach to AI.

"The focus over the past two years has been a policy-first approach. I think a lot of businesses have just introduced AI into their organisations without any framework or rules in place, which is dangerous. We wanted to make sure that we got the policies there first and a strategic direction. For example, we've updated our IT acceptable use policy to state that we don't expect BAM information to be uploaded onto any open or free applications.

"We've got enterprise solutions with AI capability that are secure within the BAM environment, and we expect people to be using those for any confidential information. We've also updated our supplier resilience questionnaire, so there's an assessment specifically looking at AI for new vendors to make sure that we're aware of how our data is being used by our supply chain and our vendors."

The business is rolling out Microsoft's AI assistant, Copilot. It's mandatory for BAM staff to be trained on its use, with particular focus on safe and effective prompts. "We give them business examples of where we expect them to use it – and get them comfortable using it every day," O'Hara explains.


BAM

"Autodesk contains a huge amount of information and data for us as a business, and making sure that information is accessible to the right people at the right time in a way that's easily and quickly digestible is really important. And the AI assistant is fantastic at doing that. We've seen it work really well on specifications, and we've now got a clear roadmap on how that AI assistant is going to be expanded across their platform."

But it's not just the business-wide big names like Autodesk and SAP, he adds: "We're also looking at specific AI applications designed with disciplines in mind. A good example is our legal team: they're looking at the Litera tool, which compares contractual documents – it's been trained with specific legal knowledge to be able to do that."

O'Hara concludes by emphasising the considered and safe approach to AI: "It's all about the human in the loop. With this process, we're not expecting AI to replace or take away the responsibility of the end user. We're still ultimately responsible for the work that we're delivering on site – AI is here as a tool to accelerate what we can do as a job, not replace us."

Powered access survey: identifying construction's priorities

CM's inaugural Powered Access in Construction survey offers a detailed snapshot of how powered access equipment is perceived and used across the industry

For construction leaders, decisions around powered access equipment increasingly sit at the intersection of safety performance, project efficiency and technological change.

The findings from *CM*'s 2026 Powered Access in Construction survey reveal a sector that broadly recognises the operational value of powered access, but continues to prioritise safety management, practical project constraints and reliability over emerging digital or environmental trends.

The respondents to the survey represent a relatively senior and influential segment of the construction workforce. More than 40% of participants are director or senior managers, while more than a third (35%) are project management-level professionals.

The survey captures the views of individuals who are closely involved in decision-making around equipment procurement and operational planning. In fact, almost three-quarters (74%) of respondents say they have influence over the purchase or hire of construction equipment and associated services.

In terms of organisational type, half (50%) of respondents work for main or principal contractors, while a further fifth (21%) work for consulting or multidisciplinary firms.

Clients, specialist contractors and other supply chain participants also appear in the sample. This mix indicates that decisions around powered access equipment are increasingly influenced by multiple stakeholders across project delivery teams.

Risk awareness remains central

The survey highlights a strong awareness of the safety risks associated with powered access

18 The percentage of respondents who say sustainability has a major influence on equipment choices

equipment. Respondents were asked to identify the most common hazards they encounter, and two factors stand out clearly: ground conditions and training.

Poor ground conditions were cited by 65% of respondents as a key risk, making it the single most frequently identified hazard. This reflects the practical realities of construction sites, where unstable surfaces, inadequate ground preparation or unexpected changes in site conditions can compromise equipment stability.

Concern over ground conditions is closely followed by inadequate supervision or training, selected by just more than 60% of respondents. The prominence of this issue suggests that risk management in powered access remains strongly linked to workforce competence and site oversight rather than purely to equipment design.

Other commonly identified risks include falls from platforms (34%), equipment overturning (26%) and entrapment or crushing incidents (22%). Electrical hazards (13%) were identified less frequently but still remain relevant considerations when assessing safety risks on site.

Sustainability remains a secondary influence

The survey also explored how environmental considerations influence powered access equipment choices. The findings suggest that sustainability is beginning to shape decisions, but has not yet become a central factor.

Almost half (49%) of respondents say environmental sustainability is not currently a significant influence on their equipment choices. A third (33%) say it is one of several factors considered, while fewer than one in five (18%) describe it as a major priority. This indicates that while low-emission or electric machines are gaining visibility, they are not yet consistently driving procurement decisions across the industry.

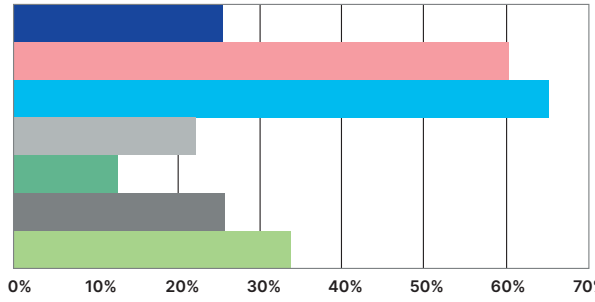
However, the survey results also suggest that sustainability-related technologies are starting to have an operational impact. Lithium battery or fully electric machines are identified by 31% of respondents as one of the innovations that has had a positive effect on their projects. Noise-reduced or low-emission machines are also cited by almost 30%.

Safety-focused innovation

When asked which innovations have had the most positive impact on their projects, safety-related advancements stand out clearly for respondents.

Automated stability or self-levelling features are identified by nearly 48% of construction professionals, making them the most widely recognised innovation. These systems help directly address one of the key risks identified earlier in the survey: unstable ground conditions.

In your experience, what are the most common safety risks associated with powered access equipment on site?

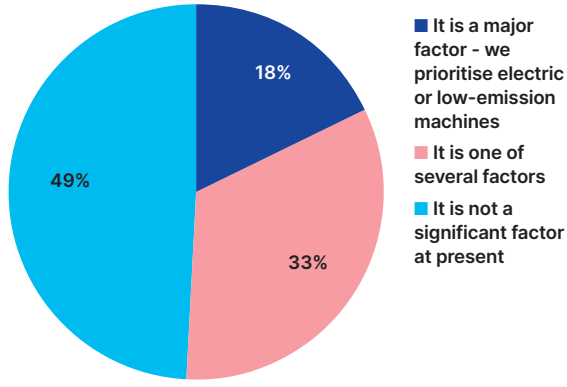


Anti-entrapment and advanced safety enhancements are also highly valued, selected by 42% of respondents.

Another widely recognised innovation is the development of lightweight or narrow machines designed for restricted or fragile floors, also cited by 42% of respondents. This highlights the importance of equipment that can adapt to the physical constraints of modern construction sites.

By contrast, more digitally focused innovations such as BIM integration or integrated digital safety systems are cited far less frequently.

To what extent is environmental sustainability influencing your powered access equipment choices?



Training viewed as adequate, but not exceptional

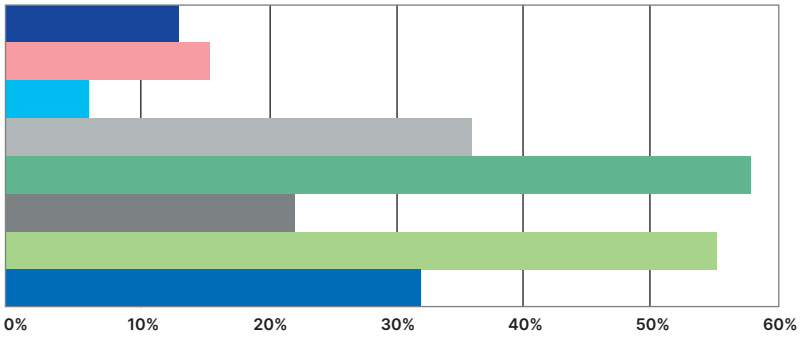
The survey also explored perceptions of training provision for powered access equipment. Most respondents believe that current training is adequate but not outstanding.

In total, 60% describe training as generally meeting their needs, while a quarter (26%) consider it comprehensive and accessible. However, around 14% say current training provision lacks depth or consistency.

These findings align with earlier responses identifying inadequate supervision or training as a major ▶

42 The percentage of respondents who say reliability is the most important factor when selecting suppliers and manufacturers

What do you most want or need from powered access manufacturers, hirers or training providers to better support your projects?



- Better tracking/ data or usage and safety performance
- Better after-hire technical support or maintenance
- Digital intergration (e.g. BIM-ready equipment models)
- More tailored or advanced operator training
- Clearer information on site suitability and limitations
- Greater availability of low-emission/ electric machines
- Custom solutions for complex or high-risk projects
- Faster or more flexible delivery/ hire turnaound

safety risk. While training provision appears broadly acceptable, the findings reflect concerns that there may still be gaps in quality that affect site safety.

What's shaping supplier relationships?

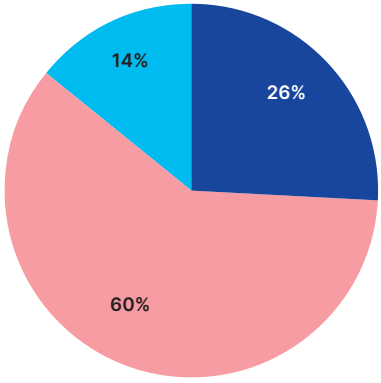
The survey also sheds light on how construction professionals choose equipment suppliers and manufacturers.

Reliability is the single most important factor, cited by 42% of respondents. Cost follows closely at just under 40%, while local supply and ease of use are also influential.

Interestingly, long-standing relationships with particular manufacturers appear less important when selecting a machine. Only a small proportion (6%) of respondents say they have consistently used the same manufacturer.

Instead, procurement decisions appear to be shaped by operational practicality and project constraints rather than brand loyalty.

How would you rate the adequacy of current powered access training available to operatives and supervisors on your sites?



- Excellent – comprehensive and accessible
- Adequate – mostly meets our needs
- Poor – lacks depth or consistency

Growing demand for project-specific support

Finally, the survey highlights several areas where construction professionals believe manufacturers, suppliers or training providers could better support project delivery.

The most frequently cited need is clearer information on site suitability and equipment limitations, which is a top concern for 58% of respondents.

Custom solutions for challenging projects also rank highly, with more than half (55%) of respondents identifying this as a priority. This reflects the growing complexity of construction sites, particularly in dense urban environments.

Demand for improved operator training is also evident, with more than a third (36%) of respondents calling for more tailored or advanced operator training programmes.

Together, these findings suggest that construction professionals are looking for more collaborative relationships with equipment suppliers – partnerships that extend beyond simple equipment hire.

Overall, the survey paints a picture of an industry that values powered access equipment but remains firmly focused on safety, reliability and practical performance.

The manufacturers and service providers that align innovation with these practical priorities are most likely to see their solutions adopted across the construction sector.

About the survey and respondents

Construction Management surveyed 115 built environment professionals with experience in the powered access sector between September and November 2025.
The breakdown of the respondents was as follows:

- Type of organisation represented: main/principal contractor 50%, consultant/ quantity surveyor/multi-disciplinary 21%, client 11%, specialist contractor 6%, house builder 2%, architect/designer 2%, product manufacturer/ supplier 2%, other 7%.
- Size of organisation: 5,000+ employees 11%, 1,000-4,999 employees 19%, 250-999 employees 12%, 50-249 employees 23%, 10-49 employees 17%, 1-9 employees 17%.
- Principal job role: project/construction manager 31%, health and safety professional 14%, contracts manager 9%, building surveyor 8%, quantity surveyor 6%, site manager/supervisor 6%, construction/operations director 4%, architect/ designer/architectural technologies 3%, preconstruction 2%, client construction director/ manager 2%, engineer (civil, structural, services etc.) 2%, estimator 2%, procurement/supply chain manager 1%, other 11%.

crash charity

30 1996 2026 years

Three Decades of Construction Industry Partnership Transforming Lives

We need your professional expertise & materials to build caring spaces for the next 30 years

CRASH is a registered charity in England & Wales
No. 1054107 | T: 020 8742 0717 | info@crash.org.uk

Registered with FUNDRAISING REGULATOR

‘Delivering for our community’

Thames Water’s Roselyn Unegbu, CIOB’s latest client champion, talks to **Will Mann** about resetting AMP priorities at the utility and embracing AI

Thames Water’s delivery director for non-infrastructure (London and Home Counties) Roselyn Unegbu is clear about her current priorities: enabling an effective delivery discipline will be the “defining factor” in driving success as the organisation prepares to execute the largest capital investment programme in the company’s 150-year history. She is also currently evaluating how AI can support those objectives.

At a time when the utility sector faces significant financial and regulatory pressures, Unegbu – who recently joined CIOB’s client champions panel – believes better, more focused collaboration with the supply chain, combined with smarter use of technology, can unlock more efficient delivery.

“As part of our delivery ambitions, there is a real opportunity to optimise the use of AI in enhancing our operating model,” she says. “It’s being used across the organisation, although to a lesser degree within project delivery, but we’re planning to change that.”

“There is an acknowledgement that the attention which Thames has received in the press risks overshadowing all the innovative and consistently positive outcomes being achieved. What also cannot be denied is the passion, commitment and dedication of its people who work tirelessly to deliver vital services to the community”

Like many organisations, Thames Water dealt with numerous challenges during the previous AMP: Covid-19 disruption, construction price inflation and regulatory scrutiny. The focus now for asset management plan (AMP) 8 is primarily restoring environmental performance, rebuilding customer trust, and proving regulatory credibility. The scale is unprecedented – up to £20.5bn of investment and a capital programme three times larger than previous.

Working with the supply chain

Those pressures inevitably flow down to the supply chain. Thames Water rolled its AMP 7 supply chain procurement framework into AMP 8 and will be continuing to upgrade and maintain at a scale and speed that its contractor ecosystem will be challenged to support, Unegbu says. Competing national infrastructure priorities mean competition for contractors, materials, and specialist labour.

> **Transparency is key. Be clear about the challenges and pragmatic about the options available where appropriate**
> **Roselyn Unegbu, Thames Water**

“It is problematic and I understand their frustration,” Unegbu continues. “We are now asking them to revalidate existing designs and costs for works that had been delayed for varying reasons, but prioritising compliance and safety is fundamental. Even then, the cost base is now very different.”

Time is of the essence. “We’re dealing with a constrained national construction market, with the resultant pressures. We hold regular discussions with our supply chain, challenging pricing return timeframes and cost increases; renegotiating where appropriate.”

Although some of these conversations are never easy, Unegbu is very positive about Thames Water’s relationship with its supply chain partners.

“We have a very resilient supply chain, underpinned by long-term relationships. They understand the complexities of the sector and in particular, the Thames Water model. This makes them best placed to adapt and respond to our challenges.

“I am always impressed by the agility of some of our contractors. We are constantly learning from

▶ Roselyn Unegbu recently joined CIOB’s client champions panel

CLIENT PROFILE

From an innovation standpoint and to align with our approach to AMP 8, there is a real opportunity to incorporate AI into programme delivery
Roselyn Unegbu, Thames Water

each other, and as an intelligent client, we have to adopt a growth mindset about how we navigate our supply chain relationships, being open to healthy challenges, ready to pivot – and quickly – if we find an adopted strategy no longer works in the current climate," she explains.

"On the whole, they operate safely, manage their teams effectively and forecast efficiently. They are consistent across time, quality and cost. That consistency matters.

"And where we have performance challenges, we are becoming more adept at managing those situations robustly."

Being transparent

Unegbu is aware that other public sector clients across the built environment face similar budgetary pressures and has some straightforward advice for dealing with contractors in such scenarios.

"Transparency is key," she states. "Be clear about the challenges and pragmatic about the options available where appropriate. Clarity around the art of the possible remains the optimal solution.

"If funding discussions are ongoing and there might be a consequential impact on deliverables, then it's ▶

20.5

Up to £20.5bn of investment and a capital programme three times larger than previous will go into AMP 8

important that these be highlighted and alternative options discussed. The priority is to ensure we are still able to meet our regulatory obligations, whilst living within our means. Transparency ensures we retain credibility.

"I sit down with contractors and clarify the position: 'This is the funding envelope and the scope. Let's explore efficiency opportunities within the programme which optimise our delivery objectives, whilst addressing risks and maintaining compliance.'

"It's important not to shy away from difficult conversations. That often involves operations, project managers and engineers revisiting sites to determine what is essential for compliance. We've had to do that on occasions to reach a viable number."

Unlocking innovation's potential

Despite these pressures, Unegbu is busy exploring opportunities for Thames Water and its supply chain to become more innovative.

"From an innovation standpoint and to align with our approach to AMP 8, there is a real opportunity to incorporate AI into programme delivery. The optimal solution is to combine operational AI already in use with project- and portfolio-level intelligence that helps deliver outcomes more predictably," she says.

"Cost and schedule performance is the most interesting area for me. Another is the ability to predict supply chain capacity. We would also like to track contractor productivity and quality across projects to identify systemic issues.

"I have a shopping list of opportunities where I believe AI can best add value and I am currently in discussions with several industry-leading providers to explore our options.

"This is not about adopting AI for its sake. It is about how we use it in a way that integrates easily into business-as-usual activities and does not disrupt existing practice."

> **The priority is to ensure we are still able to meet our regulatory obligations, whilst living within our means. Transparency ensures we retain credibility**
> **Roselyn Unegbu, Thames Water**

Showcasing good practice

Unegbu is also looking to the supply chain for innovative solutions using technology.

"We're looking increasingly for broader collaboration and the exchange and sharing of tested models which can be adapted to suit, enabling us to achieve best value," she adds.

Unegbu plans to showcase some of Thames Water's innovations through her role as one of CIOB's client champions.

"We need to be better at celebrating our successes. AI is one example of that, as there has been something of a quiet revolution working within Thames Water that deserves the spotlight," she says.

"I'm keen to share this and explore the possibility of collaborations with other CIOB clients, sharing best practice."

▼ Roselyn Unegbu believes there's a 'real opportunity' to incorporate AI into programme delivery

CV: Roselyn Unegbu

- Nov 2023 – present: Delivery director, Thames Water
- May 2023 – present: Founder, Projects In Prism
- Apr 2022 – Jun 2023: Head of capital delivery, London Borough of Tower Hamlets
- Jul 2021 – Jul 2022: Head of Programme Delivery, Hertfordshire County Council
- Apr 2019 – Apr 2020: Head of gas construction, National Grid
- Aug 2017 – Feb 2019: Head of capital delivery, London Borough of Redbridge
- Feb 2016 – Aug 2017: Head of programmes and works, City of Wolverhampton Council
- Jan 2015 – Dec 2015: Head of capital delivery, London Borough of Lambeth
- Mar 2013 – Dec 2014: Lead asset management strategist, London Borough of Hillingdon
- Mar 2011 – Mar 2013: Lead capital programme delivery manager, London Borough of Hillingdon
- Aug 2009 – Oct 2010: Programme manager, Wiltshire County Council
- Mar 2009 – Jul 2009: Senior programme manager, G4S
- Jan 2007 – Mar 2009: Senior consultant, Arcadis
- Jul 2005 – Sep 2006: Project manager, Place Group

Education

- Henley Business School, Master of Business Administration (MBA)
- University of Westminster
- MCIOB, FAPM, BSc, BA

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

A world-first global law for building defects

CIOB is backing the International Model Building Act, which aims to help countries build public trust in the built environment. By **Rod Sweet**

CIOB is supporting the world's first "international model building act" that any country can use to develop robust laws that protect people and clients against dangerous and costly defects in buildings.

It's designed to help countries seeking to improve their regulatory systems in the face of preventable building disasters, rapid urbanisation, or both – all while respecting national sovereignty and local context.

Called the International Model Building Act and published in February, it was developed by the International Building Quality Centre (IBQC), a group of international construction law and policy experts. IBQC is affiliated with universities around the world.

On the IBQC board are Dame Judith Hackitt, chair of the Independent Review of Building Regulations & Fire Safety, a report commissioned by the UK government after the Grenfell fire, and Stephanie Barwise KC, who represented bereaved families at the Grenfell Inquiry.

IBQC chair Professor Kim Lovegrove led the development of the Act. He's been a senior law reform consultant for the World Bank. As project director for the Australian Model Building Act, he helped pioneer construction law reform in Australia in the 1990s.

▲ Aftermath of a fire at a Madrid apartment block. Professor Kim Lovegrove says even advanced economies have building control shortcomings

Correcting the performance-based code revolution

Lovegrove told CM that the Act, drawn from good practice tested in countries around the world, can prevent harm arising when contractors are allowed to bypass the prescribed route to getting building consents but use that leeway to cut corners on safety.

"There's been a very strong emphasis in the last decade on building codes, understandably, but there's been an under-emphasis on the umbrella legislation that calls up the code," he said.

"The performance-based code revolution gave applicants the discretion to not use the prescribed

Professor Kim Lovegrove led the development of the Act

route to getting building consents. But often there isn't the managerial or overarching regulatory infrastructure to ensure that the freedoms afforded by performance-based building codes are not abused."

Accordingly, the Act emphasises risk classification first, moving from there to accountability, oversight, and enforcement.

"Good practice legislation is holistic, like a jigsaw puzzle," Lovegrove said.

"If one component's missing, you have an incomplete thesis. The World Bank promotes this kind of holistic legislation: a central government register, a licensing and registration regime – something that interests CIOB with its focus on professionalism.

"It promotes mandatory registration and licensing of key actors like engineers, architects, building surveyors and builders. It promotes strong competencies and central building control functions, where government and local government play a key inspectorial role.

"It's irrefutable that robust building regulatory ecologies have very strong, independent peer review. This is what gives investors confidence."

Not just for developing countries

Lovegrove insisted the Act is not just for developing countries.

"When I look for international good practice, I look for jurisdictions where there hasn't been building failure," he said.

He said that excludes jurisdictions where, for instance, major fire events involving the rapid, vertical spread of fire leads to the tragic loss of life. Also excluded are jurisdictions where systemic defect crises such as widespread water-ingress failures have triggered multi-billion-dollar remediation programmes, exposing weaknesses in regulatory oversight and causing major economic and social costs.

These experiences, he said, show that even advanced economies are not immune to shortcomings in building control frameworks and may benefit from considering elements of the Model Act when reviewing their regulatory settings.

"We totally respect nations' sovereignty in law, so we say just consider it, analyse it, look at it as a reference point," he said. "They have the ultimate power to decide whether they want to have regard to it, to use any aspect of it, to use it holus bolus, or not, that's their prerogative. But it has far more application than just emerging economies."

No need to start from first principles

Nevertheless, the value proposition for emerging economies is clear, said Lovegrove. It reduces drafting uncertainty, embeds international good practice and provides coherent accountability allocation. It also strengthens public safety while preserving market functionality.

"In short, it offers legislative scaffolding for jurisdictions seeking reform momentum without starting from first principles," he said.

Where public confidence has eroded, governments often require a comprehensive legislative reset rather than incremental amendment. The Act provides a structured foundation for such recalibration.

Advanced Common-Law jurisdictions might not want to adopt the model wholesale. Here, the Act can help them evolve by refining risk-based classification, recalibrating enforcement and accountability architecture, and creating institutional independence models.

> **It promotes mandatory registration and licensing of key actors like engineers, architects, building surveyors and builders**
> **Professor Kim Lovegrove**

Pillars of public trust

Isaac Ryan, CIOB's government relations and policy manager in Australia, said the Act would help countries build public trust in the built environment.

"As a chartered professional body representing construction professionals worldwide, CIOB recognises that durable public trust in the built environment rests on two interdependent pillars: professional competence and coherent regulatory architecture," he said.

"Professional standards establish capability and ethics, while legislative clarity establishes accountability and institutional integrity."

What you will learn in this CPD

- How solar photovoltaic (PV) systems went from niche to mainstream technology
- The mandatory duties required for PV and battery energy storage systems (BESS) systems
- Why ensuring lifecycle alignment can benefit asset management teams

CPD: Solar PV safety in social housing

Rooftop renewables are no longer just about net zero, but compliance too. **Simon Berry** explains the regulations and legislation governing solar PV installations in social housing

Solar photovoltaic (PV) systems have moved rapidly from niche technology to mainstream building infrastructure. Once associated mainly with eco-homes and demonstration projects, PV is now appearing across local authority housing stock, retirement schemes, extra care developments and large-scale housing association portfolios.

For providers operating in the social housing sector, the drivers are clear: decarbonisation targets, tenant affordability pressures, improved EPC ratings, funding incentives and the need for long-term asset resilience.

However, as adoption accelerates, a more difficult question is emerging. Are housing providers treating PV systems as strategic building assets with defined lifecycle responsibilities, or as bolt-on technologies installed to meet short-term sustainability ambitions?

In today's regulatory environment, poor oversight of electrical systems is no longer simply a technical failure. Increasingly, it is viewed as a governance failure, with reputational and financial consequences that can extend far beyond the roof itself.

> **Increasingly, PV is being installed on buildings that house society's most vulnerable residents, where safety, reliability and compliance are paramount**

From specialist technology to housing infrastructure

Photovoltaics began life in the mid-20th century, originally developed for satellites and specialist scientific applications. Early systems were expensive and inefficient, but steady advances in silicon cell design, manufacturing scale and global supply chains led to a dramatic fall in cost per kilowatt. Over time, PV moved from experimental deployment to widespread commercial use.

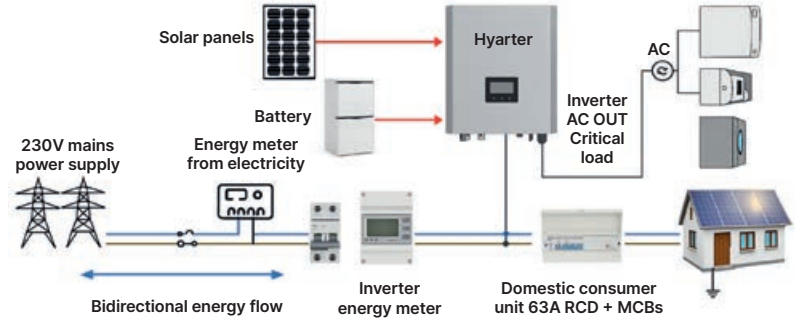
The UK was relatively slow to adopt compared with sunnier European nations, but policy mechanisms such as the Feed-in Tariff (FiT), operating between 2010 and 2019, sparked mass installation across domestic and social housing rooftops.

FiT was later replaced by the Smart Export Guarantee (SEG), reflecting a transition away from subsidy-driven expansion and towards self-consumption and export-based incentives. By the early 2020s, solar had become one of the cheapest forms of electricity generation available.

Today, PV is no longer an "alternative" technology. It is infrastructure. Increasingly, it is being installed on buildings that house society's most vulnerable residents, where safety, reliability and compliance are paramount.

PV systems are no longer just panels

The technical landscape has also evolved rapidly. In the social housing context, a "solar installation" may now involve far more than roof-mounted modules. Hybrid systems increasingly combine PV panels with hybrid inverters and battery energy storage systems (BESS), alongside



Hybrid solar systems in UK housing typically combine PV panels, a hybrid inverter and battery storage

▲ Solar PV is used widely in social housing

export limitation schemes, monitoring platforms and, in some cases, backup supply configurations.

This matters because PV is no longer simply rooftop generation. It is embedded electrical infrastructure, integrated into building services and distribution networks, introducing additional risks and responsibilities. Hybrid systems can improve tenant affordability and resilience, but they also bring new considerations around fire safety, electrical isolation, ventilation, grid compliance and long-term maintenance, asset management data and associated additional replacement costs.

Compliance: mandatory duties and practical benchmarks

One of the most misunderstood areas in housing is the distinction between legal duties and industry standards that become ▶

Are housing providers treating PV systems as strategic building assets with defined lifecycle responsibilities, or as bolt-on technologies installed to meet short-term sustainability ambitions?

▲ Old roofs may be unsuitable for PV installation

▶ The roof and the PV system should be seen as one combined engineered asset

enforceable through contract, insurer expectation, or regulatory scrutiny. For PV and BESS systems, mandatory duties include the requirement to maintain electrical systems safely under the Electricity at Work Regulations 1989. This duty is mandatory: electrical systems must be constructed and maintained so as to prevent danger.

Similarly, roof access and inspection activities fall under the Work at Height Regulations 2005, also mandatory, requiring safe planning, competent personnel, and appropriate equipment. Note that the most expensive part of solar PV installation isn't the panel – it's the scaffold access.

Fire safety obligations arise under the Regulatory Reform (Fire Safety) Order 2005 for common parts and non-domestic areas, where PV-associated equipment may form part of the fire risk assessment landscape.

Grid compliance is also fundamental. Connection of generation equipment to the distribution network must be notified and approved under ENA Engineering Recommendations G98 and G99. These requirements are often overlooked in legacy installations or during later system alterations, but non-compliance can, in principle, lead to disconnection or enforcement action.

Alongside these legal duties sit the benchmarks that competent contractors, insurers and building control bodies will expect. BS 7671 (the IET Wiring Regulations) remains central to safe installation and inspection. BS EN 62446 is an advisory standard that provides structured frameworks for commissioning, documentation, inspection and periodic testing of PV systems.

The IET Codes of Practice for grid-connected solar PV and electrical energy storage systems provide practical guidance on safe operation and maintenance regimes. PAS 63100:2024 offers best-practice guidance on fire protection for domestic battery storage, while MCS standards such as MIS 3002 and MIS 3012 increasingly form contractual baselines for installation quality and handover documentation.

In practice, these standards are not academic. They form the basis of what a housing provider may need to evidence in the event of an incident, audit, insurer query or regulatory engagement.

Good records are no longer 'nice to have', they are governance evidence. A PV installation without traceable documentation is not simply untidy. It's a compliance vulnerability

Documentation, monitoring and the 'golden thread' mindset

Housing providers are now asking uncomfortable, but essential questions. Where are our PV systems? What roofs are they installed on? Where are the commissioning certificates? Who maintains the inverters? Do we have emergency isolation information? Could we demonstrate compliance evidence quickly if challenged?

This is where PV intersects with the emerging "golden thread" principle: the duty to maintain accurate, accessible, up-to-date building safety information. While golden thread duties apply directly to higher-risk buildings under the Building Safety Act 2022, the direction of travel is clear. Good records are no longer "nice to have", they are governance evidence.

A PV installation without traceable documentation is not simply untidy. It is a compliance vulnerability.

Asset management: the roof is the system

For social landlords, one of the greatest risks with rooftop solar is not technological failure, but asset misalignment. PV panels are typically marketed as 25-year assets, with long-term performance warranties. Inverters may last 10-15 years. Battery systems often require replacement or significant intervention within similar timescales.

But the roof beneath them may

A common scenario is that the PV array has 12 years of life remaining, but the roof beneath it needs replacement now

12

tell a different story. Many providers installed PV rapidly during the FiT era, often on buildings with ageing roof coverings, limited remaining waterproofing life, unclear refurbishment plans and incomplete as-built documentation. This creates an extremely common scenario: the PV array has 12 years of life remaining, but the roof beneath it needs replacement now.

At that point, solar becomes less of an energy project and more of an access and lifecycle cost problem. Scaffolding, edge protection, temporary works and resident safety controls routinely outweigh the cost of the PV modules themselves.

The correct asset management mindset is therefore that the roof and the PV system are one combined engineered asset. Planned separately, providers risk premature replacement of one component, wasted access costs, repeated scaffold mobilisation, disruption to residents, and increased compliance exposure.

Lifecycle alignment is one of the simplest interventions that can save millions. Asset teams should be asking: what was the age of the roof at the time of PV installation? What is the remaining service life? Are PV arrays integrated into roof renewal programmes? Do we have removal-and-reinstatement specifications ready? Is the system documented well enough to be safely altered?

Alterations are not neutral. Inverter replacement, adding battery storage, increasing array capacity, or changing export characteristics may trigger fresh requirements under G98/G99, updated commissioning documentation, revised fire risk assessment inputs, and renewed inspection evidence. Poorly planned lifecycle intervention can therefore create compliance breaches.

The Regulator of Social Housing: why solar now sits under governance

The most significant shift is that PV compliance is no longer only about engineering. It is about organisational control.

The Regulator of Social Housing (RSH) oversees registered providers' performance in governance, financial viability, consumer standards, and safety compliance. The Social Housing (Regulation) Act 2023 has strengthened consumer regulation and expanded the regulator's visibility and enforcement reach.

Regulatory judgements often reveal only the visible tip of ▶

▲ Solar PV can help to reduce tenant costs

wider governance, financial and reputational impacts.

Under Housing and Regeneration Act powers, the regulator can issue enforcement notices, impose financial penalties, require compensation, appoint new management, and publish regulatory judgements. These outcomes are not private. They are public, and they land directly in the sector's "name and shame" ecosystem.

While the RSH has not yet issued high-profile judgements solely about solar PV systems, it has taken extensive action on electrical safety compliance failures, including large backlogs of overdue EICRs and communal inspection deficits. PV systems form part of the fixed electrical installation. As hybrid systems proliferate, scrutiny will inevitably extend into this space.

A key governance risk is the impact on ratings. A provider's hard-won G1/V1 (Governance/Financial viability) rating is not simply a badge of honour. It underpins lender confidence, borrowing costs, insurance positioning, partnership opportunities, and sector credibility.

Regulatory downgrades can trigger higher financing costs, insurer exclusions, operational remediation burdens, and reputational damage that can take years to recover from.

Conclusion: the compliance future of net zero housing

Solar PV has enormous potential in social housing. It can reduce tenant costs, support decarbonisation, improve resilience and align with ESG expectations. However, with that potential comes responsibility.

The era of informal retrofit is closing. The era of regulated infrastructure is here. The question for housing leaders is no longer: "Can we install solar?" It is: "Can we prove we are managing it safely, competently, and transparently for the next 25 years?"

Because the regulator will not be asking about carbon. They will be asking about control. Remember that net zero is not the finish line – compliance is. ●

Simon Berry FCIOB MIFireE is technical standards and specification manager for Anchor Housing. He delivers courses on solar PV systems for CIOB Academy.

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

Solar PV has enormous potential in social housing... However, with that potential comes responsibility

CPD Questions

1) Which of the following is advisory and not mandatory?
a) EAWR 1989 – maintain electrical systems safely
b) Work at Height Regulations 2005 – safe roof access
c) BS EN 62446-1 – PV inspection & test framework

2) Which legislation applies to the maintenance of electrical systems for safety?
a) Building Safety Act 2022
b) Electricity at Work Regulations 1989
c) Housing and Regeneration Act 2008

3) Which engineering recommendations are fundamental for notifying and approving PV connection to the distribution network?
a) ENA G98 and G99
b) BS 5250 and BS EN ISO 13788
c) PAS 63100 and MIS 3012

4) What is the PAS best practice guidance on fire protection for domestic battery storage?
a) PAS 63100:2024
b) PAS 9980:2022
c) PAS 2030

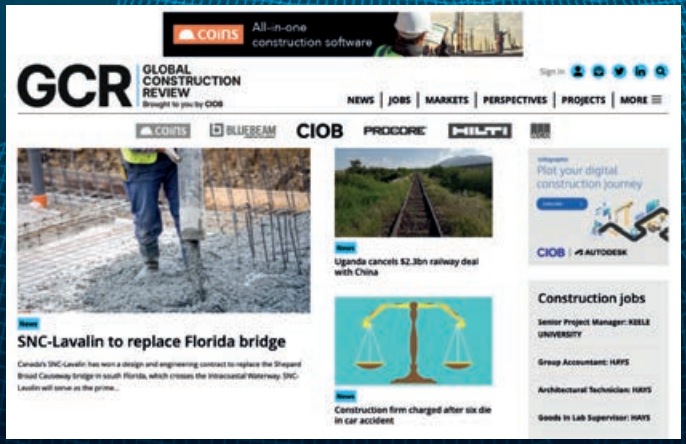
5) What is a common mismatch in legacy social housing PV installations?
a) PV panels often fail within 5 years
b) PV arrays may outlast the roof beneath them
c) Battery systems require replacement every 2 years

GCR | GLOBAL CONSTRUCTION REVIEW

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

Paul Woodley
Decipher

‘We’ve had a cable strike! Does our contract cover us for delays?’

Our latest contract clinic question comes from a main contractor, which has hit unexpected cables and pipes during the groundworks phase of a residential project. **Paul Woodley** explains the options

THE QUESTION

We’re a main contractor working on a heritage project in the London suburbs, converting an old warehouse into apartments. While digging into the ground, we discovered pipework and cables that hadn’t come up on any surveys. What do we do about the delay that this is likely to create?

THE ANSWER

OK, so you break ground, the surveys looked clean, then the bucket hits a live service that nobody expected. The instinctive response is: “How much delay will this put us in?” But the real question is: “Who carries the risk of what has happened?”

The contract should be your first port of call. Whether you are under JCT, NEC, FIDIC or even a bespoke contract, there will likely be clauses directly related to unforeseen or unforeseeable obstacles. Though there may not.

Here we will examine what some common forms of contract say.

NEC4 ECC

NEC4 contracts include clauses relating to “physical conditions”, which is a broad term. It often encompasses things like ground conditions and artificial obstructions as well as contaminants and pollution.

The wording in NEC4 says that the “experienced contractor” should judge – at the contract date – that the probability of the “physical condition” occurring would be low enough that it would be unreasonable to make allowances for it.

If that is the case, the issue was not weather related and was contained within the site, the risk lies with the employer, and you will have grounds to entitlement to time and money.

JCT

Under JCT forms of contract, there are no broad clauses for unforeseen conditions. As such, entitlement will depend more on whether the employer had provided the correct information. It may also depend on whether there are any specific provisions included within the contract for services by statutory undertakers.

JCT Design & Build 2016 contracts are silent on this issue, so unless the contract is amended to define the specific allocation of risks, then the contractor is regarded as having taken full account of such matters when calculating the contract sum and programme of works.

While the JCT Deign & Build 2024 contract does include for some issues such as unexploded ordinance, asbestos and more, it remains silent on general ground conditions in terms of who bears the risk. As such, the contractor will bear the risk of cable strikes, since it should have taken account of the services in their calculations.

> **The type of contract you are on will dictate what your options are regarding the best way to deal with the delay that will likely be caused if you strike cables**
> **Paul Woodley, Decipher**

So, what should you do about the delay?

If the situation is going to cause delay or disruption, then you should consider your options depending on the contract type. This is not about how you avoid the delay, but rather how to manage it and ensure nobody gets burned.

Too often, contractors lose entitlement because they simply acted too slowly or did not follow to correct contractual process/procedures.

You may need to accelerate your works to achieve the contractual finish. But if the situation is not covered by the contract and risk is therefore allocated to you as the contractor, this acceleration will have to be voluntary, and you will bear the impact of this entirely.

Whatever you decide to do, the best thing you can do to protect yourself is to maintain an open dialogue with the employer and to record everything. Keep detailed records of your plan and then what actually happened. Capture the data in multiple formats

CONTRACT CLINIC

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

– programmes, daily site diaries, monthly progress reports – this way there is clear defensible evidence showing the effect the situation had on the works if any.

Conclusion

Unidentified services are a common issue even with drawings and GPR surveys.

The type of contract you are on will dictate what your options are regarding the best way to deal with the delay that will likely be caused if you strike cables.

▲ Upon discovering unexpected cables, contractors should consult their contract in the first instance

The best course of action would be to keep accurate records of what you had planned to do, and what actually happened both in programme format and daily site diary entries. This should ideally then be reasserted and stated in monthly reports. This should be alongside strong communication with the employer. Keeping accurate records and a strong dialogue are key in situations like these.

If the contract states you must serve a particular notice or document to the employer in events such as these, you should act in a timely manner.

Paul Woodley is a consultant at Decipher – A DeSimone Company.

What's it like working in housing? Legendre UK invites us in to find out

In the first article in our series exploring the sectors construction professionals work in, Legendre UK's commercial director Bhekimpi Ncube tells **Nadine Buddoo** what it takes to succeed in housing

Tell us about your role and the type of housing projects Legendre UK is involved with.
As commercial director at Legendre UK, my role spans across housing. In terms of the type of housing we're involved with, it's a real mix.

I've worked across large private residential schemes for housing associations and private developers, and that usually means multiple tenures living side by side – private sale, shared ownership, first-time buyer initiatives, build-to-rent, and affordable or social rent.

What I like about that variety is it forces you to think differently project to project, because the funding model, the client's priorities and the end users' needs all influence how the projects are delivered commercially.

As a business, it's a really exciting time for us. We've been delivering projects in the UK for around a decade, and launching our property development arm in 2023 has been a big step forward. It's allowed us to build on what we've already established and take a more direct role in shaping schemes from end to end.

Off the back of roughly 10 projects, we've also been growing our footprint internationally, from expanding into Jersey in 2017 with a 280-apartment scheme on the St Helier waterfront, to moves into Lisbon and Porto in 2019, and then opening our Geneva office in 2022, so there's a real sense of momentum.

How does working in housing differ from other construction sectors you've worked in or considered?
Housing projects carry a particular emotional weight. Unlike some other sectors, the final product directly affects people's day-to-day lives – it's their home or sanctuary, often for many years. That means success isn't measured purely in terms of programme, cost or functionality.

Aesthetics, community impact and client expectations all play a significant role, and there's a greater responsibility to get those details right. You're not just delivering a building – you're helping to create places where people grow and feel secure.

What technical skills are most important for construction professionals working in housing?
A strong grounding in traditional construction and commercial skills remain essential, but the sector is evolving quickly. Today's housing professionals also need to understand and engage with emerging digital tools, including AI, real-time analysis for data collection and comparisons, as well as new methods of construction, such as modular and off-site manufacturing.

> **Today's housing professionals also need to understand and engage with emerging digital tools, including AI**
> **Bhekimpi Ncube, Legendre UK**

The key is being able to blend proven technical knowledge with innovation. This requires an understanding of when new approaches add value, and how to implement them responsibly within live projects.

What 'soft' skills are critical for your role?
Teamwork is fundamental in construction. It's a genuinely collaborative industry and projects run far more smoothly when commercial, estimating, design and production teams are aligned on values and working with the same mindset.

Communication is equally vital, especially as we continue to strengthen our co-investment strategy, working alongside key trusted partners, such as Pocket Living. In that model, success depends on clear, consistent communication across multiple organisations as well as internal teams.

We're communicating constantly, between disciplines, seniority levels and formats, so being able to adapt your style, align expectations early, and keep everyone moving in the same direction is essential, particularly when market conditions are challenging and delivery needs to stay on track.

Finally, problem-solving sits at the heart of everything we do. Every

LEGENDRE UK

project, whether housing, schools or infrastructure, exists to solve a problem. The ability to remain calm, adaptable and solutions-focused makes a real difference in delivering successful outcomes.

What does typical career progression look like for construction professionals in the housing sector?
There's no single route into housing and that's one of the sector's strengths. People arrive through apprenticeships, graduate schemes, conversion degrees or career changes from other industries.

Personally, I'm a strong advocate of the apprenticeship route. Learning while earning, combining formal study with hands-on experience – [that all] builds confidence and practical understanding early on. I've seen first-hand how valuable it is for apprentices to move between office work, on-site activity and coursework and how quickly they grow in that environment.

Supporting young people at the start of their careers is a priority for us, and we're committed to giving them the guidance, opportunities and experience they need to succeed.

▲ Bhekimpi Ncube, commercial director at Legendre UK

Supporting young people at the start of their careers is a priority for us, and we're committed to giving them the guidance, opportunities and experience they need to succeed
Bhekimpi Ncube, Legendre UK

That said, it isn't for everyone. The demands of balancing work, study and personal life can be intense, so it's important people choose the path that suits them best.

How do salary expectations in housing compare with other construction sectors?
At a broad level, salaries in the housing sector are comparable with the wider construction industry. Differences tend to emerge when you look more closely at specific job titles, responsibilities and levels of experience rather than the sector itself.

What do construction employers in the housing sector value most when hiring?
While technical competence is essential, employers place increasing value on soft skills. Problem-solving ability, adaptability, communication and teamwork are all critical – particularly in housing, where projects are complex, stakeholder-driven and people-focused.

Those who can combine technical knowledge with emotional intelligence and collaboration tend to add the greatest value to their teams and projects.

CIOB Community

Winners from last year's ceremony

CIOB Scotland Awards open for nominations

Remarkable people, inspirational projects and collaborative teams will be celebrated at the annual event

The Chartered Institute of Building (CIOB) has officially opened nominations for the 2026 CIOB in Scotland Awards, a flagship celebration of excellence across Scotland's built environment.

The awards will take place on 9 October, at the DoubleTree by Hilton Glasgow Central, bringing together industry leaders, rising stars and teams from across the sector.

Each year, the CIOB in Scotland Awards shine a spotlight on individuals and organisations who exemplify the highest standards of professionalism, innovation and impact within construction.

This year's call for nominations invites the sector to champion remarkable people, inspirational projects and collaborative teams making a difference across Scotland.

According to CIOB Scotland representatives, nominations are now being welcomed to "showcase the best of what the Highlands can offer" and celebrate achievements across the country.

> **Nominations are now being welcomed to 'showcase the best of what the Highlands can offer'**

Award categories

The CIOB Scotland Awards recognise excellence across multiple categories, including:

Graduate of the Year Award

This award recognises the most exceptional graduate emerging into Scotland's construction industry. It celebrates individuals who have demonstrated outstanding commitment, achievement and excellence early in their professional journey. Past winners have described the recognition as transformative, boosting their confidence, opening doors to new opportunities and validating their hard work.

CIOB Team Award

Celebrating effective collaboration among teams working within the built environment.

Rising Star Award

Highlighting exceptional new talent with five years or fewer in the industry.

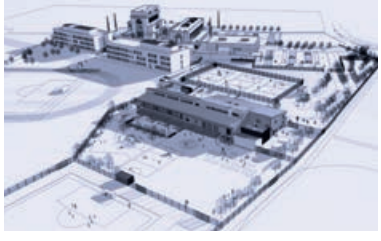
Sustainability Award

Honouring individuals or organisations leading the way in sustainable construction.

These categories underline CIOB's commitment to recognising not only the technical achievements of Scotland's construction professionals but also their leadership, innovation and integrity.

Nomination forms are available from CIOB's Scotland team via email or accessed through CIOB Scotland's LinkedIn page. Member and non-members can be nominated.

The awards ceremony will form part of the annual CIOB in Scotland Awards/ Gala Lunch, sponsored by Peace Recruitment and Training LMS.



Members invited to go behind the build at Rugby school

Guided tour will explore £12m development

CIOB members can explore a low-carbon design in progress with a site visit to the £12m Passivhaus-certified, CLT-built Houlton Primary School in Rugby.

Hosted by CIOB Northampton, this guided tour offers a rare chance to explore a cutting-edge, low-carbon development.

With the building's frame nearing completion, attendees will gain firsthand insight into advanced CLT construction and hear from the Stepney team delivering this landmark project, due to open in September.

Please note this is not to be confused with the Houlton School being built by Morgan Sindall.

Bristol Airport awards £30m contract to Farrans

CIOB chartered company Farrans is commencing work on the two-floor terminal extension

FARRANS

▲ From top: The new space will infill between the existing terminal building and the departure gates; the airport expansion will include 17 retail units

Bristol Airport has awarded a £30m terminal extension project to contractor Farrans, a CIOB chartered company, as it continues with its plans to invest £400m to transform the airport experience for customers.

Work has already commenced on the two-floor terminal extension, which will infill an area between the existing terminal building and the departure gates.

The new area will cater for an increase to 12 million passengers per year. There will be more space and almost double the number of shops and restaurants, with 17 new units being incorporated into the design. The arrivals hall is also benefiting from a new domestic arrivals reclaim area with an additional baggage carousel and an increase in capacity by 20%. Accessibility in immigration will be improved with new lifts and stairs.

Farrans, in a joint venture with Griffiths, previously completed the new Public Transport Interchange at Bristol Airport on time and on budget in July 2025. The £60m project, also part of the Airport's £400m investment, has enabled more sustainable journeys and sees around 250 public transport movements a day.

Gerard Mcnamee, project manager at Farrans, said: "This is an exciting project. We will be installing insulated hoardings and creating air locked spaces to maintain passenger flow.

"One of the most innovative features logistically for this project is that we will be using a Bailey Bridge, a modular military style bridge designed for rapid construction to temporarily bridge gaps, to bring our vehicles and equipment from land side to airside."

Andrew Goodenough, infrastructure director at Bristol Airport, said: "We have ambitious plans to transform our customer experience over the next couple of years.

"Floor space is going to increase by almost 45% and we'll have a total of 38 retail and food and beverage outlets as well as a hidden speakeasy bar."

Student challenge showcases future, emerging talent

Teams from CIOB's East Midlands regional hub battled it out

CIOB

▲ The winning team from Nottingham Trent University

Students studying the built environment were put to the test during a CIOB challenge recently.

CIOB's East Midlands regional hub hosted its first ever Student Challenge competition at Nottingham Trent University, with 16 teams taking part from the host university, Cambridge University, Derby University, Nottingham University and De Montfort University.

The teams were set a brief centred on the global housing crisis and then had three hours to develop ideas and deliver a professional presentation to a panel of industry experts. Each team were required to demonstrate they had considered challenges such as safety, sustainability and funding along with how the UN Sustainable Development Goals could be factored into their solutions.

The challenge aims to provide the students with experience of working under pressure, teamwork, problem solving and communication skills while giving them a genuine taste of industry collaboration. There were also opportunities for the students to network with peers, employers and lecturers.

A team from Nottingham Trent University were judged the winner of the challenge while there was also recognition for one of the Derby University teams for their innovative solution.

Susie Kearns, member services and events coordinator for CIOB, said: "The whole day was really inspiring and the atmosphere buzzed with conversation, determination and innovative thinking. The quality of submissions was outstanding and showed just how much talent we have across the region's universities. Events like this give students the chance to step beyond the classroom and showcase the professional behaviours employers value, so we're excited to see them go on to have amazing careers in the built environment."

Dr Ehsan Asnaashari, course leader and senior lecturer in construction management at Nottingham Trent University, said: "It was a real privilege to host the event and welcome colleagues from CIOB and industry onto campus. These events show what is possible when universities and professional bodies work together to create meaningful opportunities for students. Congratulations to all winners, but most of all well done to every student who stepped up, took risks and learnt out loud."

CIOB and HKIC sign memorandum of understanding

CIOB and Hong Kong Institute of Construction (HKIC) pledge to strengthen cooperation in promoting professional standards

The Chartered Institute of Building (CIOB) has signed a memorandum of understanding (MoU) with Hong Kong Institute of Construction (HKIC), a member organisation of the Construction Industry Council (CIC).

The MoU establishes a collaborative framework to strengthen cooperation in promoting professional standards, industry knowledge sharing, and talent development for the construction sector. The MoU was signed by Dr Morgan Yang, director of HKIC and Adrian Montague, director of the CIOB Academy. The collaboration aims to facilitate closer dialogue and joint initiatives between HKIC and CIOB.

▲ Adrian Montague and Virginia Li, CIOB's regional manager in Hong Kong, exploring the hub of the Centre for Future Construction

Under the agreement, HKIC and CIOB will work together to enhance professional and safety standards, using training programmes to support the development of competent and highly skilled construction professionals.

The partnership will also facilitate progression pathways for HKIC graduates into CIOB membership, including Technical Membership (TechCIOB), promote knowledge sharing through seminars and workshops on key industry topics and explore further collaboration opportunities such as vocational programmes and professional certification initiatives.

Albert Cheng, executive director of the CIC, highlighted Hong Kong has long served as a "super connector", linking Chinese Mainland with the international community.

"The HKIC remains committed to identifying and creating opportunities for its graduates. This collaboration with CIOB will further strengthen the articulation between vocational education and professional practice," added Cheng.

Montague said: "For the Chartered Institute of Building, this is another important partnership with a prestigious organisation that will help in supporting our valued international community of built environment students, academics and professionals and help all of us in delivering high standards and driving the industry forward."

This is another important partnership with a prestigious organisation that will help in supporting our valued international community

As part of the visit, HKIC conducted an tour of the Centre for Future Construction, showcasing strategies for the efficient adoption of AI and cutting-edge technologies to enhance safety standards and operational efficiency.

Montague said it was inspiring to see firsthand how HKIC is not just embracing technology but leading the way toward the future of construction.

"The Digital Twin Hub and AI Hub serve as a testament to their dedication to equipping the workforce with essential skills and knowledge.

"HKIC is setting a benchmark for the industry by fostering an environment where cutting-edge technology and education converge to enhance productivity and safety in construction."

Retrofit gets a reality check

CIOB Cambridge set to host open panel discussion on 28 April

How are new compliance frameworks, shifting funding and mounting delivery pressures reshaping the retrofit sector?

Experts will be diving into the reality of the UK's fast-evolving retrofit landscape at Retrofit Reality Check, a CIOB Cambridge event on 28 April in Peterborough.

Policymakers, designers, contractors and sustainability leaders will be sharing an honest insight into the practical challenges of upgrading older and occupied buildings, closing skills gaps and aligning retrofit with net zero ambitions.

Featuring expert speakers and an open panel discussion, this session offers a chance to debate what's working, what isn't and what must change to deliver high-quality, future-ready retrofit at scale.

The event takes place at ARU Peterborough on 28 April from 1.30pm to 4.30pm.

CIOB chartered company breathes new life into Victorian factory

The Construction Consultants (TCC) has been appointed to oversee the £5m heritage project

▼ Derwent Works will be reimagined as residential and retail units

TCC

A Birmingham pressings built in 1860 is being given a new lease of life, with the help of a leading Midlands construction consultancy.

The Grade II-listed Derwent Works pressings and stampings building in Constitution Hill in the Jewellery Quarter had fallen into disrepair. But now the Grade II-listed property is to have a new life as apartments and retail units.

Birmingham-based The Construction Consultants (TCC), a CIOB chartered company, has been appointed as project managers, quantity surveyors and employers agents to oversee the £5m heritage project on behalf of developers, ETME Group.

The factory was built in the late 19th century by Taylor & Challen, a company famous worldwide for producing a wide range of pressings from coins to industrial machinery.

The development includes 32 luxury apartments with four ground floor retail units. It includes rooftop extensions and a new energy efficient roofing system to protect against the effects of weather, UV light and ozone.

The project is due for completion later this year. TCC has been involved since the initial project planning stage.

TCC co-founder and director Sandeep Sunner said: "We are delighted to have been appointed to this important heritage project to breath new life into a previously neglected listed building. The project is in a tightly confined urban space and requires a high degree of coordination and teamwork."

TCC has a wealth of experience across public and private sectors including industrial, commercial, retail, leisure, care and residential projects. Headquartered in Bennett's Hill, TCC is a multi-disciplined consultancy providing specialist project management, quantity-surveying, employers agent, building surveying and health and safety services.

CIOB Apprentice of the Month

Charlene Saunders, Aspire Defence Services

Charlene Saunders, minor new works project officer, Aspire Defence Services is working towards Level 4 Construction Site Supervisor. Here she talks about being a mature student and balancing work and parenting.

Which technological advances in the sector are you most excited about?
A software called Field View, which means contractors could use a tablet out on site and see the buildings. Using it, I had to go to a lot of seminars and learnt a lot about BIM. It's coming along well, they're advancing it even more.

Digital twins would work really well for us at Aspire, as we both build and maintain.

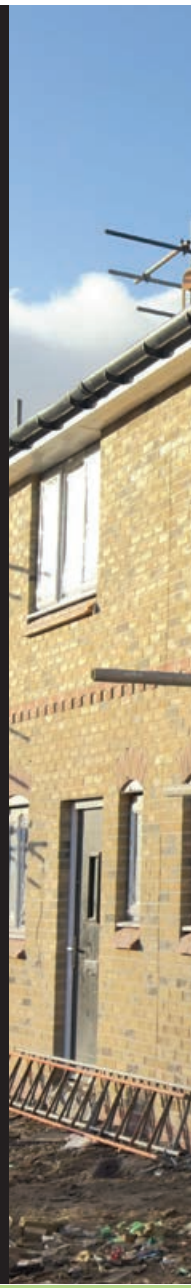
How has the apprenticeship prepared you for a career in the industry?
When I took on the HNC I thought, oh, I'm just getting a qualification. It's going to help me get a promotion, get a pay rise. But then I started using that knowledge in my everyday work and that's helped increase my confidence when I'm talking to contractors, when I'm out on site, when I'm talking to management, or different departments.

Did you have experience in the industry before you started the apprenticeship?
I've been in and out of construction for about 15 years; this is my second time working for Aspire. I've been a Minor New Works Project Officer for just over three years. Minor new works jobs are all small works, so I didn't necessarily have experience with larger buildings. Now I feel like I've got a lot more knowledge and I can challenge people, especially contractors.

What was your biggest challenge during your apprenticeship?
I'm a single mum to two boys, 10 and 13, so I had to juggle working full time, a day at university and worrying about the kids! I was also a mature student. I'm 43 and when I started the HNC at 41, I hadn't done an exam or written an assignment for about 25 years, so that came as a massive shock. I'd never written an assignment using Harvard referencing, so I had to learn that as well as learning the content of the course. I got it wrong many times but I kept trying. It's hard, and it's going to be hard, but you can't just stop because of that.

What would your dream project to work on in the future be?
I would love to be involved in massive projects from the ground up – hotels, casinos, something that's outside of the norm. Something that uses more sustainable materials, requires different thinking and maybe abroad. My boss was responsible for construction teams building in Dubai, and he's kind of instilled that in my head. I'd love to do something like that.

Find a CIOB Chartered Company for your construction project



Whatever your project needs, finding the right team is critical to its success. Our Directory connects you with professional, experienced, accredited companies you can trust.

- **Trust in excellence:** All CIOB Chartered Companies meet CIOB's rigorous standards in quality, safety, sustainability and ethical practice – ensuring your project is in capable hands.
- **Simplified search:** Our intuitive, mobile-friendly platform allows you to filter by location, service type and specialisation, helping you find your ideal partner quickly.
- **Proven expertise:** Access detailed profiles, real project experience and company credentials to assess each company's capabilities confidently.

Whether you're a developer, public body, main contractor or consultant, our Directory is built with you in mind, connecting you with companies that can deliver across all elements of the built environment.

Start your search today **ciob.me/Directory**

A recognised and trusted standard.

CIOB
Chartered Company

One to Watch: Jack Middleton

The project manager at TSA Riley talks about his career ambitions

What made you choose a career in construction? What else might you have done?
I fell into the construction industry, initially beginning in an administrative role, with a subcontractor specialising in cinema fit-outs and acoustic solutions. Over time, I had the opportunity to become more involved in the project management side of the business, which allowed me to visit more sites, something I quickly discovered I really enjoyed and showed me a career path I wanted to move forward with. Early in my career, I was fortunate to visit sites across Europe, and it was there that I began to realise how rewarding it is to see the culmination of hard work transformed into a finished space that people actively use and enjoy.

What do you enjoy about your work and/or the industry?
Every project brings its own distinct challenges and opportunities, which creates real variety in my role and keeps the work consistently engaging. I have also valued the opportunity to work across a range of sectors and collaborate with different teams and clients, each experience deepening my knowledge of construction projects.

One of the most rewarding aspects of the job is seeing tangible results. There is something incredibly fulfilling about watching a building evolve from its earliest stages through to completion and knowing you have played a part in that journey.

What are your career ambitions?
In the short term, I am focused on attaining full membership with CIOB while continuing to advance within TSA Riley into a more senior leadership role. I am particularly motivated to lead complex, high-profile projects that demand strategic oversight, collaborative working, and a commitment to excellence in delivery.

Beyond my immediate career progression, I remain committed to championing the construction industry among younger generations and supporting junior colleagues as they develop their careers. I am passionate about encouraging emerging talent and helping to shape the next generation of industry professionals. A further key ambition is to deepen my involvement in innovative construction methodologies, contributing to more efficient project delivery and improved outcomes. By embracing forward-thinking approaches and continuous improvement, I aim to play an active role in driving positive change across the sector.

How do you spend your spare time?
Outside of my professional commitments, I value spending quality time with family and friends. I maintain an active lifestyle, with regular visits to the gym. But at the moment, much of mine and my fiancée's spare time is currently devoted to planning our forthcoming wedding, though I still make time to follow the latest sport, particularly football.

Safety and sustainability: expert advice on offer

A CIOB Midlands CPD event will explore two of the most pressing challenges facing construction today

Build Safe. Build Smart. Build Sustainable, brings together leading voices from across the industry to deliver practical, relevant and immediately useful data.

Taking place at the Crowne Plaza Birmingham NEC on 23 April, this morning event will be chaired by Mark Johnston FCIOB, director of Cube Construction Consultants and CIOB Nottingham Hub vice chair.

He will explore building safety competence and capability – what the difference really is, what current regulations require, and how organisations and individuals can confidently demonstrate compliance. Johnston will be joined by an expert panel including Pete Dawber, chartered building engineer and consultant; Alasdair Mealey, technical leader in building safety at Laing O'Rourke; and Dave Vanderson, principal director at Weedon Architects.

The second session will focus on sustainability and safety, chaired by Amanda Williams FISEP CEnv, head of environmental sustainability at CIOB. The panel will examine how the industry can embrace low-carbon construction and innovative materials while maintaining uncompromised safety standards.

Speakers include Charlie Law FCIOB, founder and managing director of Sustainable Construction Solutions and sustainability director at Timber Development UK; Mark Harris, head of sustainability at Sika Roofing UK; Dr Monica Mateo-Garcia, associate professor in sustainable built environment at Birmingham City University; and Martin Milner, technical consultant at the Structural Timber Association and visiting professor at Edinburgh Napier University.

The event is sponsored by Careys. Register www.ciob.org/events or email gfloyd@ciob.org.uk

CIOB

Site visit of Oldham Old Library and a president's presentation

Double whammy of event to include a guided tour of Oldham Old Library regeneration and presentation from CIOB president

CIOB members can hear from president Paul Gandy and take a site tour of the regenerated Grade II-listed Oldham Old Library in June.

Tilbury Douglas was appointed by Oldham Council to restore and transform the Oldham Old Library (1883) into the J.R. Clynes Building, a vibrant civic and cultural hub within the Building a Better Oldham regeneration programme.

Following extensive structural stabilisation in Phase 1, Phase 2 delivered the sensitive restoration and internal fit-out of the historic building, blending preserved Victorian features with modern infrastructure. Works included lime plaster repairs, restoration of stained glass, new mechanical and electrical systems and a feature glass lift.

▲ Oldham Library has been restored by Tilbury Douglas

The project generated £21m in social value, with 92% local SME spend, 884 apprentice training weeks, and 250-plus jobs

Using 3D scanning and a fabric-first approach, over 95% of construction waste was diverted from landfill. The project generated £21m in social value, with 92% local SME spend, 884 apprentice training weeks, and 250-plus jobs. Delivered on time and within budget, it achieved 90% client satisfaction and a top Considerate Constructors score.

The tour takes place on 8 June at 1.15pm beginning with a welcome talk from Paul Gandy, followed by the tour and finishing with a presentation from Tilbury Douglas and Gandy.

NO PPE required. Places are limited to early booking is advised. **https://lnkd.in/e_mEC5ZC**

◀ Mark Creedy MCIOB

Consultancies become chartered

Two businesses awarded new status

Two new businesses have been awarded chartered company status.

The Blue Iris Partnership is an independent management consultancy specialising in the education, health and wellbeing sectors and was founded in 2019 by Stephen Hall and Beth Revell, who is chair of CIOB London.

Creedy Ltd, quantity surveyors and cost consultants, is headed up by Mark Creedy MCIOB and works across hospitality, residential and commercial sectors.

CIOB Chartered Company Membership reassures clients and strengthens credibility, especially when tendering for work. It means an organisation is committed to upholding CIOB's globally respected standards, fostering a culture of accountability and continuous improvement.

CIOB

Strengthening professionalism

CIOB's expanded offer to Chartered Companies will focus on business resilience

The Chartered Institute of Building (CIOB) works in partnership with a wide range of organisations across the built environment. It delivers professional development through CIOB Academy courses, supports an extensive network of Training Partners and collaborates with sponsors and industry stakeholders to strengthen standards across the sector.

CIOB Chartered Company members reflect the breadth and diversity of the construction industry, spanning multiple specialisms, disciplines and business sizes, from consultancies to major contractors.

Showcasing expertise

Becoming a Chartered Company Member demonstrates that an organisation is led by professionally qualified managers with expertise across the full building lifecycle. It signals to clients, partners and suppliers a clear commitment to best practice, ethical conduct and the highest standards of professionalism.

Chartered status also reflects alignment with CIOB's core values: professionalism, integrity, excellence and respect, underpinned by a strong commitment to diversity and inclusion.

At its heart, CIOB's ambition is to make modern professionalism a lived reality throughout the industry, a principle that guides all of its activity and engagement.

In response to member feedback and the evolving demands on leadership, CIOB has expanded its programme of face-to-face events and activities. A central theme for the year is business resilience and succession planning, one of the most pressing challenges facing organisations today.

CIOB Chartered Company members reflect the breadth and diversity of the construction industry, spanning multiple specialisms, disciplines and business sizes

Designed with Chartered Companies in mind, these events explore how businesses can anticipate risk, adapt to change and build long-term resilience in an increasingly complex and uncertain environment.

Opportunities to connect

The programme includes a series of six Chartered Company Roadshows taking place across the UK and Ireland: in Bristol, Ireland, London, Manchester, Scotland and Cambridge. Each roadshow will provide practical guidance, targeted support and CPD opportunities tailored to Chartered Company Members, alongside valuable opportunities to connect with senior directors and peers within their region.

Following the success of the inaugural CIOB Chartered Company & Client Forum last September, a second forum will take place on 24 September in London. Continuing the theme of business resilience, the conference will bring together CIOB Clients, Chartered Companies and industry leaders for a full day of panel discussions, shared insight and best-practice exchange.

Organisations keen to engage with CIOB Chartered Companies may wish to support these activities as sponsors or exhibitors. Exhibition space and sponsorship opportunities remain available at the events outlined above. Alternatively, organisations committed to demonstrating professional leadership may wish to explore becoming a CIOB Chartered Company themselves.

For further information, please contact the Corporate Partnership Team on sponsorship@ciob.org.uk.

Five reasons to advertise with

CIOBJobs.com

1. The largest global network of construction professionals
2. A qualified and knowledgeable talent pool
3. Experienced leaders in construction
4. High quality candidates
5. Successful placements across the industry

CIOB Jobs

Further information:

T +44 (0)20 3997 8598 **E** ciobjobs@atompublishing.co.uk **W** www.ciobjobs.com

Diary dates

Highlights of the CIOB Calendar for the coming month

Building the Future: AI & Digital Tech in Construction
▶ **22 April, 8am-12pm, London**
AI is no longer the future – it's here. This seminar will equip you with the knowledge to understand digital transformation, identify opportunities and stay ahead in an increasingly competitive industry.

Speakers include James Garner, senior director at Gleeds; Matt Samways manning director at Aimis; Joe Shepherd, managing director, and Scott Laird, AI & technical director, with Reds10; and May Winfield, global director of commercial, legal and digital Risks with Buro Happold.

Early bird tickets are available for a limited time – book early to secure your place.
Contact: blawrence@ciob.org.uk

CPD – Build Safe. Build Smart. Build Sustainable
▶ **23 April, 8am-12pm, Birmingham**
Join industry leaders as they unpack two major challenges in construction: delivering real building safety competence and achieving sustainability without sacrificing safety.

Speakers on safety include Mark Johnston FCIOB, director of Cube Construction Consultants and CIOB Nottingham Hub vice chair; Pete Dawber, Chartered Building Engineer, consultant; Alasdair Mealey, technical leader building safety, Laing O'Rourke; and Dave Vanderson principal director, Weedon Architects.
Contact: gfloyd@ciob.org.uk

Site Visit of the A34 Lodge Hill Interchange Scheme
▶ **23 April, 3pm-4.30pm, Abingdon**
This Oxford Hub site visit to the A34 Lodge Hill Interchange Scheme offers an opportunity to observe first-hand the ongoing improvements at the junction located between Abingdon and Oxford.

Currently, the A34 junction at Lodge Hill is equipped with north-facing slip roads only. The planned enhancements will introduce new south-facing slip roads, aimed at improving connectivity and easing congestion on this key route. The project further involves the re-provision of a private road, accommodating local access needs affected by the interchange upgrades.
Contact: nmartin@ciob.org.uk

Behind the Bricks: Traditional Masonry at Maplewood Grove
▶ **28 April, 1pm-2pm**
Join Swift Brickwork Contractors on site at Maplewood Grove for a CIOB site visit exploring traditional masonry construction on a live residential development for Bellway Homes Essex.

Attendees will see first-hand how NHBC quality standards are applied and managed on site, with a guided plot walkthrough, live brickwork demonstration, materials display, and an open Q&A with the Swift site team.
Contact: scatherall@ciob.org.uk

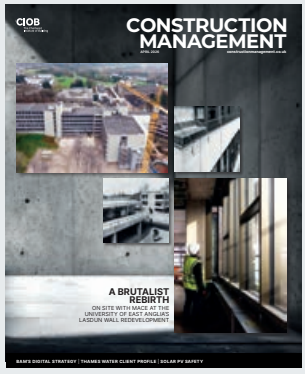
Retrofit Reality Check – Compliance, Capability and the Road to Net Zero
▶ **28 April, 1.30pm-4.30pm, Peterborough**
The retrofit agenda is accelerating, funding models are shifting and the Warm Homes Plan is redefining expectations across the sector. Yet delivery on the ground remains complex, pressured and uncertain.

Retrofit Reality Check is a high-level industry discussion exploring whether current frameworks truly support quality, accountable delivery – or whether they introduce new layers of complexity across the supply chain.
Contact: skearns@ciob.org

Building the Future – East Coast College – Eastern Campus Redevelopment
▶ **29 April, 3pm-6pm, Great Yarmouth**
Kier Group and the Department for Education invite you to a behind-the-scenes tour of East Coast College, a significant project that will deliver a modern, future-ready learning environment for students and staff. The development is being delivered across six sectional completions.

This visit offers valuable insight into the phased project delivery and the opportunity to see large-scale education construction in action. Attendees will be able to connect with industry professionals and gain a deeper understanding of careers and opportunities within the construction sector.
Contact: scatherall@ciob.org

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



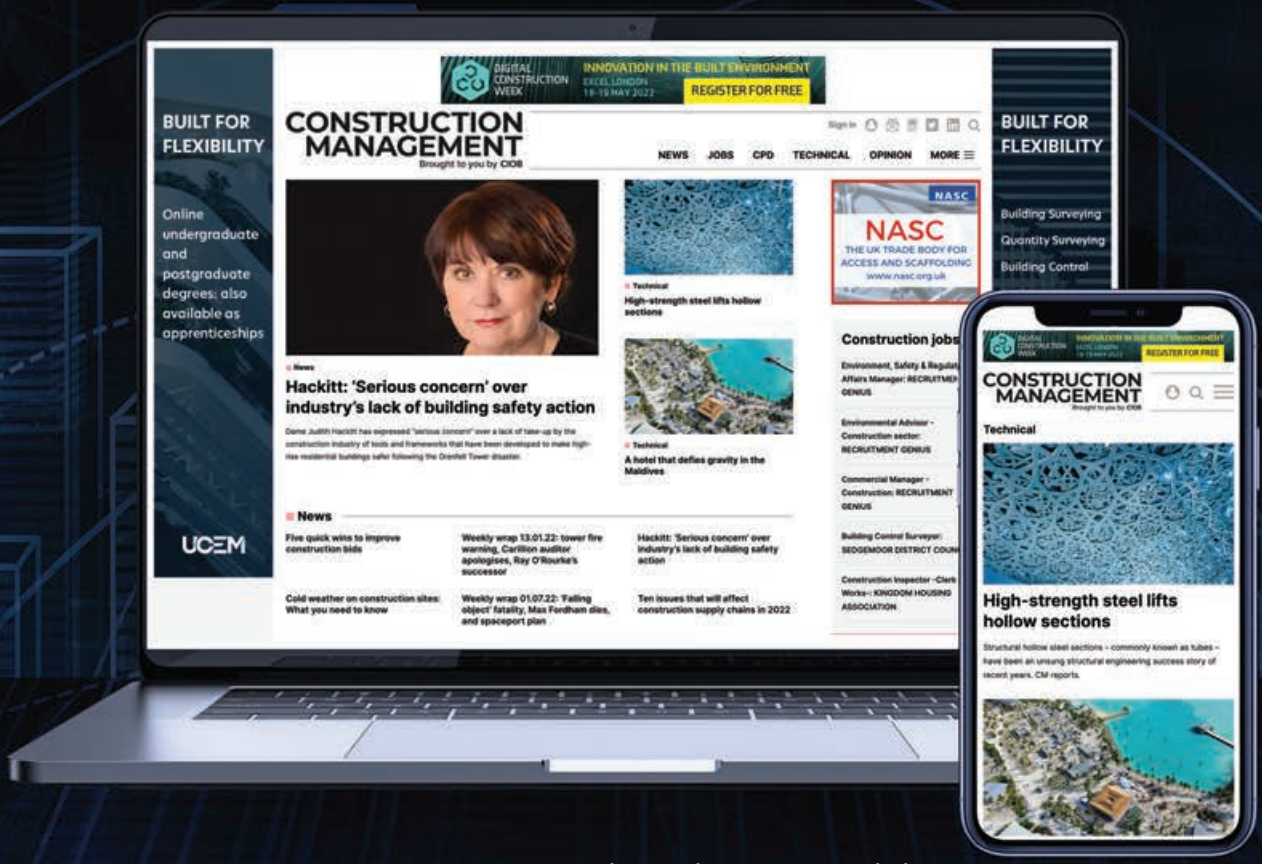
Switchboard: +44 (0)20 7490 5595
Editor: Will Mann
will.mann@atompublishing.co.uk
Production editor: Mary Ann Haslam
Art editor: Heather Rugeley
Community editor:
Nicky Roger
nicky.roger@atompublishing.co.uk
Advertising manager:
Dave Smith
david.smith@atompublishing.co.uk
Credit control:
Eva Rugeley
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

CONSTRUCTION MANAGEMENT

Essential information for construction professionals

constructionmanagement.co.uk



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

Our content includes:

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

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

constructionmanagement.co.uk/newsletter

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