

CIOB
The Chartered
Institute of Building

CONSTRUCTION MANAGEMENT

JULY/AUGUST 2026

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'CONSTRUCTION CAN BE THE SOLUTION'

NEW CIOB PRESIDENT
SAUL HUMPHREY ON
TACKLING THE
CLIMATE CRISIS

MARO ITOJE ON CONSTRUCTION ART | MCALPINE'S GREEN TOWERS | INSOLVENCY NUMBERS CRUNCHED

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BAM

▲ BAM drops in on Liverpool Street

As part of the £100m refurbishment of Broadgate Tower in London, BAM delivered a complex helicopter lift operation to install 15 air source heat pumps across multiple levels of the building. The lift involved detailed planning and coordinate with client British Land and lifting partner Radius.

▶ One love in London

Aroland Holdings will appoint a main contractor this year for the One London office tower, which is set to be the tallest in the City of London. Reaching 309.6m, it will also share the title of the UK's tallest building with the Shard in Southwark.



ONE LONDON

McAlpine project
director George Amy
on building 2 Finsbury
Avenue in the City of
London, p20



ROYAL INSTITUTION



► Hinkley reactor domes formwork

Construction of the reactor domes at Hinkley Point C's is being supported by temporary works specialist Peri. The dome structures curve in multiple directions and required the development of bespoke formwork, with 199 bespoke panels fabricated specifically for the temporary works structure, which has to operate 45m above ground level.



PERI

◄ Royal Institution's retrofit

The Grade I-listed Georgian building of the Royal Institution (RI) is on track to achieve a 42% reduction in carbon emissions, following a retrofit project carried out by heritage contractor Coniston. The work, including the installation of air-source heat pumps, moved the building from a commercial EPC D rating to a B.

▼ Crinkle cut Serpentine Pavilion

For the 13th consecutive year, Aecom has helped to deliver the Serpentine Pavilion architectural programme in London's Kensington Gardens. The consultant used digital modelling to bring Mexican architect LANZA Atelier's design to life. Inspired by crinkle-crinkle walls in Suffolk, it features a single-brick-wide wall whose form reflects the figure of a serpent.

MANCHESTER CITY FC



▲ Man City's museum piece

Manchester City Football Club has unveiled the latest planned addition to its Etihad Campus. An immersive museum experience will open later this year, allowing visitors to relive nostalgic environments from the club's history. It has been conceived by specialist museum designers Ralph Appelbaum Associates.



SERPENTINE GALLERIES



CIOB calls for construction careers campaign following Neet report

Institute concerned about barriers young people face entering work

The Chartered Institute of Building

(CIOB) has called for a national campaign promoting construction careers after a major review warned that the number of young people not in education, employment or training (Neet) could continue to rise.

The intervention follows publication of the interim findings of the government's Young People and Work review, led by former education minister Alan Milburn, which highlighted the scale of youth economic inactivity across the UK.

More than one million 16- to 24-year-olds are currently classed as Neet, according to recent figures from the Office for National Statistics. The review warns that, without action, the proportion of young people falling into the category could increase further over the coming years.

Responding to the report, CIOB welcomed its focus on tackling the structural barriers that prevent many young people from entering work or education, but said construction could play an important role in providing opportunities.

David Barnes, CIOB head of policy and public affairs, said the figures remained "deeply concerning".

"We welcome the approach taken in the Young People and Work interim report, which recognises the systemic barriers that have kept too many young people out of education, employment and training," he said.

"We encourage young people to view construction careers as an interesting, varied and rewarding path that provides opportunities for young people."

CIOB believes a national campaign, similar to those for the Armed Forces and teaching, would inspire more young people to join the industry

David Barnes, CIOB



Barnes said better careers advice was needed to steer more young people towards the sector, particularly given the industry's looming workforce challenge.

CIOB research suggests that 66% of young people already hold a positive view of construction careers. Meanwhile, the sector is expected to require an additional 240,000 workers by 2029 to meet forecast demand.

Campaign to raise awareness

The institute is calling for a nationwide campaign to raise awareness of construction careers, modelled on recruitment initiatives used by the Armed Forces and the teaching profession.

Barnes said such a campaign could showcase the range of opportunities available across the built environment and help attract new entrants at a time when the government is seeking to accelerate housebuilding and infrastructure delivery.

"CIOB believes a national campaign, similar to those for the Armed Forces and teaching, showcasing the exciting and rewarding careers available in construction, construction, would inspire more young people to join the industry, bringing down these terrible statistics and boosting the industry to deliver the much-needed new homes and infrastructure the government has committed to," added Barnes.

The full Young People and Work review is expected to be published in September and will include recommendations aimed at improving employment outcomes for young people.

CIOB said it would engage with the final report and continue to work with policymakers on creating clearer pathways into construction careers for young people. ●

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Project: Noah's Ark
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Maro Itoje: 'Let's connect construction and communities through art'

The rugby superstar is working with a former construction manager to put public artwork at the centre of building projects. He speaks to **Will Mann**



◀ Maro Itoje, the Saracens, England and British & Irish Lions captain, in action for England

Maro Itoje is used to building teams on the rugby field; now the Saracens, England and British & Irish Lions captain is bringing people together through art – connecting construction projects with local communities and artists.

With Akoje Gallery, which he co-founded with former construction manager Khalil Akar, Itoje is helping developers and contractors strengthen relationships with local communities – through designs on construction site hoardings and art installations in public spaces and completed developments.

“We see an opportunity to work with developers on their community and social engagement through the means of art,” Itoje tells *CM* in an exclusive interview. “We reached out to a couple of companies and found out there was huge interest in creating artwork like this to support their ESG objectives.”

Akoje recently began a creative collaboration with developer Federated Hermes to transform the construction hoardings surrounding the St Mary Le Port development site in Bristol into a public artwork celebrating the city’s cultural identity. The gallery worked with local artist Lucy Oates to develop the designs, turning the site hoarding into a large-scale public artwork.

Itoje says: “This project is about more than aesthetics – it’s about creating a connection between a development site and the community

AKOJE



around it. By working with local artists and young people, we’ve been able to turn a temporary structure into something that celebrates Bristol’s identity and creativity.”

Akar, a civil engineering graduate who spent four years with ISG, adds: “Art has the power to transform building projects. Our collaboration with Federated Hermes will bring a sense of ownership to the area during this period of change.”

Akoje is also working with Federated Hermes on two sculptures at Silverstone Park, to be completed ahead of this year’s British Grand Prix. Here, the focus of the artwork is sustainability, with the sculpture commissioned incorporating recycled materials sourced from local businesses, including metal components and cabling.

Itoje says such projects demonstrate how art can help construction companies address environmental and social objectives simultaneously. “In construction

▲ Artwork depicting Bristol’s heritage on the St Peter Le Port site hoardings

▶ Itoje with co-founder of Akoje, former construction manager Khalil Akar

By working with local artists and young people, we’ve been able to turn a temporary structure into something that celebrates Bristol’s identity and creativity

Maro Itoje

there’s a lot of waste, raw material, offcuts,” he says. “We’re interested in how we can incorporate some of that within artworks.”

Itoje and Akar met in 2020 at an art exhibition and started discussing ways they could work together. Those conversations led to Akoje Gallery and the non-profit Akoje Residency, which was launched to support artists from African and Caribbean diaspora communities and has since expanded internationally.

The work with Federated Hermes came through a contact of Akar’s and now the pair are keen to partner with other developers and contractors on similar art projects.

“If there’s a way we can support other construction companies with their ESG objectives and business goals, through the medium of public art, we’d love them to get in touch,” says Itoje. ●

AKOJE





Insolvencies fall, but continue to blight construction

Breaks in construction supply chains caused by the insolvency of a contractor can have disproportionate impacts, writes **Michael Cracknell**



Insolvency numbers have fallen from their peak of 4,592 in 2023, but they are still 22%

above their pre-pandemic levels. The government's Insolvency Service reported there were 4,411 construction insolvencies in Britain in the year to March 2026, down 5.0% on the same period a year earlier.

Construction has the worst record of any sector when it comes to insolvencies, accounting for around 15-20% of failures in Britain. This is partly a reflection of the volatility that the industry has

faced in recent years, but this is not a temporary blip. The industry has persistent high insolvency levels that indicate that more structural issues need to be considered.

The *Turner & Townsend UK Market Insight* report published in May recognised that the beginning of 2026 showed signs of an improving UK economy, which bode well for construction, potential interest rate cuts helping the viability of many schemes.

Turmoil in the Middle East though has, at least for now, put the likes of interest rate cuts on hold. Whilst the impact on energy prices doesn't seem to be as marked as that seen

at the outset of the Ukraine war, when for a period many contractors were unable to offer fixity to tender prices, in an industry where margins are tight even smaller shocks make for difficulties.

Whether due to energy costs, carbon mechanisms or regulatory controls, there is currently increasing pressure on material costs again. Reduced sales, though, are making it harder to increase market prices at the moment, so the cost effects are currently suppressed.

The Mineral Products Association highlighted that ready-mixed concrete sales are down 25% and

mortar sales down 23% in the period 2022 to 2025 – this may not continue. In the short-term parts of the industry are absorbing costs, increasing insolvency pressures, in the longer term we are likely to see more price increases.

We know that our industry is very fragmented. A typical construction scheme might include 20 to 30 subcontractors sitting under a main contractor whose role on lump sum contracts is to offer the client a fixed price, often over several years. As consultants, we typically see just the top of the structure, many of the major subcontractors on projects can have numerous subcontractors and suppliers of their own. These complex supply chains make the industry fragile; delayed payments by employers or main contractors flow down chains and price increases flow up.

Breaks in supply chains caused by the insolvency of a contractor can have disproportionate impacts. Typically, the higher up the chain the failure the greater the impact. Main contractor or large subcontractor failures are fortunately less common, but when they occur the contagion can be significant. Less reported are the failures of many smaller organisations, these go under the radar but still mark a failure in the structure of UK construction.

How can the industry respond?

Clients, funders, employers quite reasonably want or often need a lump sum or fixed price for a project, but are they getting value for money, particularly if they are still occasionally subject to the disproportionate impact of a contractor insolvency.

Main contractors and key subcontractors seek to protect themselves from impacts further down the supply chain. This can be through adding specific financial provisions to subcontract tenders or through insurance products, while understandable the idea of adding contingency or risk provision at various points throughout an extended supply chain is not

Main contractor or large subcontractor failures are fortunately less common, but when they occur the contagion can be significant

very efficient and ultimately adds cost to a project, which may or may not be necessary.

New project insurance products that seek to cover the whole supply chain are emerging but require a lot of “re-engineering” of existing practices and adoption is likely to be difficult in an industry that doesn’t deal well with innovation.

Increasingly, contractor’s strategic focus prioritises protecting profitability over growing revenue. Unattractive projects or industry sectors will increasingly struggle to attract contractors and hence suffer continued viability issues. This may be an increasing issue as the economy and workloads improve. The importance as a client or main contractor to ensure your projects are “attractive” continues to be paramount, including the likes of: fair contractual and payment terms; complete and co-ordinated design; and sensible allocation of risk.

The industry, though, is responding. We are seeing both vertical and horizontal integration at subcontractor levels reducing the fragmentation to some degree. Some clients are able to understand construction risk and through using construction management approaches are successfully holding and managing some of the risks.

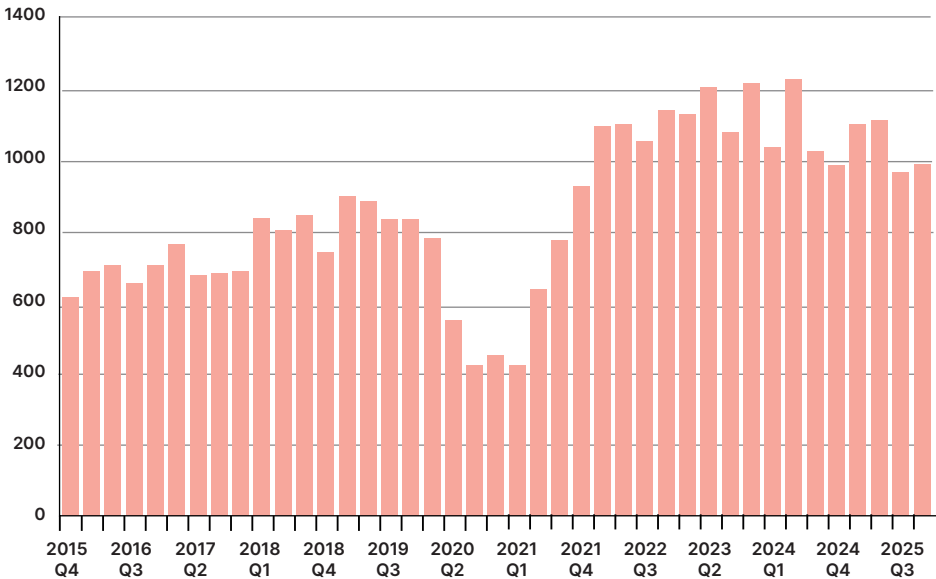
Sadly, many of the issues discussed are well rehearsed, persistently high insolvency numbers that only increase in periods of volatility and turbulence. They are a “tell-tale” to a fragmented industry that needs to address structural issues to improve the outlook.

Michael Cracknell is a director at Turner & Townsend.

Insolvency numbers have fallen from their peak in 2023, but they are still 22% above their pre-pandemic levels

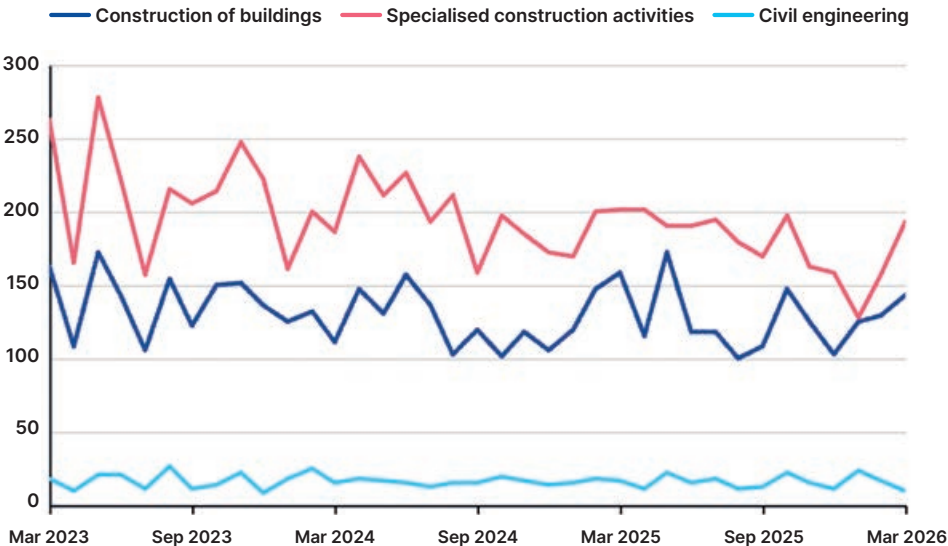
22

Total number of new company insolvencies



SOURCE: INSOLVENCY SERVICE

Construction insolvencies by firm type



SOURCE: INSOLVENCY SERVICE



Victoria Hills
CIOB



EG FOCUS

Both sport and construction can be great unifying forces

With the World Cup into the knockout stage and Wimbledon getting under way, **Victoria Hills** reflects on the common links between construction and top-level sport

Following last month's column about seizing opportunities, I'm excited about the summer of sport ahead – the World Cup, Wimbledon and the Commonwealth Games among the highlights – but also reflecting on how some of those opportunities for our sports stars might not exist without construction professionals.

CIOB has history with members being involved in high-profile sporting projects; members have been involved in Olympic Games around the world, including London and Beijing. To give an example, 10 years ago Peter Jacobs was president of CIOB and his career included heading up the team delivering the London 2012 athletes' village.

I've also been thinking of conversations from my recent trip to

Australia and the event in Brisbane on stadium construction, a hugely significant project in advance of the 2032 Olympics.

Discussions around stadium building and sports infrastructure touch on some key themes, not least the importance of linking the wider business community and the construction industry with the local community.

In Brisbane, it was pointed out that it's the businesses that are prepared and ready to engage with commissioners, specifiers and government bodies to get the right intel at the right time and give themselves the best chance for successful bids. An integral part of success is also a clear legacy strategy; construction isn't just

▲ The London 2012 athletes' village, which was delivered by a team headed up by former CIOB president Peter Jacobs

Construction isn't just about building structures, it's about building communities – residences, businesses and spaces for sport

Victoria Hills, CIOB



about building structures, it's about building communities – residences, businesses and spaces for sport, as they all have an important place in society.

This chimes with my long-held view that construction should have a place at the top table of government and business, advocating for our role in creating jobs, driving the economy in a sustainable way and positively contributing to communities everywhere.

This is also a terrific opportunity to talk up construction as a career choice, confident in the knowledge that those in our industry can be part of building things that could have positive impacts for generations to come. Our members take pride in their work and the joy that takes place inside sporting arenas provides a sense of pride and emotional attachment to the buildings our members deliver.

Which leads to my final thought: sport and construction have much in common – they can both be great unifying forces. I've said before now that the built environment has something to offer everyone, even those who may not be interested in the construction process. It's the same with sport – watching it or playing it, there's no doubt it brings people together who, perhaps, would otherwise never find themselves on the same team. So for now, back to our summer of sport. ●

Victoria Hills is CEO of CIOB.

Feedback

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



Experience is something that is gained over years working and studying in the sector. Not something, in my opinion, that you can gain in five minutes

Tim Jones



In response to Samantha Mepham's article: Building safety reform: the impact on team roles

Martin Woodhouse

I'm finding apartment builders are engaging safety specialists to compile a fire strategy for the building stage, on new-build domestic three-to-four-storey blocks, and then on completion, the managing agents are engaging another specialist to undertake another in-depth risk assessment and adding the cost to the service charges. Surely this is an unnecessary duplication. I accept a review is necessary two years after handover, but an expensive assessment on completion is total overkill.



In response to Stephen Hawes' article: Why concealed work needs checking before close-up

John Hendry

Many main contractors are already using proprietary software to capture this information, but due to sheer volume of the items that [are] needed to record/reconcile it has now become so unwieldy and time-consuming for site teams, that inevitably items are misrecorded or missed entirely.

If data capture is so vitally important, then each/every subcon should have dedicated onsite, full-time quality managers trained in capturing the correct info.

Sadly, in my experience, this doesn't happen and all too often is left to the already overloaded ops managers on site.

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



In response to Nicky Roger's article: Construction management degree compressed to two years

Tim Jones

I'm not so sure why we are so pre-occupied with rushing things and shortening the delivery model. What's currently wrong with higher education is the notion you are "reading for a degree".

Much of the technical content has been taken out of modern degree programmes, with students only getting 8-10 contact hours per week for their £9k+ a year. I know the world has moved on, but the degree I did 40 years ago had more than 30 hours a week of contact over three terms, including a year out in industry. It was full of technical content and we were "work ready" after four years of study.

Experience is something that is gained over years working and studying in the sector. Not something, in my opinion, that you can gain in five minutes. All credit to NMITE for breaking the mould because the system is

broken and I speak from a position of authority having taught in higher education for 17 years, the remainder of my career being in the industry in various roles spanning a career total of over 40 years.

Darren Wisbey

I agree with Tim Jones and, at the risk of sounding old as I approach retirement, I too did my degree nearly 40 years ago, and without doubt the single most important and beneficial part was the third year working in industry.

If you take that out, then you are compressing what was three years of hard study into two years. Not impossible with the technology advances in that period, but construction is such a tangible, tactile industry with highly dynamic teams of people that I fear missing out the industrial placement year will make graduates less industry-ready.

Duncan Cartlidge

There have always been tensions between academia and industry. Industry wants oven-ready, self-basting graduates – they don't exist.

CM Digital

BIMplus is now CM Digital

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

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

www.constructionmanagement.co.uk/digital-construction







'On climate change, construction can be part of the solution'

With the right skills, competency and awareness, construction professionals can help deliver a more sustainable future, new CIOB president Saul Humphrey tells **Will Mann**

Saul Humphrey's message as he starts his CIOB presidential term is stark – but optimistic.

"Construction's carbon footprint has been a big part of the climate problem," he says, bluntly. "We're partly responsible for the floods, the storms, the overheating, which are already changing how projects are designed, delivered and operated.

"But the industry also has an opportunity – to flip the paradigm and become part of the solution."

Humphrey takes office at a time when the built environment is grappling with several major issues, which are reflected in CIOB's corporate plan themes of quality and safety, environmental sustainability, and the skills gap.

"Modern professionalism' is our guiding principle that links all those concepts together," says Humphrey.

"On all these themes, and particularly environmental sustainability, we need to make sure our professional members have the knowledge and competency to address the challenges that are coming."

Contractor background

Humphrey left school at 16 and joined regional contractor R G Carter as a YTS trainee, remaining with the business for 33 years before later taking a senior leadership role at Morgan Sindall Construction.

"In the early stages of my career, climate change and biodiversity loss were not on the agenda," he says.

But over time, sustainability standards and environmental targets began to feature increasingly in his work.

"There were more and more projects coming through that required the Code for Sustainable Homes, BREEAM Excellent or Outstanding, or Passivhaus," Humphrey says.

"I started spending more time with clients and people who were very aware of planetary boundaries, the sustainable development goals, the climate crisis we face and the built environment's part in it."

Projects Humphrey picks out include the University of East Anglia's Enterprise Centre – at the time dubbed by the press as the UK's greenest building – and the Passivhaus development of



If you are a client that delivers buildings with reduced embodied carbon, that are net-zero-in-operation, then that will attract more staff, investors and occupiers

Saul Humphrey, CIOB president

◀ Saul Humphrey says he is 'hugely persuaded by [Canadian prime minister] Mark Carney's vision of values'

social housing in Goldsmith Street, Norwich that won the Stirling Prize.

He also points to former Greenpeace managing director Jonathan Smales, whose organisation Human Nature is helping deliver the Phoenix Project, a sustainable development on brownfield land in Lewes, East Sussex.

Influence on the client side

During Humphrey's years in contracting, there were limits to how much control he had over the sustainability credentials of projects.

"Working for R G Carter and Morgan Sindall, I tended to have less influence on what we were building," he says. "You could improve projects, make them more sustainable or more deliverable, but fundamentally the building had already been defined."

That changed when he set up his own business and moved into consulting and client-side advisory work.

"You're involved much earlier," Humphrey says. "You help decide what goes on the building, who designs it and what standards it's going to achieve. So there's far more influence."

That experience has helped shape his view that the industry needs to move away from lowest-cost thinking.

"I'm hugely persuaded by [Canadian prime minister] Mark Carney's vision of values," he says. "We shouldn't be driving to the lowest cost, we should be looking for optimal value. A more resilient building, a higher-quality building, built with the right materials and to better standards, should last longer, be cared for better and ultimately be more sustainable."

Humphrey argues those choices will increasingly bring commercial advantages for clients too.

"If you are a client that delivers buildings with reduced embodied ►



◀ Humphrey says 'We have to demonstrate that the right environmental solutions are also affordable solutions'

carbon, that are net-zero-in-operation, then that will attract more staff, investors and occupiers, while also attracting a premium value and reducing the risk that you end up with stranded assets.

The resilience challenge

Humphrey believes construction is only beginning to understand how climate change will alter the conditions in which projects are delivered.

"For a long time, the focus has been on efficiency and delivery," he says. "But we need to think about resilience and how what we build will perform in a more future that is likely to be more uncertain, and more exposed to environmental stress.

"Our carbon footprint is significant – we've often heard how the built environment accounts for around 40% of greenhouse gas emissions – so we have a duty to shape the built environment so it can stop making things worse and start making things better.

"We're already seeing the impact of rising sea levels and coastal erosion, where we've resorted to managed 'roll back', where properties are being demolished and people are being moved inland."

In his view, the industry still has

relatively few examples of projects designed around long-term resilience.

What frustrates Humphrey, is that "many of the solutions we need already exist".

"We know how to refurbish and retrofit buildings, rather than demolishing and building new, and creating more embodied carbon. It's not always possible, but it's good to see some clients doing that, though plenty are not.

"We know how to design buildings that use less energy. We understand more about materials and lifecycle performance. We're doing more with sustainable drainage and bio-based or recycled materials. But we're not yet doing it at the scale required.

"The barriers to these sustainable building solutions are often in procurement, finance, how risk is allocated and how evidence is used to support decisions."

Difficult decisions

Humphrey's sustainability views influence his decisions about projects he chooses to work on.

When pushed on more controversial issues, Humphrey says: "I personally wouldn't be involved in airport expansion at the moment. I try not to fly, and I don't fly for



Construction will have a huge role in shaping how people live, how resilient places become and how resources are used

Saul Humphrey,
CIOB president

holidays because that is a choice I can avoid. We do not yet have genuinely sustainable aviation fuel at anything like the scale required."

On nuclear energy, he takes a more pragmatic stance.

"Personally, I think nuclear power has a place if it's done safely and properly," he says. "Particularly when energy demand is increasing because of AI and data centres."

Humphrey regards data centres as another sustainability dilemma.

"They require phenomenal amounts of energy and cooling," he says. "Construction companies will be asked to build them and if they don't, somebody else will.

"So the challenge becomes how to build them in the most sustainable way possible – recognising that only renewable energy is sustainable and that we face ever greater water constraints.

"But there's still a tension there, because increasing consumption is difficult to reconcile with a world where we ultimately need to consume less."

Getting the green message right

Humphrey is conscious that recent political discourse has made debates about climate change increasingly polarising. An active social media user – with over 33,000 LinkedIn followers – his posts have sometimes been the target of fossil-fuel trolls.

"There was a period around COP26 in Glasgow in 2021 where there was much greater consensus," he says. "Now we've seen net zero become weaponised in some debates, and organisations with climate resilience strategies are having to think carefully about the language they use."

Meanwhile, the underlying challenge is only intensifying, Humphrey says.

"Emissions are cumulative and still growing annually. The problem is worse now than when we discussed it in Copenhagen, Paris or Glasgow.

"We haven't done enough to arrest emissions growth, and we're running out of time."

He recognises that environmental policies must avoid alienating people already struggling with economic pressures.

"The cost-of-living crisis is a much bigger and more urgent concern for many people today than carbon emissions," Humphrey says. "So we have to demonstrate that the right environmental solutions are also affordable solutions."

Similarly, he recognises that sustainability has to compete with other construction priorities.

"If we insist upon higher standards of embodied carbon reduction, introduce all the changes required after Grenfell through the Building Safety Act, ask for more affordable homes and more investment in skills all at the same time, we risk destroying economic viability," Humphrey says.

"And if projects aren't commercially viable, they won't be built. So we must avoid unintended consequences. We need systems thinking and holistic ideas to find better solutions."

Opportunities

And this is where construction has a great opportunity, Humphrey believes.

"The industry needs to appreciate the scale of future global urbanisation," he says. "By 2050, the global population is expected to approach 10 billion, with an increasing proportion living in cities.

"Construction will have a huge role in shaping how people live, how resilient places become and how resources are used."

Anything we can do to help embed environmental learning and awareness earlier has to be a good thing

Saul Humphrey,
CIOB president



As well as running his own consultancy, Humphrey is professor of sustainable construction management at Anglia Ruskin University. Education and the next generation are central to his outlook.

"Anything we can do to help embed that environmental learning and awareness earlier has to be a good thing," he says.

"CIOB has its royal charter and a duty to society, but we shouldn't just be thinking about today; this is about the planet our children will be living in tomorrow."

Humphrey thinks the next generation of construction professionals will need not only technical expertise, but also a broader understanding of long-term environmental and social impacts.

"We can play a huge role in building a much more sustainable future – but only if our professionals have the awareness and competency to deliver it," he says.

It's a message that builds on the work undertaken by the past two CIOB presidents, Mike Kagioglou, who focused on the United Nations Sustainable Development Goals, and Paul Gandy, with his emphasis on professionalism and competency.

"We can't assume everybody understands what's coming," Humphrey adds. "We need to ensure that knowledge is current and correct. If our professionals are properly informed, then they will deliver better outcomes." ●

CV: Saul Humphrey FCIQB

- Saul D Humphrey LLP (B Corp): Managing partner, 2019 – present
- Anglia Ruskin University: Professor of sustainable construction management, 2024 – present
- Morgan Sindall Construction: Managing director (East), 2017 – 2018
- R G Carter: Various roles over 33 years, from YTS trainee to regional/board director, 1983 – 2016
- Norwich City Council: Independent director of East Norwich Redevelopment Board (3,500 homes), 2024 – present

- Equinox Homes (part of Great Yarmouth Borough Council): Non-executive director, 2021 – present
- Education
- Heriot-Watt University: MSc Construction Project Management (distinction), 1995 – 2003
- Loughborough University: PhD, sustainable construction, 1991 – 1993





2 Finsbury Avenue: How sustainability reshaped McAlpine's latest City landmark

British Land's latest City of London project has undergone a substantial greening since work began in 2019. **Will Mann** finds out more from Sir Robert McAlpine project director George Amy

Sir Robert McAlpine is no stranger to ambitious City of London projects. Yet few have been

so fundamentally reshaped by sustainability as 2 Finsbury Avenue (2FA), which has undergone major changes to its design, engineering and construction since the project's conception seven years ago.

Rising 170m above Broadgate, this is McAlpine's sixth project delivered under a long-running framework agreement with British Land. The £701m development comprises a 38-storey east tower, a 24-storey west tower linked by a 13-storey podium and winter garden, providing around 1,100,000 sq ft of mixed-use space.

Due for completion in June 2027, the scheme is targeting BREEAM Outstanding, WELL Platinum, EPC A and NABERS 5-Star ratings. It has been designed as an all-electric building, incorporates extensive material reuse and passporting strategies, and uses electric arc furnace steel for the vast majority of its superstructure.

McAlpine project director George Amy has been involved with 2FA since June 2019, joining

◀ 2 Finsbury Avenue (east tower in centre frame) is located in the heart of the City of London



We worked with British Land's sustainability consultant prior to demolition to identify which materials had reuse potential and recover as much as possible
George Amy, Sir Robert McAlpine

the project during RIBA Stage 1. "Sustainability was really coming to the fore at that time, and British Land recognised it would be even higher on the agenda when the project completed in 2027," Amy says. "That became one of the key drivers shaping the building design."

Electric arc furnace steel

One of the clearest examples of this is the superstructure.

Sir Robert McAlpine worked with steelwork contractor William Hare to incorporate 95% XCarb steel manufactured by electric arc furnace using recycled steel and renewable electricity. The contractor says this is expected to save around 5,000 tonnes of CO₂e compared with conventional blast furnace steel.

However, this did mean design and engineering changes, and not just to the structure.

"This is my sixth tower in London," Amy explains. "Previous towers I'd worked on used deep plate girders that provided highly efficient long spans. At the time we were planning this project, those sections could only be produced from plate steel manufactured in blast oxygen furnaces. However, electric arc

furnaces, which use recycled steel, could only produce standard universal beams and columns.

"That decision drove the structural design. In a typical office tower, ventilation ductwork can be routed through openings in the webs of deep structural beams. But because we opted to use electric arc furnace steel sections, we were working with shallower, heavier universal beams that could not accommodate the same services strategy.

"As a result, both the structural and MEP designs changed. Instead of a typical 150mm raised floor, we adopted a 300mm raised floor and moved the air-distribution system beneath the floor."

To ensure the project's sustainability claims were robust, team members travelled to ArcelorMittal's Luxembourg facilities to verify manufacturing processes and renewable energy credentials.

The same scrutiny was applied to other packages, including the aluminium facade, which has a distinctive, sawtooth profile. When one company's recycled-content claims failed to meet requirements, the team switched suppliers. ►

Sustainability at 2FA

95%

XCarb steel in superstructure

5,000

Tonnes CO₂e saving from electric arc furnace steel selection

60%

CO₂e reduction by using basalt reinforcement in the piling guide walls

1,900

Tonnes CO₂e saving from facade aluminium

647kg

CO₂e/m² in whole project



Designing for a second life

2FA's sustainability strategy extends to future reuse.

The project uses the Madaster platform to create a digital record of building materials, allowing future owners to identify, recover and potentially reuse components when the building reaches the end of its operational life.

"British Land wanted every component in the building digitally recorded so that, should the building be repurposed in the future, the building materials could potentially be reused elsewhere," Amy explains.

"We worked with Ramboll, William Hare and AJ Morrisroe on

how to make future disassembly of the decking and slabs more straightforward. In conventional composite construction, metal decking and concrete slabs are connected to steel beams using welded shear studs, which makes it difficult to recover the structural steel without damaging it at the end of a building's life.

"We developed a system using sacrificial plates bolted to the beam flanges. The floor slab could then be connected to these plates rather than directly to the beams. When the building comes to be disassembled, the bolts can be removed and the beams separated from the slab

2 Finsbury Avenue

- Client: British Land
- Main contractor: Sir Robert McAlpine
- Project value: £701m
- Contract: Design and build
- Start on site: July 2022
- Scheduled completion: 28 June 2027
- Architect: 3XN
- Sustainability adviser: GXN
- Structural engineer: Ramboll
- Steelwork contractor: William Hare
- Piling: Cementation Foundations Skanska
- Concrete frame and foundations: AJ Morrisroe
- Facade contractor: Focchi

▲ The tower crane is supported by a steel grillage cantilevered from the east tower core, which was modelled in BIM

British Land wanted every component in the building digitally recorded so that, should the building be repurposed in future, the materials could potentially be reused

George Amy,
Sir Robert McAlpine



without damaging the steel, making reuse much more feasible."

McAlpine also worked closely with William Hare to develop greener metal decking.

"Usually, William Hare would get their decking from Richard Lees, who sourced the steel coil from Tata," explains Amy, "but Tata didn't supply electric arc furnace coil. So, instead we went to ArcelorMittal, who were able to supply steel coil from their electric arc furnace to Richard Lees to profile for William Hare.

"That gave us a major carbon saving and produced a lighter deck, which also helped with manual handling and health and safety on site."

Driving down embodied carbon

Work on 2FA began in July 2022 with the soft strip and deconstruction of two existing 10-storey buildings on the site.

"We worked with GXN, British Land's sustainability consultant, prior to demolition to identify which materials had reuse potential and recover as much as possible," Amy says.

Around 25 tonnes of structural steel beams were extracted, cleaned, tested and warrantied for reuse. Additionally, some 2,500m³ of concrete was crushed and reused within the foundations, while 9,500m² of raised access flooring was removed and stored for future reuse.

McAlpine also incorporated around 100 tonnes of steel from the existing structures in the new

development and repurposed much of the original aluminium facade as cladding for the new cycle ramp.

The project team has sought carbon reductions throughout the design and construction process.

McAlpine worked with piling contractor Cementation Foundations Skanska to rationalise the foundation design, reducing pile diameter from 2.4m to 1.8m. More electric arc furnace steel was used for around a third of the plunge column piles, which cut embodied carbon by 15%.

Also during the piling works, McAlpine pioneered the use of basalt reinforcement within guide walls. Manufactured from volcanic rock, it is significantly lighter than conventional steel reinforcement and McAlpine says it can reduce embodied carbon by up to 60%.

The facade contributes significantly to the building's sustainability. Manufactured using aluminium produced with renewable energy, it is expected to save approximately 1,900 tonnes of CO₂e compared with a conventional product, according to McAlpine.

At final design stage, embodied carbon was reduced from 755kg CO₂e/m² to 656kg CO₂e/m².

According to Amy, subsequent optimisation has lowered the figure further to around 647kg CO₂e/m².

"Considering the design originated in 2019, achieving those figures is quite an achievement," Amy adds. "A lot of credit should go to my sustainability manager Kathryn Castledine."

Top-down construction

Delivering a 170m tower development in the City always means significant construction methodology considerations.

The ground engineering required installation of 280 secant piles and 78 bearing piles extending up to 60m below ground level. Additionally, the project involved construction of three basement levels.

Looking for programme savings and logistical efficiencies, McAlpine opted for a top-down construction methodology.

"We wanted to get the superstructure started as quickly

▼ Visualisation of the completed 2 Finsbury Avenue

CV: George Amy

- Project director, Sir Robert McAlpine, 2018 – present
- Project director, Multiplex, 2003 – 2018
- Construction manager, Canary Wharf Group, 2000 – 2003
- Design Engineer, SGB Asia Pacific, 1999 – 2000
- Site manager, Gammon Construction, 1997 – 1999
- Education
- University of Portsmouth, B Eng (Hons), Civil Engineering, 1992 – 1996



as possible, so we designed the plunge columns – 60 in total – in a way that allowed us to maximise the freestanding height of the cores," Amy says.

The approach also involved constructing the first basement slab early and using it as a permanent horizontal prop.

"Instead of large temporary steel propping systems in the basement, we used the B1 slab as a horizontal prop and excavated straight down to B3 while simultaneously building upwards," says Amy.

The strategy allowed excavation and superstructure construction to proceed concurrently. While ►

To minimise risk from global shipping issues, the escalators were imported from China more than six months before they were required on site

George Amy,
Sir Robert McAlpine



the towers rose above street level, below ground excavation work proceeded, removing approximately 36,500m³ of material to create the basement structure.

According to McAlpine, the approach removed around nine months from the programme.

Building safety, digital delivery, logistics

Building safety has been another major consideration for the project as regulations continue to evolve post Grenfell, says Amy.

“For example, suppliers withdrew warranties on some drylining systems which previously could be used for smoke shafts, which meant redesigning to come up with another solution,” he explains.

Digital tools have supported design and construction since the early stages of the project.

“The project has been modelled since approximately Stage 3 and we employ two dedicated BIM engineers,” says Amy. “We use a Dalux 3D viewer for all the whole team to view the model ‘on the go’, plus Buildots to capture images and compare site progress against programme and identify quality issues. The 4D programming software we use is Synchro.”

Managing logistics on a constrained City site has required detailed planning.

The project occupies a unique location at the intersection of three



▲ MEP installations on the roof of the west tower, looking towards the taller east tower

local authority boundaries. While the site sits within the City of London, neighbouring streets fall within both Hackney and Islington, meaning major lifting operations often require engagement with multiple authorities.

To maximise use of space, the tower crane is supported by a steel grillage cantilevered from the east tower core, the precise structural analysis calculated in BIM.

“We’re fortunate to have McAlpine Design Group and McAlpine Lifting Solutions inhouse to help design and plan the temporary works and major lifting operations,” says Amy.

Supply chain resilience has also been a major focus.

“The project includes 35 lifts and three escalators,” says Amy. “To minimise risk from global shipping issues, the escalators were imported from China more than six months before they were required on site. Similarly, the unitised facade panels were manufactured and stored in Italy six months in advance of installation.

“It has helped derisk the programme tremendously.”

Final phase

With completion scheduled for 28 June 2027, the project is entering its final phase.

Most of the MEP plant has been delivered and will be installed within the basement and on the roof areas. Water source heat pumps for the showers and changing rooms are being fitted in the basement with air source heat pumps on the roofs of both towers. There remains some facade infill work before the hoist and tower cranes start being dismantled. The focus will then move to MEP testing and commissioning.

2FA has changed considerably since Amy came on board seven years ago and he says the key to delivering the evolving scope has been the collaborative culture on the project.

“We’ve been working with British Land for 10 years and there is a very strong team ethos,” he says.

“No individual delivers a project. When jobs go well, construction can demonstrate some of the better sides of humanity. This project is a very good example of that.” ●

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'Clients wanting to control cost should look at design'

Sizewell C's supply chain chief Malcolm Dare wants the £38bn project to drive productivity improvement in UK construction. But, he tells **Will Mann**, the industry's delivery model needs to change



Procurement at Sizewell C is necessarily shaped by "replication", Dare says, for cost and safety reasons. Much of the nuclear equipment supply chain mirrors Hinkley Point C, sourced from established European manufacturers.

However, Sizewell C's target is 70% of construction spend in the UK, with at least £2bn in Suffolk and a further £2bn across the rest of East Anglia.

The £10bn main civils programme is being delivered through a four-party alliance bringing together Sizewell C, Balfour Beatty, Bouygues and Laing O'Rourke. Then there is the £4.5bn site delivery programme, which includes new roads, a rail link and the marine import facility – some 60% of construction material deliveries will not use local roads – which will be delivered through as many as 300 contracts.

"The alliance is building the civil structure of the power plant. The alliance companies also need to develop their supply base and they have the same stringent criteria as we do for using local and UK suppliers," says Dare.

Innovation and productivity

"We repeatedly say to the supply base, we'll never compromise on safety and quality, but we have to deliver to cost and schedule. And to do that, we need innovation and productivity," Dare says.

One example of this comes from

On the Suffolk coast, one of the UK's largest and most strategically important infrastructure projects is taking shape: Sizewell C nuclear power station will comprise two EPR reactors capable of generating 3.2GW of electricity, enough to power around six million homes.

The £38bn project extends far beyond the power station. Alongside the reactors will come major enabling infrastructure, extensive civils, mechanical and electrical packages

that will continue well into the 2030s. For Malcolm Dare, supply chain executive director at Sizewell C, the scale of delivery creates challenge and opportunity: build critical national infrastructure, while strengthening supply chains, improving productivity and leaving a lasting capability legacy for UK construction.

"By using UK companies with proven track records and helping them become more efficient, they become more capable businesses beyond Sizewell C," he says.

▲ Sizewell C's supply chain chief Malcolm Dare

► Sizewell C will be able to generate enough electricity to power around six million homes



By using UK companies with proven track records and helping them become more efficient, they become more capable businesses beyond Sizewell C

Malcolm Dare, Sizewell C



HS2's Colne Valley Viaduct. "HS2 has a poor public perception, but there are some great innovation stories we can learn from," Dare says.

"We're expecting to use around 300,000 tonnes of reinforcement steel and vast quantities of nuclear-grade concrete during construction at Sizewell C, so what we're trying to do is drive offsite manufacturing.

"HS2 created a rebar factory for the viaduct sections. So we've bought those rebar manufacturing sheds and we'll be working with Laing O'Rourke to see how we can generate rebar cages effectively in a factory environment, rather than building the rebar cage on site."

Pipework installation provides another example.

"Bilfinger is a German company, but they have a factory in Hull, where they're building pipe modules," explains Dare. "So that

means when pipes come to be fitted, instead of fitting, say, 50 individual pipes, the contractor will be fitting five modules.

"Plus, the productivity in the factory is far higher because the welding, the quality, the safety standards for building the pipe module is far higher than if you're trying to do it in a room in the built civil structure."

Galliford Try's work on the plant's new highways infrastructure also reflects Dare's emphasis on productivity-led delivery models – and a willingness to bring in thinking outside the construction industry. The contractor was appointed to deliver the 6.8km Sizewell Link Road and a new dual carriageway bypassing two local villages of Farnham and Stratford St Andrew.

"Galliford is working alongside Curzon Consulting, which is a management consultancy who I knew when I worked in the highways sector [at Highways England] improving productivity on standard activities such as drainage and asphalt installation by 20-30%," says Dare.

"What we're trying to catalyse here is innovation, bringing new ideas in that can improve the

norm in construction. The reality is productivity in the sector is not as good as it should be."

Logistics is another area where Dare sees infrastructure lagging behind.

"One of the learnings from Hinkley," he says, "was that logistics capability came later than it should have done. So we've appointed Wilson James as a logistics provider and will use their 'Control Tower' approach to integrate road, rail and maritime logistics."

The Sizewell C project is also establishing around one million sq ft of warehousing near Ipswich, to act as a supply chain hub, alongside European logistics capability in Vissingen, in the Netherlands, supporting marine transport equipment flows from the continent.

"What we're trying to do," Dare says, "is apply manufacturing logistics thinking into infrastructure."

He points to Heathrow Terminal 5 and the London Olympics as examples where integrated logistics models supported successful delivery.

Construction's delivery conundrum

Dare has spent much of his career outside construction – in manufacturing, logistics and defence – and he believes the industry still struggles with a problem other sectors tackled years ago: the disconnect between design and delivery.

"There's an old manufacturing rule of thumb that I learnt many years ago," he says. "Seventy per cent of cost is designed in. And that applies with construction too."

The principle is simple. By the time physical delivery starts, opportunities to remove cost and improve productivity are significantly reduced. ►

CV: Malcolm Dare

● Executive director supply chain, Sizewell C, Jul 2024 – present

● Executive director commercial and procurement, National Highways, Jan 2019 – May 2024

● UK chief procurement officer and continental Europe procurement director, Thales, May 2015 – Dec 2018

● Supply chain director – submarines, BAE Systems, Sep 2006 – Apr 2015

● Head of materials, Applied Implant Technologies, Applied Materials, Sep 2000 – Aug 2006

● Industrial engineering manager, Mars, Nov 1993 – Jul 2000

● Captain, Royal Engineers, British Army, Jan 1989 – Aug 1992

Education

● MBA, Henley Business School, 1996 – 2000

● BSc Mining Geology (first), University of Leicester, 1985 – 1988



Sizewell C in numbers

£38bn

Total value of the Sizewell C programme at 2022 prices

70%

Target proportion of total construction spend to be delivered through UK

£4bn

Targeted spend within Suffolk and East Anglia region

10%

Weighting of procurement evaluation criteria towards ESG

70,000

Total UK jobs expected to be supported during construction

1,500

Number of apprenticeships expected to be created

What we're trying to catalyse here is innovation, bringing new ideas in that can improve the norm in construction

Malcolm Dare, Sizewell C



"As a client, if you really want to control cost," Dare says, "you've got to look at the design phase."

His frustration is that infrastructure procurement often separates those responsible for design from those responsible for building, creating inefficiencies that become difficult to recover later in a project lifecycle.

"In manufacturing businesses, product design and manufacturing engineering sit together," he says. "In civils, the design is often done by designers and the people that build it are completely separate from it."

There are examples where companies are beginning to move towards a manufacturing mindset, Dare thinks.

"Balfour Beatty's relationship with Atkins," he suggests, "creates

stronger integration between engineering and delivery thinking.

Elsewhere, Kier, Skanska and Galliford Try have strengthened internal design capability or changed how design teams operate to bring greater focus on production engineering and buildability.

"Where companies have done that," Dare says, "they're controlling the design, and they can really start to influence the cost. At Sizewell, we have to control some of the design because of the safety case. But where we can improve is the production engineering, the delivery that comes from the design. That's the thinking with the rebar off-site manufacturing.

"With the amount of money that's going to be spent on infrastructure in the coming years, this is an opportunity that the industry cannot afford to miss. But if it does not collectively stand up and drive that productivity agenda, you've got to question whether we deserve the money." ●

▼ The project is expected to support 70,000 UK jobs during construction



Delivering value locally

The site delivery work, which includes new roads, a rail link and the marine import facility, will be let through hundreds of smaller contracts designed to create opportunities for regional businesses and SMEs, says Dare.

Earthworks specialist Blackwell Earthmoving provides one example.

"Blackwells is up the road in Essex and they've been working here for more than three years now," Dare says. "So now we operate with Blackwells under a framework, so it's a rapid way of placing tasks to them. By working with one company like that, we can help them grow, develop and become more productive and innovative."

Sizewell C has deliberately embedded social value requirements into procurement.

"In all our contracts, we're loading in a 10% ESG requirement," says Dare. "We don't operate under public procurement rules, but we have deliberately chosen to adopt this 10% ESG rule, which

covers apprenticeships, local employment, social enterprises.

"One example of this is a social enterprise called Royal British Veterans Enterprise (RBVE). The enterprise manufactures signage products while creating employment opportunities for military veterans, including those living with physical injuries or post-traumatic stress disorder.

"The factory generates revenue that funds outreach work, housing and care support," Dare says.

"It's a classic example of where spending a little bit of money with a social enterprise can help fund all of the wider support they provide," he adds.

Sizewell C is also investing in a sixth-form college in Leiston to strengthen local education pathways into construction and has introduced "skills bootcamps", working with contractors including Willmott Dixon and HW Martin, to boost long-term employment prospects for local residents.



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CIOB Americas marks contractor Graham's centenary

As North American contractor Graham celebrates 100 years in business, CIOB members visited the award-winning Lawson Centre for Sustainability, which Graham is building at the University of Toronto. **Rod Sweet** reports



CIOB Americas helped North American contractor Graham mark its 100th anniversary this spring when a group of CIOB Toronto Hub members visited two important projects the contractor is delivering in Canada's largest city, Toronto.

Sereena Kang, CIOB Americas regional manager, said the visits – to the new Lawson Centre for Sustainability at Trinity College,

University of Toronto and the Yee Hong Ng Siu Chan Centre, a long-term care home commissioned by Yee Hong Centre for Geriatric Care – offered a stimulating day out for Greater Toronto Area construction professionals.

Graham is celebrating its journey from its founding in 1926, when it was a small, family-owned business working on the Saskatchewan railway, to Graham today – a

▲ The Lawson Centre for Sustainability at Trinity College, University of Toronto

CAN\$4bn-plus (£2.14bn-plus) employee-owned built-environment enterprise with 3,000 employees, five divisions and more than 500 live projects around North America including complex buildings, infrastructure and industrial projects.

The Lawson Centre for Sustainability, due to open in the autumn of Graham's centenary year, is a fitting milestone as it sets a new standard for sustainable design



CIOB

▲ CIOB Toronto Hub members on their big day out visiting Graham's projects in Toronto

and architecture at the University of Toronto. It will be the home-base for Trinity's Integrated Sustainability Initiative which provides students with state-of-the-art areas for research and experiential learning.

The four-storey hybrid mass-timber, steel and concrete structure clad in local brick and limestone was designed by the local office of RDHA in collaboration with Dutch signature studio Mecanoo Architecten.

The 165,000-sq-ft facility provides 339 student residence spaces along with academic, community and dining areas. Outdoor spaces include two courtyards and a reintegrated North Field, creating green areas for recreation and campus activities.

Sustainability features

The centre is targeting LEED® Platinum and Zero Carbon Building certification.

For energy efficiency, temperature will be controlled through geothermal heating and cooling and chilled beams, with rooftop solar panels contributing energy. The building has a high-performance envelope, all-electric kitchens and water-efficient fixtures with grey water reuse.

Green roofs planted with native species and an underground cistern to collect rainwater will help with sustainable water management.

Although not yet open, the building has already won international

accolades for sustainable design, including: Silver, Future Projects, in the 2026 World Architecture News Awards; the 2025 Holcim Foundation Award for Best Practice in Sustainable Design, and it was named by ArchDaily as one of the world's 20 most anticipated projects for 2026.

"What stands out most about the Lawson Centre is the way multiple low-carbon strategies are integrated into a single building," said Graham project manager Ryan Macklin MCI OB.

"The project uses a hybrid mass timber structure to reduce embodied carbon, supported by geothermal heating and cooling, rooftop solar PV panels, and rainwater harvesting systems.

"It also incorporates a high-performance building envelope to minimise energy demand."

'Reminded me why I love this industry'

Then it was north-east to the Scarborough district of Toronto, where Graham is building the Ng Siu Chan Centre for long-term care.

Owned and operated by Yee Hong Centre for Geriatric Care, the new five-storey, 225,560-sq-ft building will be home to 224 people. Groundbreaking took place in

▼ The five-storey Yee Hong Ng Siu Chan Centre, due for completion this summer, will be home to 224 people



GRAHAM

The project uses a hybrid mass timber structure to reduce embodied carbon

Ryan Macklin MCI OB, Graham



November 2023, and the centre is on track for completion in summer 2026. Once operational, it will offer a full spectrum of culturally-appropriate services including 24-hour nursing care and adult day-programme services.

The building includes one floor of underground parking and a below-grade link to the adjacent Yee Hong Finch Centre.

CIOB's Sereena Kang noted that the design was informed by the lessons and best practices learned over the Covid pandemic.

One Toronto Hub member, Omar Rashed MCI OB, said: "Walking through an active site – seeing a future home for around 200 older adults take shape in real time – was both humbling and energising. It reminded me why I love this industry. Behind every structural decision is a real human purpose."

The Ng Siu Chan Care Centre adds to Graham's portfolio of long-term care projects in Ontario. Graham, meanwhile, has delivered over 300 hospital and medical facility projects across Western Canada and Northwestern US.

Commenting on the big anniversary, Graham president and chief executive Andy Trewick said: "Reaching 100 years is something only a small number of companies ever get to do. It reflects generations of resilience, progress and a legacy of people who have shown up with purpose, had pride in quality work and stood confidently behind what they build. Which is what we still do every day." ●



DIGITAL CONSTRUCTION WEEK

DCW 26 takeaways: ‘Start with the operation in mind’

Getting handover right first time and agentic AI-enabled common data environments were key topics at Digital Construction Week 2026

As part of the industry-wide campaign for digital transformation, “start with the end in mind” has been a popular call to arms for many years. Following June’s Digital Construction Week (DCW) at London’s Excel, don’t be surprised if you hear “think of project handover

as the start of operations” more and more.

The phrase was coined at the show by Steven Boyd MBE, one of the leaders of the Digital Operations Working Group (DOWG), when announcing the group’s collaboration with nima. The core goal of the collaboration is to ensure the industry

collects and manages only the data needed for the operational activity necessary to deliver real, measurable outcomes for asset owners. This is aligned with the DOWG’s “right-to-left” methodology, which mandates that successful digital operations and smart buildings must start with the asset owner’s desired outcomes and the operator’s requirements, rather than simply accepting the data the contractor has available at the end of the project.

The DOWG is drafting a Digital Operations Playbook, which will address this by setting out an approach that aligns existing, fragmented industry standards – including 19650, 41001, NRM3 and SFG20 – into a single, unified framework. This approach enables a true “digital handshake”, replacing massive dumps of available project data at

▲ The end-user was the focus of many Digital Construction Week sessions this year

handover with the effective, targeted sharing of the precise data required for operations, according to the DOWG.

Boyd told DCW delegates: "I've got three things I'd like you to take away. First, I'd like you to think right to left, starting with business outcomes. I think that's critical. Second, I'd like you to think of project handover as the start of operations, not as the end of a construction project. And third, think not about what the Digital Operations Working Group can do for you, but what you and the community can do to help join that community up."

Gordon Mitchell FIWFM co-leads the DOWG. He added: "I think RIBA Stage 6 being the start of operations can really make a difference, because it's certainly not how it's viewed at the moment. If we can get into that understanding that this is how we all start to work together, I think that will be one very, very critical point."

The DOWG will lead the IM for Digital Operations (IM4DO) group for nima. To ensure this work remains "deeply rooted in the practical needs of estate management", the DOWG has established an expert advisory panel. The first panel members named include: Alex Plenty, head of digital construction at Skanska; Jo Harris, UK & Ireland head of technical services at Sodexo; and Andy Green, director at AtkinsRéalis and lead of the ADS Alliance.

When is a CDE really a CDE?

Both Procore and Asite launched updates to their common data environments (CDE), complete with agentic AI.

Procore describes its offering as a "purpose-built CDE from the ground up on a single platform to unify and verify project data from approved design to handover, capturing

Think of project handover as the start of operations, not as the end of a construction project

Stephen Boyd, Digital Operations Working Group



evidence in the flow of work to help keep the digital record aligned with site reality".

Procore's agentic AI can mine the structured project datasets. Thus, it can surface answers already contained within project records before new RFIs are created, for example, or identify discrepancies between approved designs and field execution, or accelerate issue resolution by connecting related workflows, documents, and historical project context. Tasks that previously required hours of manual searching and coordination can be completed in minutes, with transparent source attribution, Procore said.

Brett King, director of industry transformation at Procore, told CM: "With my background [15 years in information management roles at Mace and then ISG – ed.], I saw all of these tools and what they called CDEs, but by and large, what most of our competitors call CDEs are actually a document control solution, or an electronic document management system.

"Our strength is in how we help project teams to deliver those projects from a construction management or project management point of view, and that's all about cost and programme and linking all of that data together.

"I think that's a big difference with Procore: we are the one that brings design into the field now. This is the first time I've actually seen a proper CDE, what I can call a [proper]

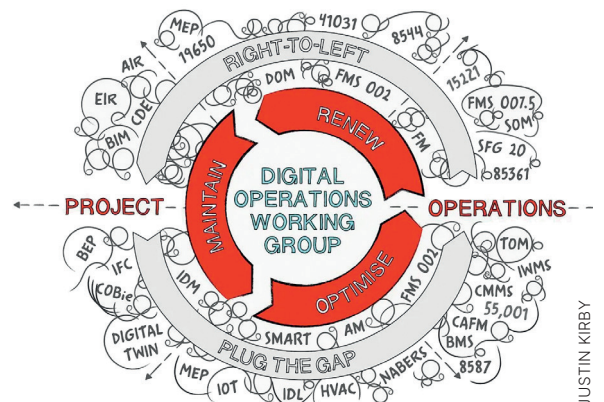
common data environment, where we're breaking down all the silos from design all the way to delivery."

Meanwhile, Asite introduced its so-called Virtual Coworkers: AI agents trained as role-specific virtual experts, such as a Building Safety Act specialist, document controller, or project controls advisor. Asite users can "speak" to them in natural language, ask them to interrogate project data, perform real project management tasks, check packages against the employer's requirements, or prepare dashboards.

"The industry is moving from reactive chatbots into proactive task execution," said Dr Jozef Doboš, chief digital officer at Asite. "Construction needs AI that understands programme risk, and compliance obligations, to help teams get work done.

"The Asite Virtual Coworkers go beyond answering questions or retrieving documents. They work alongside existing project teams to support critical workflows directly inside a CDE. We see this as the next evolution of the cognitive CDE – transforming it from an information repository into an active project delivery partner." ●

▼ The ecosystem in which the Digital Operations Working Group sits



The Tilbury Douglas PM who rebuilt a RAAC school

Next up in our series of interviews profiling construction project leaders is Richard Ellis MCIOB from Tilbury Douglas, who talks to **Will Mann** about his complex work managing the demolition of a RAAC-riddled school and rebuilding a new education facility



TILBURY DOUGLAS

Tell us about your latest project. Where the big technical challenges were and how did you approach them?

My most recent project was St John's Catholic Primary School in Rickmansworth, Hertfordshire, a two-storey school for the Department of Education.

The project is the first school to be rebuilt to permanently remove reinforced autoclaved aerated concrete (RAAC) through the government's School Rebuilding Programme.

The greatest challenge surrounded the demolition of the school, where RAAC was discovered

▲ The rebuilt St John's Catholic Primary School in Hertfordshire

in 2022, following an immediate evacuation of the pupils and staff due to structural risks. The building also contained asbestos which further complicated the demolition works. The entire building was scaffolded and wrapped in 'shrink wrap' polythene to contain the outbreak of dust.



Following removal of the concrete planks, the asbestos-cased beams were lowered and “tented” for the controlled removal of the asbestos. This phase of work was planned to take eight weeks, although we completed it in only six. Uniquely, we invited the HSE to attend throughout the process for both agreement on the safest means of executing the work and for ongoing monitoring and adherence to the plan.

We employed an Oculo 360-degree head mounted camera during the construction phase of the project. This enables 360-degree “scenes” to be compared against the 3D model for clash identification, progress reporting and general monitoring.

What are the key skills and experience you need for that kind of project?

The St John’s project was different because of the urgency created by the RAAC issue, the asbestos risk and the need to progress demolition and rebuilding safely while maintaining confidence with the customer, school, local authority and wider project team.

It required a detailed understanding of Department for Education standards, particularly the CF21 Output Specification, alongside strong control of temporary works, asbestos management, demolition sequencing, building safety, quality assurance and handover requirements.

How have you found getting to grips with big industry issues like building safety, quality, competency?

I embrace these changes, as they provide surety for the end user, but also an onus on the contractor to raise standards and demonstrate compliance. There is now more up-front planning during the construction phase, but this pays dividends thereafter.

In terms of competency, I believe project managers now need to demonstrate not only technical knowledge but also strong evidence of leadership, compliance and accountability. I have embraced this by keeping up to date with changes in building safety, quality management and sustainability expectations, and by supporting a culture where standards are checked, recorded and challenged throughout the project rather than only at completion.

Tell us about an innovation you’ve seen or used recently that really excites you.

I have used LiDAR scanners on a London residential scheme for 3D modelling of existing buildings and for terrain modelling, including scanning via drone. These tools provide accurate information and save weeks when compared against traditional measurement and modelling.

I have an active interest in new technology, and I am always



Project managers now need to demonstrate not only technical knowledge but also strong evidence of leadership, compliance and accountability
Richard Ellis
MCIOB,
Tilbury Douglas

willing to adopt new tools which help improve the way we work and possibly save us time and cost.

What’s the best piece of advice you’ve read or been given that has helped you in your job as a construction project manager?

“If you wouldn’t be happy to have it in your house, don’t do it in someone else’s.”

What made you want to be a CIOB member and how has it helped you?

I wanted to be part of a knowledge-sharing platform and be part of a group of like-minded individuals.

Being part of CIOB also supports my continued professional development and helps demonstrate to clients, colleagues and supply chain partners that I am committed to high standards, ethical practice and ongoing improvement within the construction industry. ●

 What you will learn in this CPD

- ▶ Water risks on construction sites and regulatory rules
- ▶ The differences between environmental permits and exemptions
- ▶ The three treatment stages commonly used for contaminated groundwater

CPD: Managing groundwater on construction sites

In an era of tightening regulation and growing concerns about climate change, Churngold Construction's **Duncan Houlden** explains the key considerations for managing groundwater on construction sites





Whether delivering complex groundworks on constrained brownfield sites or preparing greenfield developments where water poses a risk, effective management of groundwater and surface water run-off is fundamental to safe, compliant and efficient project delivery.

Uncontrolled water can halt construction activity, undermine excavations, damage newly installed infrastructure and, crucially, lead to the release of silt-laden or contaminated water into the wider environment.

For contractors and developers, the regulatory, financial and reputational consequences can be significant. Environmental legislation requires strict control of discharges to watercourses and groundwater, while clients increasingly expect robust environmental risk management as part of responsible construction practices.

By deploying engineered treatment solutions, including separators, settlement tanks, attenuation systems and activated carbon filtration, contractors can maintain programme certainty while ensuring strict environmental compliance.

Environmental permits and exemptions

A key consideration for any groundwater treatment strategy is understanding whether an activity requires an environmental permit or whether it can operate under

◀ Regulation of groundwater on construction sites is getting tighter

an exemption. In simple terms, exemptions generally apply to lower-risk activities that fall within predefined operational rules set by the regulator.

Permits, however, are required for higher-risk activities, more complex treatment systems, or situations where activities fall outside exemption criteria. Environmental permits are always formally registered, as are most exemptions.

For construction projects, temporary discharge activities often require:

- Environmental permits from the Environment Agency or Natural Resources Wales;
- Trade effluent or discharge consents from the relevant water utility provider;
- Supporting risk assessments, monitoring plans and sampling protocols.

Understanding the distinction between permits and exemptions at project planning stage is essential, as incorrect assumptions can result in enforcement action, project delays and costly redesign of temporary treatment systems.

Environmental legislation requires strict control of discharges to watercourses and groundwater



Water risks on construction sites

Construction sites create multiple pathways for water contamination. Excavations frequently expose groundwater containing suspended solids or legacy pollutants, while site activities such as earthworks, vehicle movements and stockpiling can increase turbidity in surface run-off.

Environmental conditions can further complicate matters. Heavy rainfall, perched groundwater layers and seasonal water table fluctuations often lead to sudden increases in water volumes requiring treatment.

If groundwater is not properly controlled, several risks emerge:

- **Regulatory non-compliance.** Discharging untreated water may breach environmental legislation such as the Water Resources Act or Environmental Permitting Regulations.
- **Programme disruption.** Water ingress can flood excavations, destabilise working platforms and halt operations until conditions are stabilised.
- **Environmental damage.** Sediment or contaminant release can impact downstream ecosystems, ▶

Key legislation and guidance

Construction professionals involved in groundwater management should be familiar with the following legislation and guidance documents:

- Water Resources Act 1991
- Environmental Permitting (England and Wales) Regulations 2016
- Environmental Damage (Prevention and Remediation) Regulations 2015
- Groundwater Regulations 2009
- Environmental Protection Act 1990 Part 2A
- CIRIA Guidance
- CL:AIRE Guidance
- Pollution Prevention Guidance (GPP)

Effective systems typically combine several technologies to address different contaminants and flow conditions



potentially triggering regulatory enforcement.

● **Structural risk.** Excess groundwater may undermine earthworks, compromise foundations and require expensive engineering redesign.

Because of these risks, construction teams must adopt a proactive approach to water management, incorporating treatment systems into site planning rather than responding only when problems arise.

Integrated treatment systems

Modern groundwater management rarely relies on a single treatment intervention. Instead, effective systems typically combine several technologies to address different contaminants and flow conditions.

Three core treatment stages are commonly used across construction sites:

1. Sediment control through separation and settlement

Suspended solids are one of the most common water-quality challenges encountered on construction projects. High turbidity not only breaches discharge permit limits but can also damage natural watercourses by smothering aquatic habitats.

Lamella plate separators – often referred to as ‘Siltbuster-style’ systems – are designed to accelerate the settlement process. By passing water across multiple



CHURNOLD

▲ Granular activated carbon treatment vessels on a Churngold site

inclined plates, the system increases the effective surface area for sediment to settle, significantly improving efficiency compared with conventional settlement tanks.

These systems are particularly useful because they can:

- Manage high flow rates during peak run-off periods;
- Operate effectively during poor weather conditions;
- Remove fine suspended particles to levels compliant with environmental discharge standards.

Where soils are particularly clay-rich or slow to settle, flocculants may be introduced to enhance sediment separation.

2. Attenuation and controlled discharge

While sediment removal addresses water quality, flow management is equally important. Construction sites often experience rapid fluctuations in water volume,

particularly during dewatering operations or heavy rainfall events.

Attenuation tanks are used to regulate these flows by temporarily storing water before it enters the treatment process or is discharged from site. By acting as a buffer, they ensure downstream systems operate at a consistent rate and prevent uncontrolled releases.

Attenuation systems are especially valuable when:

- Managing peak flows during excavation dewatering;
- Holding water temporarily during storms;
- Protecting treatment systems from overload.

3. Activated carbon filtration for contaminated water

Where groundwater contains dissolved contaminants such as hydrocarbons, volatile organic compounds or organic pollutants, additional treatment stages may be required. ►

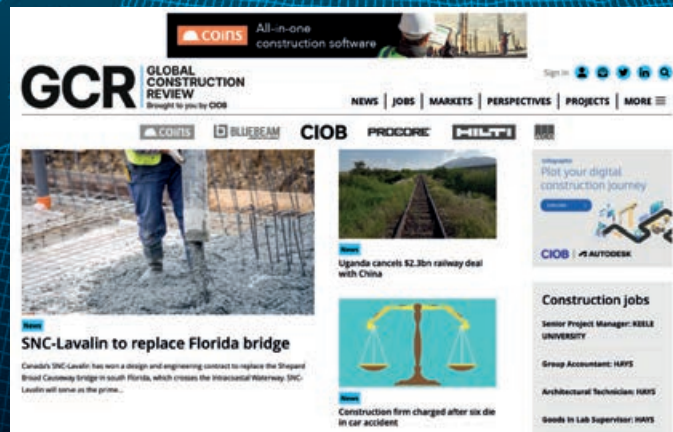


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Activated carbon filtration is widely used to 'polish' treated water before discharge. The highly porous structure of activated carbon allows it to adsorb dissolved contaminants effectively.

Carbon filters are particularly effective at removing:

- Petrochemical residues;
- Polycyclic aromatic hydrocarbons (PAHs);
- Organic compounds and odours;
- Certain dissolved pollutants.

These units are typically installed as the final stage in a treatment train and can be scaled depending on the flow rate and contamination levels present.

Their modular design also allows them to be deployed quickly on projects where groundwater contamination emerges unexpectedly.

Compliance and environmental responsibility

Beyond engineering solutions, groundwater management requires careful regulatory oversight. Construction teams must work closely with environmental consultants, regulators and water authorities to ensure compliance throughout the project lifecycle.

Depending on the project location and discharge route, consultation may be required with:

- Environment Agency;
- Natural Resources Wales;
- Local water utility providers

regarding trade effluent agreements and sewer discharge consents;

- Environmental consultants and contaminated land specialists.

Key compliance considerations include:

- Monitoring and sampling water quality at agreed intervals;
- Ensuring discharge meets permit conditions or agreed thresholds;
- Maintaining treatment systems to ensure consistent performance;
- Managing contaminated residues in accordance with duty-of-care obligations.

Accurate record keeping is essential. Site teams should maintain documentation such as sampling records, treatment system configurations, waste transfer notes and photographic logs to provide a clear audit trail and demonstrate environmental compliance during inspections or regulatory reviews. ►

Case study: Groundwater management on a tunnelling project in Stroud

On a tunnelling project in Stroud, deep sewer excavation works encountered unforeseen hydrocarbon-impacted groundwater, placing the programme under significant pressure and threatening prolonged delays.

Churngold mobilised personnel to sample and characterise the groundwater contamination, enabling a full environmental risk assessment and agreement of a temporary discharge strategy with the relevant authorities.

A mobile treatment system was deployed consisting of:

- Two lamella separation units;
- Oil/water separation systems;
- Four granular activated carbon (GAC) filtration

vessels operating on rotation; ● Transfer tanks and pumps to maintain continuous treatment flow.

Unlike traditional attenuation systems, water was pumped directly from the sewer excavation through the treatment train and into the existing sewer network under a short-term discharge authorisation.

The treatment operation ran for approximately 14 months, processing an average of 45m³ of groundwater per day. The staged system successfully removed suspended solids and hydrocarbon contaminants, enabling treated water to consistently meet Severn Trent discharge requirements and allowing tunnelling operations to continue safely and compliantly.



► Granular activated carbon vessels deployed on a Churngold site



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► As climate patterns shift, groundwater challenges are expected to increase



Adapting to changing climate conditions

As climate patterns shift and brownfield redevelopment accelerates across the UK, groundwater management challenges are expected to increase.

Construction professionals should anticipate:

- Greater regulatory scrutiny of temporary discharge systems;
- Increased reliance on multi-stage treatment solutions;
- Adoption of digital monitoring and telemetry to track water quality in real time;
- Growing focus on energy-efficient and low-carbon treatment technologies.

Meeting these challenges will require continued investment in both technology and professional expertise.

Effective groundwater management is no longer simply an environmental requirement; it is a critical component of risk management and sustainable construction delivery.

By integrating robust treatment systems, proactive monitoring and specialist knowledge into project planning, construction teams can protect the environment, maintain regulatory compliance and safeguard project programmes. ●

Case study: Groundwater treatment on a former plastics factory in Somerset

At a former plastics factory in Somerset, Churngold delivered a phased remediation programme to prepare the site for residential redevelopment. The site was impacted by hydrocarbons and a localised cyanide hotspot, requiring both soil remediation and groundwater treatment.

The onsite treatment facility consisted of:

- Sediment settlement tanks;
- Oil/water separation units;
- Granular activated carbon (GAC) treatment vessels.

Hydrocarbon-impacted soils were excavated and treated onsite within biopiles. Materials were blended with nutrients and regularly aerated through windrow turning to stimulate biological degradation before successful reuse onsite.

Groundwater treatment was undertaken using a staged pump-and-treat process. During phases 1 and 2, only minor hydrocarbon sheens were encountered, allowing

groundwater to pass directly through the treatment system. However, during phase 3, significant free product contamination required tankering offsite before groundwater could enter the treatment process.

Treatment included:

- Free-product skimming;
- Pump-and-treat groundwater recovery;
- Oil/water separation;
- Activated carbon filtration;
- Oxygen-release compounds (ORCs) to support long-term aerobic biodegradation.

Treated water was discharged to the sewer network under consent, with regular sampling undertaken prior to discharge to confirm compliance with agreed environmental thresholds.

This integrated remediation and groundwater-treatment strategy enabled the site to be safely prepared for redevelopment while maintaining environmental compliance throughout the programme.

CPD Questions

1) What is the primary environmental risk associated with untreated construction site water?

- a) Reduced soil compaction
- b) Pollution of watercourses and groundwater
- c) Increased excavation productivity

2) In a staged groundwater treatment system combining lamella separators, attenuation tanks, and activated carbon filters, what is the main advantage of sequencing these technologies rather than using a single treatment stage?

- a) It reduces the need for operator training
- b) It ensures gradual removal of different contaminants, improves efficiency, and maintains compliance under variable flow conditions
- c) It allows untreated water to bypass regulatory oversight

3) Why are attenuation tanks used in groundwater treatment systems?

- a) To chemically treat hydrocarbons
- b) To regulate and buffer water flow before discharge
- c) To remove odours from contaminated water

4) What contaminants are activated carbon filters particularly effective at removing?

- a) Suspended sediments only
- b) Organic contaminants such as hydrocarbons and PAHs
- c) Heavy construction equipment residues

5) Why is documentation and monitoring important in groundwater management?

- a) To improve plant fuel efficiency
- b) To demonstrate compliance with environmental permits and regulations
- c) To reduce excavation depths

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

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Mark Roskell
Decipher

'How do we price work on boggy ground?'

This edition's Contract Clinic question comes from a contractor worried about tendering for a project in an area known for difficult ground conditions. **Mark Roskell** responds

THE ANSWER

For jobs in areas prone to boggy, soft ground and waterlogging, it is vital to adjust to mitigate the risk and any exposure due to unknown costs at the earliest possible opportunity.

JCT contracts

Unamended forms place all unforeseeable ground risk on the contractor. They assume the contractor has had the opportunity to conduct pre-contract site investigations. This highlights the importance of identifying any potential issues as soon as possible.

In 2024, the JCT forms included relief for unexploded ordnance and asbestos, but are still largely silent on ground conditions. Therefore, if you sign an unamended contract and encounter boggy ground or a high-water table, you cannot claim extra money or time. Unrecoverable costs will directly impact your margin.

To mitigate this, consider introducing a schedule of amendments, to transfer the risk back toward the employer. Such a schedule should treat unforeseeable adverse ground as a "relevant event" – to have entitlement for an extension of time – and a "relevant matter" – to claim additional direct loss and

expense for remedies such as temporary works, pumping, piling.

It is unlikely that an employer would accept such an open risk for the ground conditions, which is where a geotechnical baseline clause could be agreed.

Under such a mechanism, you agree that you are responsible for the ground conditions only up to a specific, agreed baseline from the known information and incorporated into the contract. This could be based on the anticipated water table depth or the soil bearing capacity for example.

With these parameters in case, you can price what you know, but also if the ground turns out to be worse than what is stated, the contractor would be entitled to additional cost or time.

NEC contracts

In contrast to the JCT suite of contracts, NEC explicitly allocates physical conditions risks. It identifies that a physical condition is a "compensation event" (CE) if it is something an experienced contractor would judge to have had such a small chance of occurring that it would have been unreasonable to allow for it.

It is essential to review the "site information" provided by the employer in detail. This is



If the employer has not provided an intrusive ground investigation report, formally request it and do not enter into a contract without one
Mark Roskell,
Decipher

the benchmark for a CE. You are contractually assumed to have interpreted the site information using your experience.

If the physical conditions encountered are something an experienced contractor would not have reasonably foreseen at the contract date, then this can generally be claimed as a CE.

How much should I allow?

Pricing a job on soft, waterlogged ground requires converting unknown physical risks into quantifiable items. Though there is no specific way to price for ground uncertainty with every project being different, some measures can be broadly applied.

Firstly, try to avoid broad assumptions and pricing "blind". If the employer has not provided an intrusive ground investigation report, formally request it and do not enter into a contract without one. Dependent on the level of perceived risk, with a specialist's advice you should determine what tests and reports are applicable.

Make specific and informed allowances for dewatering and temporary works. If the water table is high, a dewatering system must be in place to allow works. Soft ground limits standard machinery access.



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



Pricing a job in boggy and waterlogged conditions without contractual protection is a high-risk strategy that can have severe cost consequences

Mark Roskell, Decipher



This in turn will impact construction and delivery of materials. Within your price, allow for enhanced haul roads and piling mats. Increased costs for safety measures regarding reinforced trench support must also be accounted for.

Conclusion

Pricing a job in boggy and waterlogged conditions without contractual protection is a high-risk strategy that can have severe cost consequences.

Under an unamended JCT contract, the financial and timeline liabilities sit entirely with you, whereas the NEC framework provides a structured mechanism for relief through CEs, provided the risks were truly unforeseeable based on the site information.

Importantly, to safeguard you must price each project individually. Do not price blind and use the specific site information to mitigate the potential extraordinary costs.

Ultimately, your best commercial defence is to negotiate clear contractual baselines and limits from the start ensuring that once the ground conditions cross a known defined threshold of severity, the risk and cost transfer back to the employer. ●

Mark Roskell is senior consultant at Decipher.

Costain on what employers want

Continuing our series featuring insights from major employers, Catherine Duffy, chief people officer at Costain, tells **Nicky Roger** how the infrastructure contractor is tackling skills shortages, supporting career development and building a more diverse workforce

What are the biggest skills gaps in construction right now?

It's an exciting time for infrastructure. We are seeing strong growth across our key markets of water, transportation, energy and defence, but that growth brings challenges around skills.

There are three areas where demand is particularly strong. First are the core construction and engineering disciplines, including engineering, commercial management, project management and site supervision. With a strong infrastructure pipeline and increasing demand across the sector, competition for these skills is intense.

The second area is specialist skills. Roles such as tunnelling, planning and estimating remain difficult to recruit because they require highly specific expertise.

The third area is emerging skills. Digital capabilities are becoming increasingly important, while sustainability expertise is also growing in demand as the industry focuses on decarbonisation and resilience.

How has Costain adapted its approach to attracting and retaining talent?

We take a broad approach. Early careers are a major focus and, for 2026, we're recruiting up to 160 people through our graduate,

apprentice and internship programmes, including more than 80 graduates, around 55 apprentices and more than 20 interns.

But attraction is only part of the picture. We invest heavily in developing talent internally because we want people to see Costain as somewhere they can build a long-term career, not simply find a job.

We are also looking at new talent pools. That includes people returning to work after career breaks, young people who are not currently in employment, education or training, ex-military personnel, and people who may be further from the labour market. We believe there is significant untapped potential in these groups.

What skills are you looking for in graduates and apprentices?

Technical ability is important, but we place equal emphasis on behaviours and attributes.

● The first is collaboration. Construction is fundamentally a team activity, so we look for people who can work effectively with others towards a common goal.

● The second is curiosity. We want people who ask questions, seek to understand why things are done a certain way and continuously look for better solutions.



Early careers are a major focus and, for 2026, we're recruiting up to 160 people through our graduate, apprentice and internship programmes

Catherine Duffy, Costain

● Third is courage. That means being willing to challenge, speak up and contribute ideas. In construction, it is equally important from a safety perspective as it is from an innovation perspective.

● The fourth is care. We want people who are considerate, compassionate and committed to supporting colleagues and customers.

These qualities help people succeed regardless of where they are in their careers.

How important is career mobility to retention?

It's hugely important. People want to know how they can progress and what opportunities exist for them.

Last year we launched our Career Pathways Framework, which maps every job family across the business and shows employees what skills, competencies and experience are needed to progress. Importantly, it also highlights transferable skills and potential opportunities in other parts of the organisation.

We've already had more than 500 colleagues complete assessments through the framework, with hundreds more currently taking part. The response has been extremely positive because it gives people ownership of their development and visibility of future opportunities.

What barriers still exist for women and underrepresented groups?

The industry has made progress, but there is still more to do.

Today, 30% of Costain's workforce is female, compared with 20% in 2015. Our PLC board is 57% female and our executive committee is 43% female. In our 2025 graduate intake, 38% were women and 49% were from ethnic minority backgrounds.

Attracting diverse talent starts

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Attracting diverse talent starts early. We work extensively with schools and STEM programmes, using visible role models to challenge outdated perceptions

Catherine Duffy, Costain



women progressing into senior roles. Across the first three cohorts, 75% of participants have moved into new roles to advance their careers, with 58% securing promotions.

How will AI and digital technology change the workforce?

Digital skills will become increasingly important across construction, but technology won't replace people.

AI and automation can help improve efficiency, support decision-making and streamline processes. However, we must ensure they don't introduce bias and that we don't lose the human connection that remains central to our industry.

What makes Costain a great place to work?

For me, it's the combination of purpose, opportunity and people. We're working on projects that make a real difference to society.

At the same time, we're committed to helping people build meaningful careers. Whether through early careers programmes, professional development, career mobility or inclusion initiatives, we want everyone to have the opportunity to achieve their potential.

I've been with Costain for 20 years, and one of the reasons I've stayed is that I've been able to build multiple careers within the same organisation. That's something we're passionate about offering to others too. ●

early. We work extensively with schools and STEM programmes, using visible role models to challenge outdated perceptions about who works in construction.

However, diversity is about much more than recruitment statistics. We focus heavily on inclusion, culture and progression. We have six employee inclusion networks covering areas including women, disability

and wellbeing, ethnicity, LGBT+ employees, parents and carers, and the armed forces community.

These networks help us understand the real barriers people face and shape practical improvements. For example, our paid carers' leave policy emerged directly from employee feedback.

We also run Empower, a programme designed to support

▲ Catherine Duffy has worked with Costain for two decades

CIOB Community



CIOB

CIOB chief meets building safety minister at UKREiIF

The institute continued its push to influence policy discussions

The Chartered Institute of Building (CIOB) used this year's UK Real Estate Investment & Infrastructure Forum (UKREiIF) to place skills, professional standards and industry collaboration firmly on the agenda, culminating in a meeting between CIOB chief executive Victoria Hills and Samantha Dixon, the UK minister for building safety.

Hills met Dixon during a roundtable on the future regulation of building

professionals hosted by Royal Institution of Chartered Surveyors (RICS), as the institute continued its push to influence policy discussions around competence and the future workforce.

The week began on Monday with a CIOB-hosted event at Leeds Beckett University focused on "Navigating the student to professional transition". The session was supported by CIOB

Hills met Dixon during a roundtable on the future regulation of building professionals hosted by Royal Institution of Chartered Surveyors (RICS)

▲ CIOB chief executive Victoria Hills and Samantha Dixon, the UK minister for building safety

trustee Hadi Kazemi in his role as academic programme director at the university.

On Tuesday, CIOB representatives took part in a packed programme of discussions across the conference.

Hills joined a Mace Consult event examining how to deliver certainty on major infrastructure and capital programmes, before contributing to a Wates Group roundtable on coordinating the public sector project pipeline.

Vice president Saul Humphrey represented CIOB at several sessions during the day, including a breakfast roundtable hosted by BusinessLDN on the role of the London Infrastructure Framework in driving sustainable growth and unlocking development.

CIOB president Paul Gandy took part in a roundtable on industrialised construction and the importance of early engagement in delivering scalable public sector projects.

One of CIOB's headline events at UKREiIF was its client roundtable, "The Performance Gap", featuring CIOB head of client development Linda Stevens and focusing on the gap between intended and actual building performance outcomes.

The institute's presence at the conference concluded on Thursday with Allu chairing a panel discussion on major infrastructure and securing the workforce needed for the future. ●

CIOB member publishes first-person view of construction management



George-Alin Boghean MCIOB shows 'real side of site management'

CIOB member George-Alin Boghean MCIOB has published a book based on his experience in the industry.

Boghean, a contracts manager with Crest Nicholson, says he wrote the book – *Under the Hard Hat: What they don't teach you*

about construction management – to show "the real side of site management: the pressure, leadership, coordination, problem solving, difficult situations, wellbeing and all the things you usually learn the hard way on site". Alongside the book, Boghean

has also shared his views on LinkedIn on topics such as "The Job Nobody Prepares You For", construction terminology and glossary words and leadership under pressure. To buy the book, visit www.tinyurl.com/55esf8bd

CIOB-funded research project addresses gaps in silica safety

Dr Scott McGibbon's ReACT project aimed to improve knowledge



The recipient of the CIOB Paul Dockerill Award, Dr Scott McGibbon, has completed his research into and tool kits for silica dust.

The Residents, Clients & Construction Professionals Silica Excellence (ReACT) research was funded by CIOB through the £10,000 grant given to the winner of the award created to honour the legacy of Paul Dockerill FCIOB.

Exposure to respirable crystalline silica (RCS) dust is one of the construction sector's biggest long-term occupational health risks. Generated during activities such as cutting, drilling, grinding and chasing materials including concrete, brick, stone and tiles, the dust particles are small enough to penetrate deep into the lungs.

According to the UK Health and Safety Executive (HSE), around 600 construction workers die each year from exposure to silica dust and other hazardous substances, with silica linked to serious diseases including silicosis, chronic obstructive pulmonary disease (COPD) and lung

▲ The research explored tool kits for silica dust

The goal was to help all those involved be more aware of the silica dust dangers and how to mitigate and manage those risks

cancer. The risks are particularly acute in repair, maintenance and retrofit projects, where work is often carried out in occupied homes and confined spaces.

Despite tighter regulation and improved guidance, health experts have warned that occupational lung disease remains under-recognised in construction, with many workers exposed repeatedly over long periods. Campaigners have also highlighted the need for better training among smaller contractors and trades operating in domestic settings, where dust controls can be inconsistent.

Dr McGibbon said the ReACT project aimed to address these challenges by improving knowledge and behaviours around silica safety across the social housing RMI sector.

"The research was aimed to fill the gaps in knowledge, awareness, behaviours and attitudes of those managing, undertaking or involved in UK Social Housing repair, maintenance and improvement (RMI) projects," said Dr McGibbon.

"The goal was to help all those involved be more aware of the silica dust dangers and how to mitigate and manage those risks along with promoting 'best practice' workplace RCS safety practices," he added.

"In terms of RCS dust exposure compliance, there is a need for wholesale maintenance, retrofitting, and adaptations to the current residential housing stock at scale, as well the current level of construction works." ●

Gilbert-Ash in film premiere

Landmark buildings celebrated on screen



▲ Ray Hutchinson, managing director of Gilbert-Ash

The Belfast premiere of a short documentary film showcasing Gilbert-Ash's Northern Ireland's landmark buildings has taken place at the Queen's Film Theatre (QFT).

The chartered building company's film, *Building Culture*, celebrates five iconic buildings, which were previously shortlisted for the Royal Institute of British Architects' (RIBA) Stirling Prize.

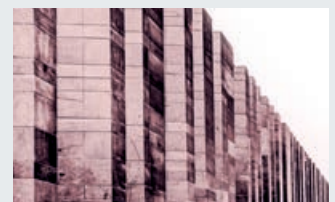
It includes the Lyric Theatre, the Giant's Causeway Visitor Centre, the Everyman Theatre in Liverpool, the National Portrait Gallery and Cambridge Central Mosque.

Building Culture aimed to bring to people's attention the levels of collaboration required to bring ambitious designs to life as buildings.

In addition to the premiere, the event also included a Q&A session with some of the film's contributors, which was hosted by experienced arts journalist, Marie-Louise Kerr.

The panel included Ray Hutchinson, managing director of Gilbert-Ash; Morag Keating, senior producer at the Lyric Theatre; and Graham Thompson, who was project director of the Giant's Causeway Visitor Centre.

Hutchinson said: "These five projects are among the best work we have delivered at Gilbert-Ash. We have been privileged to work with some of the UK's leading organisations and architects to bring them to life."



▲ Exterior of the Giant's Causeway Visitor Centre

CIOB launches 5k challenge

Run and walk initiative set to boost wellbeing



The Chartered Institute of Building (CIOB) has launched a new 5k Run and Walk initiative aimed at bringing construction professionals together to promote wellbeing and raise funds for CIOB Assist.

Set to take place on 3 October 2026, the event will encourage CIOB members, their families and colleagues to walk, jog or run five kilometres in support of the charity, which provides financial and wellbeing support to members facing difficult circumstances.

The initiative will be linked to local Parkrun events where possible, although participants will also be encouraged to organise their own activities if there is no nearby event.

CIOB said the campaign is designed to highlight the importance of physical and mental wellbeing across the construction sector, where long hours and high-pressure environments can take a toll on workers.

Alongside the event, CIOB is promoting the NHS Couch to 5k app to help participants build up to the challenge gradually. Members will also be able to connect through a virtual fitness club on Strava to share progress.

Amanda Pilgrim, associate director – company engagement at CIOB, says the initiative can be adapted.

“We are encouraging everyone to take part, wherever they are in the world, in a way that works for them. Walk, jog or run. On your own, with colleagues or with your local hub.”

CIOB is also seeking sponsors to support the event and expand its impact. Further details on registration and regional activities are expected in the coming weeks.

CIOB graduates celebrate

New fellows, members, company members and technical members were awarded at a ceremony held on 15 May at Draper’s Hall, London

Morning Ceremony

New Fellows

Colin Anderson
Jesmond Chetcuti
Alex Horsfall-Turner
David Pollard
Adam Powell

New Members

Kenneth Adeneye
Sefakor Kwaku Adzah
John Aurelio
Anthony III Agaton
Daniel Allen
Dean Anthony
Wasiu Bankole
Luke Bell
Terence Birtwistle
Adrian Bolton
Jade Booth
Manyane Chidi
Peter Conway
Joseph Brian
Cravagan
Besmir Cuni
Antonio De Falco

Benjamin Edgar
Edward Garvey
Mariusz Gaweck
Mohammed Akheeluddin Kamaal
Kevin Keogh
Adam Lambert
Jonathan Langstone
Corey Layton
James Light
Desire Makosso-Maka
Terry Matthews
Kevin McGrath
Thomas Myers
Sebastian Niespielak
Eddie Ntow
Francis Okeke
John O’Toole
Sir Anton-Robert Pascaru
Raimondas Petrulis
Ken Raquet
Purushotham
Rathnapuram
Chris Reilly
Kenedi Spinola

Bianca Stejereanu
Marius Stejereanu
Matt Tandoh
Wayne Williams
Darren Winter
Ian Woodward

New Technical Member

Jasmine Jandu
Xolani Simelane

Afternoon Ceremony

New Fellows

Noel Brennan
Raymond Devery
Baljit Gill
Shane Govern
Laura Lister
Emily Pope
Sally Smith
John Wills

New Members

Brian Adams
Rebecca Agbara

Andrew Alder
John Beaumont
Liam Burstow
David Callaway
Kulvinder Singh
Cheema
Vimbai Chipfupa
Alan Christmas
Aaron Claringbould
Mitchell Cooper
Ryan Cunliff
Andy Cuthbertson
Ayodele Daodu
Jack Darke
Dan Dawkins
Shanmugapriyan
Devarajah
Richard Ellender
Jack Flanagan
David Gates
Duncan Hamilton-Allison
Ross Harle
Giles Hepworth
Liam Howe
Rhys John
Ann Christina
Maria Joseph

Joseph Kremis
John Laviniera
Tommy Mannion
Stephen Mapley
Andrew McGrane
Mehubub Patel
Nick Riggott
Luke Robinson
Daniel Sandford
Peter Smith
Paul Twemlow
Eilise Petrina
Siobhan Walker
Alexandra Willson
Christopher Wood

New Company Members
Woodlands
Construction Ltd

New Technical Members
Hugo Burns-Danforth
Daniel O’Connor





▲ Front row (l-r): Alexa Buso, MSEC Rol Hub; Yvonne Conway FCIOB chair of the NI Hub; Julie Fitzsimmons MSEC NI Hub; Amanda Pilgrim associate director – company engagement; Jenna Bell BDM Ireland. Back row (l-r): Committee members NI Hub Sarah Sharpe FCIOB; Ronan O'Neill MCIOB; Gary Callaghan MCIOB; Robert Clements MCIOB; Gerard Graham FCIOB; Ashley Roberts MCIOB

Construction crowd gather at annual dinner in Belfast

Representatives from across the sector were present at CIOB's annual glitzy event

Over 170 people attended the Chartered Institute of Building (CIOB) annual dinner event at the Hilton Hotel in Belfast in May 2026. Representatives from a vast array of firms throughout the construction industry were present. Mark Simpson, BBC News correspondent, was the Master of Ceremonies. The keynote speaker was Yvonne Conway, chair of the CIOB Northern Ireland Hub committee. Platinum sponsors of the event

were Hays and Tughans. Gold sponsors were CB Contracts and CHC Group. £2,000 was raised for CIOB Assist.

The event included a presentation to CIOB member Desmond Scott, founder and chair of Woodvale Construction Company, on being awarded Member of the Order of the British Empire (MBE) for services to construction in Northern Ireland and his contribution to the Tyrone community. ●

One to Watch: Osereimen Akhilele

The technical compliance manager from Roof shares his views and ambitions

What made you choose construction as a career? What else would you have done?

Before pursuing my Bachelor's degree in Civil Engineering in Nigeria, I wasn't entirely sure of the direction I wanted to take. What helped clarify my thinking was my father, who was working in the industry at the time as a project manager across road and building construction. That early exposure to the field gradually shaped my perspective.

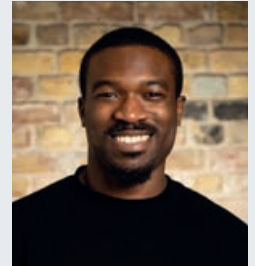
After graduating, I spent a year as a graduate highway engineer with Setraco before moving to the UK to study for a Masters in Construction Project Management at Anglia Ruskin University.

The programme's emphasis on teamwork and collaboration played to my strengths, and it was an experience I thoroughly enjoyed. On completing the course, I was fortunate to land a graduate role with Roof.

If I hadn't chosen construction, I would likely have pursued a profession focused on advocacy, such as charity work, politics, or law.

Tell us about your Tomorrow's Leaders (TL) role. What motivates you to do it?

Joining the CIOB Tomorrow's Leaders has been a transformative experience over the past two years. It provided a platform to connect with a community that mirrors my professional values and aspirations, while opening countless doors for my career. Since joining, I have progressed from a TL Champion to a TL Representative and EDI Ambassador for



the Chelmsford hub. My motivation has evolved; it is no longer just about my own growth, but about empowering others and influencing positive, meaningful decisions within the industry.

What are your career goals?

My goal is to make a tangible, positive impact wherever I find myself. I am currently inspired by strong leadership, a privilege I experience firsthand working with the senior leadership team at Roof. Their example has reinforced my desire to step into greater leadership responsibilities.

What change would you like to see happen in the industry?

I would like to see a much stronger synergy between industry and academia. We need to ensure that the next generation is fully equipped with the right knowledge and opportunities to hit the ground running from day one.

How do you spend your free time?

When I'm not working, I enjoy watching football and actively working to improve my public speaking skills. I am also deeply passionate about giving back, and I spend much of my free time volunteering with my family's charity: www.danielosaremenakhilelefoundation.com

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How site buildability benefits from early decision-making

Daniel Cox MCIOB, construction director at Stansmore Builders, shares a project where pre-construction planning made for efficient outcomes

A recent commercial development at Admiralty Park, Holton Heath in Dorset highlighted how early sequencing and delivery decisions can significantly influence construction efficiency before work begins on site.

Area B forms part of the wider Admiralty Park business park, which occupies part of the former Royal Naval Cordite Factory site and has been progressively redeveloped by Birchmere Limited into a mixed commercial estate providing industrial, office and business accommodation. The Area B scheme comprises nine new-build commercial units intended for B2, B8 and Class E(g) use. The development consists of three single-storey steel portal frame buildings providing approximately 594m² of commercial floor space, with a construction value in excess of £1.9m. Practical completion is currently programmed for October 2026, and the units will be retained by Birchmere Limited within its investment portfolio to provide flexible accommodation for local businesses.

The project involved steel portal frame construction with a masonry envelope on a constrained site where infrastructure works, frame erection and follow-on trades all needed to operate within limited space. During pre-construction reviews, it became clear that if the sequencing strategy was not addressed early, external works and groundwork operations risked becoming fragmented once the steel frame programme commenced.

To reduce this risk, the team introduced stub steel sections fixed to the holding down bolt

▲ Admiralty Park
▼ The steel portal frame construction



The most valuable delivery input is not about changing the design intent, but about ensuring it can be delivered effectively

locations and projecting above the substructure. This allowed the main portal frame to later connect via splice joints while enabling drainage, service ducting, formation levels and wider groundwork operations to progress earlier in the programme before superstructure activities restricted site access.

The stub steel strategy was the single most significant delivery intervention on the project. It enabled substantial elements of the drainage infrastructure, service ducting, formation levels and external works to be completed ahead of the main steel frame erection sequence. As a result, the principal groundworks contractor, MCB Civil Engineering, was able to deliver a significant proportion of site infrastructure before main building operations commenced, reducing programme interface risk, improving delivery efficiency and minimising preliminary costs through later mobilisation of the main construction team.

The project demonstrated how relatively straightforward adjustments during pre-construction can help protect programme certainty, improve workflow efficiency and support stronger commercial and quality outcomes throughout delivery. In many cases, the most valuable delivery input is not about changing the design intent, but about ensuring it can be delivered effectively within real site conditions and programme constraints. ●

CIOB accredits LABC's Fire Engineering Principles course

Attendees gain a Level 6 certificate upon successful completion of the final assessment

Contractors, consultants and other construction professionals can now gain a Level 6 certificate in fire engineering principles.

The Level 6 qualification has been created in direct response to one of the Grenfell Tower Inquiry Phase 2 report recommendations, which called for government to work with industry and professional bodies to develop a course in the principles of fire engineering for both construction professionals and fire and rescue services.

Originally launched in October, LABC has now had its course accredited by CIOB so that attendees gain a Level 6 certificate upon successful completion of the final assessment.

The course has been developed by LABC in collaboration with specialists in fire engineering.

Delivered via 11 half-day virtual workshops, it covers a range of topics including: an overview of BS 7974, the British Standard that

provides the framework for applying fire safety engineering principles; Computational Fluid Dynamics (CFD); PAS 8700 and modern methods of construction; structural fire engineering; smoke ventilation and clearance; accessible means of egress (MOE); and working with existing buildings.

Lorna Stimpson, CEO of LABC, says: "This course has been put together to ensure that anyone interacting with fire engineering has the knowledge to confidently assess and challenge the information that is given to them. We need the industry and professionals within it to reach a place where they can ensure safer outcomes for every person in every building."

The next CIOB Level 6 Certificate in Principles of Fire Engineering course starts on 8 October 2026. ●

To find out more or to book a space on the course, visit: www.labc.co.uk/events/level-6-ciob-certificate-fire-engineering-principles-2



▲ CIOB has now accredited the LABC course

PM creates practical resource on mental health

Guide titled *Still Standing*



CIOB member and senior project manager has created a practitioner's guide on mental health following two serious anxiety episodes he experienced at work. Designed to support others in the industry, all proceeds go to the construction industry mental health charity Mates in Mind.

Dariusz Kubies, founder of FitOut Insider and a senior PM consultant, experienced a public breakdown on a Saturday site visit, a few years ago – despite delivering mental health toolbox talks to his own teams.

His 43-page practitioner guide is built from that experience. The guide aims to help others recognise the signs in themselves and others, offers tips on how to have conversations on site, with practical language and practical steps, teaches how to protect yourself without having to leave as well as offering sources of help.

"I had a panic attack in A&E at 30. I did not know what one was," said Kubies. "Construction did not talk about mental health in those years. Afterwards, I had awareness from mandatory training and ran informal toolbox talks on my sites because I had been there. At 39, I had a second episode that took me out of work for a month. After that I trained as a Mental Health First Aider. Knowing the theory does not make you immune. *Still Standing* is the 43-page guide I wish someone had handed me at 30. If one chartered colleague picks up the phone earlier than I did, it has done its job."

Read more about the guide and Kubies' experience at www.fitoutinsider.com/still-standing. Donate to Mates in Mind JustGiving donation page here: www.justgiving.com/page/still-standing-construction



Elevating learning

ARC is a new CIOB Academy training certification to set the bar for education resources



CIOB

The modern marketplace is flooded with construction education resources that either deliver instruction that conflicts with modern legislation or fail to deliver high quality information. To solve this problem, CIOB Academy has begun a new initiative – Academy Recognised Courses (ARC).

Helping professionals make informed choices

The ARC process is straightforward – a company will apply, filling out forms detailing the background of their company and the goals of their

educational content. They will then submit a course they wish to be evaluated. After a rigorous process examining all given material, from both CIOB Academy staff and external auditors, the course is then given back to the provider to be redesigned or elevated into becoming ARC-status.

A course that is ARC-status is elevated above the average learning material; it is given digital credentials, access to evaluations from an industry expert and presence on the CIOB Academy website.

Through ARC, CIOB Academy will build out a network of prestigious

It's easy to put together a quiz or a list of legislations, however an engaging and compliant course is truly hard to find. Construction companies, or individuals, need to be able to trust the courses they attend deliver value



learning partnerships and make choosing construction training easy for the modern professional.

Raising the standards of the industry with ARC

Companies that are ARC-status will also have regular meetings with a representative from CIOB Academy, discussing upcoming offerings the company has that may also be worthy of ARC status, as well as sharing industry insights and information to continue offering the best possible content for the modern construction professional.

Adrian Montague, CIOB Academy director, says: "It's easy to put together a quiz or a list of legislations, however an engaging and compliant course is truly hard to find. Construction companies, or individuals, need to be able to trust the courses they attend deliver value. ARC adds to the industry by helping the construction professional determine which courses are worth pursuing and which resources are worth their time." ●

To find out more information about ARC and learn more about the companies who have already had their learning material approved, visit www.ciobacademy.org/arc.



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Diary dates

Highlights of the CIOB
Calendar for the coming month

Building Safety: Effective Communication Between Dutyholders

► 14 July, 6.45pm-9.30pm,
Village Hotel, Maidstone

The Building Safety Act 2022 marked a decisive shift for the built environment in the wake of the Grenfell Tower fire. Dame Judith Hackitt's Building a Safer Future report called for systemic cultural change across the industry.

While skills, knowledge and experience have long underpinned competence, the Act places new emphasis on the need to develop and demonstrate behavioural competence. Central to this is how dutyholders communicate throughout the building lifecycle.

At present, most organisations cannot clearly evidence how safety-critical decisions are

communicated across dutyholders. That gap represents a material risk.

This interactive session focuses on closing that gap. It examines how safety-critical decisions are actually communicated in practice and introduces practical tools you can apply within your own organisation.

This CPD session will be delivered by Alex Mullings, director of Mullings Associates.

Contact: blawrence@ciob.org.uk

Understanding Fire: Fundamentals, Behaviours and Global Perspectives

► 20 July, 12pm-1pm, online

Gain a practical insight into fire behaviour in the built environment and discover how fires ignite, spread and can be controlled. As global attention on building safety continues to grow, this session explores the impact of climate, materials and construction methods on fire dynamics, alongside key international fire safety regulations shaping the industry today.

You will discover: the fundamentals of fire science, including ignition, fuel, spread and containment; how climate conditions and construction materials influence fire behaviour; key international fire safety regulations and standards; insights from global case studies and industry expertise; and how

to embed fire safety principles into design and construction from the outset.

The speakers are Russell Dowman MCIOB PCQI from Bowmer & Kirkland Ltd; Matt Bright head of building safety at LiveWest; and Tim Jackson, partner and head of technical inspection and compliance at Calfordseaden.

Contact: scatherall@ciob.org

Cutting Through the Noise: AI in Construction

► 21 July, 5.30pm-8pm, West Herts College, Watford

Join CIOB Hemel Hub for a session to ground the conversation on what AI means for SMEs, contractors & larger construction companies

Artificial Intelligence is the most talked-about topic in construction today, but for many businesses, it remains a buzzword. Between the hype, the fear of getting it wrong and a lack of clear strategy, many firms are either ignoring AI entirely or investing in tools they don't know how to use safely.

This CPD will be a panel discussion looking at the following topics: orientation versus automation; the "data readiness" reality check; security, governance and "shadow AI"; finding the right starting point (or next phases).

Contact: pfrith@ciob.org.uk

Explore Manufacturing – Unlocking Full Project Potential Using Precast

► 29 July, 12pm-1pm, online

This CPD will explore manufacturing, decarbonisation and product development.

This session will cover the following updates within modern methods of construction:

- Benefits of precast
- Overview of Explore Manufacturing
- Production lines and capability
- Decarbonisation
- Product development
- Project case studies

The goal is to give attendees further knowledge and support on the following:

- Benefits of using precast
- Understanding of the capabilities of Explore Manufacturing
- Use of products and applications
- How to support growing carbon aspirations

The speakers are Adam Piggott, Precast Solutions Technical Leader, and Jack Burvill, Structures Principal Engineer.

Contact: pfrith@ciob.org.uk

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



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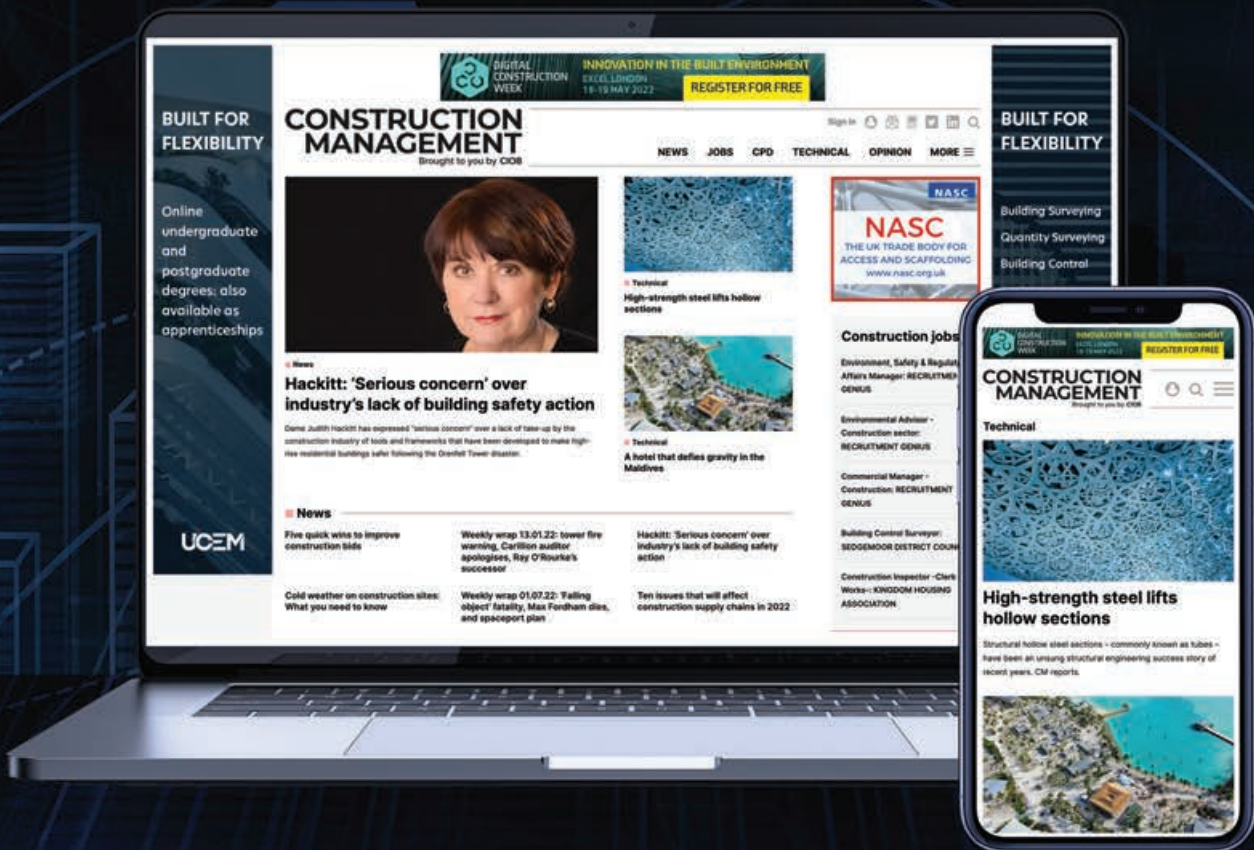
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