

CLC Bi-Annual Review for 2023 and Plan for 2024

March 2024





Foreword

As the Construction Leadership Council (CLC) Co-Chairs, we are delighted to publish the Construction Leadership Council's Review for 2023 and Plan for 2024.

The events of the last two years, since the CLC's [Review of 2021 and Plan for 2022](#), have demonstrated the continued value of engagement and collaboration between Government and the construction industry. Accounting for almost 9% of UK economic activity, and employing over 2.8 million people, the construction sector is fundamental to the UK's prosperity.

Throughout 2023, the CLC worked in partnership with Government, driving and leading engagement with the construction sector on key issues. The Covid Taskforce moved to become the CLC's Council, establishing four key priorities:

- Net Zero and Biodiversity
- Building Safety
- People and Skills
- Next Generation Delivery

These continued to drive the CLC's progress, led by individual Industry Sponsors (who sit on the CLC Board) and supported by Young Ambassadors.

The CLC has also been actively involved in work to implement the Building Safety Act, improve industry competence and capability, and drive culture change. By working in partnership with the Building Safety Regulator, and using industry's expertise and knowledge, we will help to deliver safer, high-quality buildings for all who live and work in them. In addition, considerable progress has been made through the People and Skills workstream in establishing the competency 'Super Sectors,' working closely with the Institute for Apprenticeships and Technical Education to align these with the industry Career Maps.

Solutions that reduce the carbon emissions of the built environment continue to be a priority for CLC action. [CO₂nstructZero](#) has grown, with over 220 companies supporting the programme, reflecting the strong desire across society and business to achieve net zero. The quarterly Performance Framework updates have enabled the sector to measure its progress towards net zero, as well as providing a spotlight where further action is needed. The Green Construction Board completed a consultation and launched a [Biodiversity Route-map](#) to help the industry respond to the statutory requirement to deliver this.

Good progress has been made by the Next Generation Delivery workstream, which is developing an Information and Data Management Mandate – due to be published later in 2024 - which will support digitalisation across all of the built environment, encompassing planning, operational, maintenance and decommissioning stages.

Research and Development Tax Credits remain a valuable source of funding innovation in the built environment. The CLC worked closely with HM Treasury to secure concessions around subcontracting under the newly merged Research & Development rules, which are expected in April 2024. The ongoing dialogue between the CLC and HM Treasury is highlighting the concerns of the construction industry and preserving the ability to claim the credit within the supply chain.

The CLC has worked to overcome the biggest issues in the sector. But much remains to be done, and most of our work will need to continue into 2024.

We would like to thank all those who have given their time so freely and willingly, including members of the CLC's Council, Board, Advisors Group, Devolved Group, each of the Working Groups and the CO₂nstructZero Business Champions and Partners. You have all demonstrated how joint engagement enables a better industry and a better future.

We look forward to working with you in 2024 and beyond.



Mark Reynolds
CLC Co-Chair

Group Chairman and Chief Executive Mace



Minister Nusrat Ghani MP
CLC Co-Chair

The Minister of State for Industry and Economic Security at the Department for Business & Trade and the Minister of State for the Investment Security Unit at the Cabinet Office



Richard Robinson
CLC Deputy Co-Chair

UK&Ireland President AtkinsRéalis

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Executive Summary

2023 was a challenging year for the industry. Economic turbulence, pressure on the government's fiscal position and global headwinds from the continued war in Ukraine, as well as the conflict in the Middle East, all impacted our markets and required us to get involved for the short-term stability of the industry. Alongside this, work continued to drive forward our ambitious strategic priorities focusing on Net Zero, Building Safety, Skills and Next Generation Delivery.

Each of our four sector working groups ensures the work of the CLC supports every aspect of the industry from Infrastructure, Buildings and Places, and Housing to Repairs Maintenance and Improvement.

We are proud of the collaboration shown across the industry and with our colleagues in government to achieve the following in 2023:

Short term issues

- Concessions, through working with HM Treasury, on subcontracting under the new Research and Development Tax Credit rules to be introduced in April 2024, saving the industry hundreds of millions of pounds.
- Commitments, through the Housing workstream and working with Government, to reforming the planning process at Autumn Statement 2023 including:
 - › **Nutrient neutrality:** £110 million for Local Planning Authorities affected by nutrient neutrality rules to deliver high quality local nutrient offsetting schemes, unlocking up to 40,000 homes over the next five years.
 - › **Planning backlog:** £32 million across housing and planning including additional funding to tackle planning backlogs in Local Planning Authorities.
 - › **Infrastructure Planning:** Substantial progress, with a headline target set by the government to get the time it takes on consenting decisions back down to 2.5 years.
- Facilitation of strategic planning of materials between large clients, merchants and manufacturers to ensure product availability across the sector – in turn managing inflation.
- Working to support the Shortage Occupation List with the Migration Advisory Committee and continuing to engage with the Home Office with our concerns to make the system work better for construction.

- **Reinforced Autoclaved Aerated Concrete (RAAC):** Set up an industry response group which published FAQs to assist asset managers and owners; and a paper on what to consider when assessing RAAC. Liaised with stakeholders across Government, NHS, industry bodies and Devolved Administrations to present the group's work.

CLC priorities



Net Zero and Biodiversity

- **Construct Zero:** Delivered quarterly measurements of the sectors' progress towards Net Zero and took action in areas we were falling behind, such as the Zero Diesel Route Map, where we developed and delivered a cross industry roadmap giving the clients and contractors across infrastructure, buildings, and housing consistent and ambitious commitments to transition to zero diesel construction sites.
- **Updated PAS 2080:** Worked with the Institution of Civil Engineers to provide a carbon management tool to integrate carbon considerations in decision-making at every stage and by all firms in the supply chain.



Building Safety

- Act as the bridge between industry, government and newly established regulators.
- Achieved greater clarity for the industry on what is expected with the Building Safety Act passing into law and the majority of the secondary legislation published.
- Worked in partnership with the Building Safety Regulator to deliver a programme of themed webinars on building safety reforms, to increase industry awareness, understanding and action.



People and Skills

- Worked with the Construction Industry Training board to deliver over 26,000 taster sessions in schools across England, providing individuals with work experience opportunities in the sector.
- Launched 30 new competence frameworks to professionalise qualification and demonstrate competence against the requirements of the Building Safety Act.



Next Generation Delivery

- Worked with NEC to publish joint guidance to industry on the use of retention clauses under NEC3 and NEC4 Engineering and Construction Contracts, and sub-contracts.
- Extensive evidence gathering and response to the Government consultation to extend and amend the Reporting on Payment Practices and Performance Regulations 2017.

As we look ahead to 2024 the outlook is still somewhat uncertain with a General Election on the Horizon. A key theme of the CLC's work will be productivity, following the publication of 'Creating a more productive Environment for UK Construction' report.

This set out how our work across all our workstreams contributes to a potential £45 billion saving per year value added to the economy 2035.

During 2024 we will aim to deliver the following to address short term issues:

Short term issues

- **Pipeline:** Bring greater visibility to both the Government and Private sector pipelines of work to improve industry confidence.
- **Insolvencies:** Monitor the number and impact of insolvencies across the sector, putting in place appropriate supporting communications to industry.
- **Planning:** Work with Ministers to ensure recently announced planning funds have maximum impact.
- **Housing:** Continue to support government in its engagement with the sector to enable significantly improved levels of new housing delivery.



Net Zero and Biodiversity

- Publish the Green Construction Board's Biodiversity Roadmap - informing and educating industry on how it can best deliver the statutory requirement on biodiversity.
- Domestic Retrofit: Working with the Domestic Repair, Maintenance and Improvement working group to develop updated policy advice to unlock the domestic retrofit market.
- Publish three Performance Framework updates, tracking the sector's transition to Net Zero.



Building Safety

- Work with key stakeholders to publish industry guidance on the Golden Thread of information.
- Support the establishment of the Building Safety and Product regulators as they become fully operational across the sector.



People and Skills

- Work with the Department for Education and industry to lead the sector's response to the Mark Farmer Industrial Training Board review.
- Improve the uptake of apprenticeships across the sector by 5% in 2024/25.



Next Generation Delivery

- Deliver a summary of what industrialised construction looks like across all 4 of the CLC sub sectors to enhance our productivity.
- Develop an Information Management Mandate through an industry wide consultation and sponsorship from business leaders.
- Work with Cabinet Office and industry to finalise and publish guidance on public procurement evaluation practices and recommendations.
- Set out our updated ambition and supporting principles on retentions.

Through the convening power of CLC and collaboration across Government and industry, we can improve the image of our industry and the prospects for our people, clients and across the four sub-sectors of the industry: Infrastructure, Housing, Domestic Repair, Maintenance and Improvement, and Buildings and Places.





1. Introduction

The CLC brings together all parts of the construction industry and Government. Its mission is to provide leadership and co-ordination to enable the construction sector to improve its performance, benefiting both the private and public sectors. By convening an industry partnership, the CLC provides the means to address short-term and long-term issues that affect our sector.

A dedicated CLC ensures a single, unified, and authoritative response to tackle the biggest challenges that our industry faces.

The CLC includes representation from the Department for Business and Trade, and Infrastructure & Projects Authority, as well as the industry's leading trade associations. As a result, the CLC is now established as the clear point of engagement between the Government and industry, with regular Ministerial engagement and work to inform policy across Whitehall including 10 Downing Street, HM Treasury, Cabinet Office, Department for Business and Trade, Department for Education, Department for Levelling Up, Housing and Communities, Home Office, Department for Energy Security and Net Zero, Department for Environment, Food and Rural Affairs, and the Infrastructure and Projects Authority.

In 2023, the CLC collectively worked to identify, discuss, and act on the sector's key issues. This included delivering across its four strategic priorities: Net Zero and Biodiversity, Building Safety, People and Skills, and Next Generation Delivery.

We have also worked with four industry-led groups across our four key-sectors: Infrastructure; Housing; Domestic Repair, Maintenance and Installation; and Buildings and Places.

The CLC has sought to deepen and extend its engagement with business more broadly across each of the four strategic priorities by appointing an Industry Sponsor to oversee delivery of each. Working closely with the CLC Co-Chair, Deputy Co-Chair, workstream leads and Department for Business and Trade officials, the Industry Sponsors lead, oversee, and are responsible to the Board for the delivery of their respective priority workstream. They also act as the industry spokesperson for their workstream.

In addition, the CLC has also endeavoured to bring the voice of young professionals directly into the heart of its work, appointing four young professionals as Young Ambassadors for each of the four strategic priorities. The Young Ambassadors input into and influence policy development across their individual priority workstream, independently delivering relevant projects, whilst communicating their workstream's work to a wider audience through their established social media platforms and professional body networks.

Another key theme for 2023 was the ongoing supply chain challenges affecting the availability and pricing of key materials and components. Again, the CLC picked up the baton, developing rich data on product availability to inform mitigating actions, while providing visibility to companies to allow them to plan ahead. The CLC has also worked to support the UK's transition out of the European Union.

In 2023, this included working with Government to:

1. Address challenges relating to future product testing regimes.
2. Raise concerns on the implications of the new migration policy to the sector.

This Annual Review is intended to provide an overview of these actions, as well as the wide range of other activities that the CLC has engaged in over the last year to deliver its mission, leading and co-ordinating the sector. It also sets out the CLC's plans for 2024, demonstrating how the CLC will continue to grow its support for the UK's construction sector.



2. Structure and Governance

The CLC comprises volunteers across the entire built environment sector with significant support from the Department of Business and Trade who provide secretariat support and lead the co-ordination with Government. The CLC governance structure was updated in January 2024 to reflect the role of the Council, which continues to meet weekly.

The role of the CLC Council is to lead and co-ordinate day-to-day matters. It supports all activities and issues relating to the short and medium-term needs as the convening and representation group for the CLC, the wider industry and its activities.

CLC members lead and contribute to workstream activities that are comprised of Sector Working Groups and industry initiatives. The support and contribution of the many individuals and groups who participate in the workstreams, sector working groups, and industry initiatives should not be underestimated.

Thousands of hours have been given voluntarily to support the development and improvement of the sector. The CLC Advisors Group has provided 'non-executive' guidance to the CLC Board and Council. They contribute with strategic guidance, advice and support on issues that affect the industry in the short, medium, and long term. This group meets quarterly.

The CLC's Devolved Nations Group has provided guidance to the CLC on how to best engage with policy issues impacting the wider UK, recognising construction is a devolved policy.

The Board meet monthly and is responsible for the strategic direction, policies, and scope of activity of the CLC. The chart below illustrates the CLC structure published in March 2023, which has continued to evolve across 2023 and into 2024.

For further information about the work of the Construction Leadership Council, please contact:



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Head of Stakeholder Engagement and Management,
 Construction Unit,
 Department for Business and Trade
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CLC Governance

Advisors		CLC Board				
		<i>Mark Reynolds</i> Co Chair	Minister Nusrat Ghani Co Chair	<i>Richard Robinson</i> Deputy Co Chair		
		CLC Council				
		Building Safety Industry Sponsor <i>Karl Whiteman</i> Young Ambassador <i>Madeleine Coman</i>	Net Zero & Biodiversity Industry Sponsor <i>Matt Palmer</i> Young Ambassador <i>Micheala Chan</i>	People & Skills Industry Sponsor <i>Nick Roberts</i> Young Ambassador <i>Lydia McGuinness</i>	Next Generation Delivery Industry Sponsor <i>Isabel Coman</i> Young Ambassador <i>Mila Duncheva</i> <i>Hollie Rowland</i>	Short-Term Priorities Product Availability <i>John Newcomb</i> Regulatory and Alignment Standards Group <i>Peter Caplehorn</i> Migration Advisory Committee <i>James Butcher</i> NPPF & Nutrient Neutrality <i>Emma Ramell</i>
Industry Chairs	Infrastructure <i>Jason Tucker</i>					
	Domestic RMI <i>Anna Scothern</i>					
	Housing <i>Mike Woolliscroft</i>					
	Buildings & Places <i>Helen Hare</i>					



3. Work Stream Achievements and Plans for 2024

Section 3.1. Net Zero and Biodiversity



Matt Palmer
Programme Director
 Lower Thames Crossing
Industry Sponsor
 Net Zero and Biodiversity



Micheala Chan
Young Ambassador
 Arcadis
 Net Zero & Biodiversity

" Everything we need to start actively tackling the climate and biodiversity crisis is already out there. We trust that the industry can come together, along with those we must work with across other sectors, to innovate and evolve to ensure a sustainable and liveable planet for all current and future generations."

2023 has seen an increased sense of global urgency in the fight against the climate and biodiversity crises, illustrated by the challenges set out in the latest Intergovernmental Panel on Climate Change report (March 2023), demonstrating the multiple, feasible and effective options to mitigate and adapt to climate change.

It is clear we need change in all sectors, including buildings, industry, and land-use.

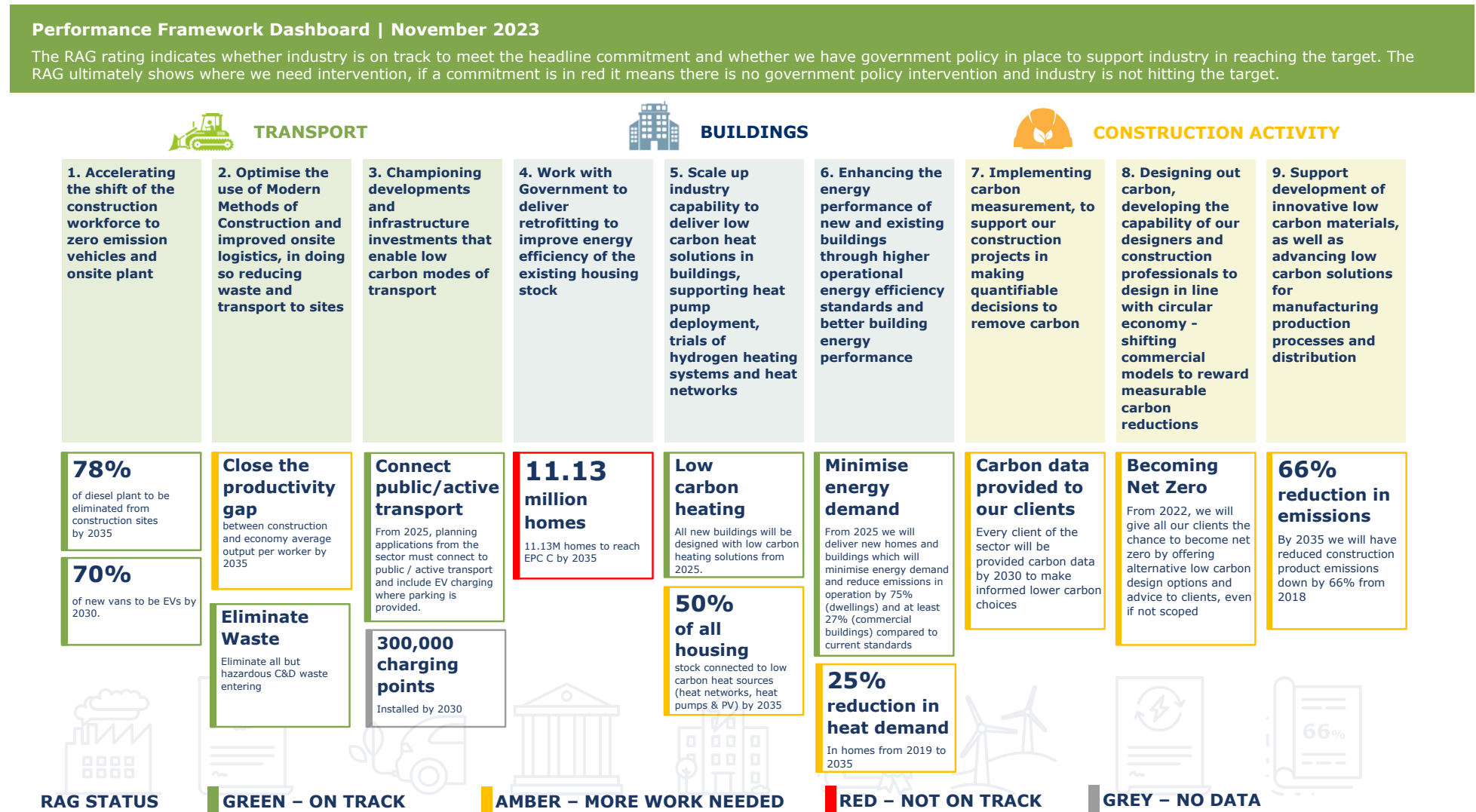
From a construction perspective, delivering net zero carbon and other sustainability goals requires a two-pronged approach: the knowledge and expertise of what is needed to change within the industry; and the campaign across, and leadership to, industry to accelerate the necessary change. The CLC addresses both:

- The Green Construction Board provides knowledge, expertise and-thought leadership.
- CO₂nstructZero as the campaign to accelerate industry change around Net Zero.

The foundations are being laid by the UK Built Environment sector, who are recognised as global leaders. We continue to see a strong appetite for a more sustainable approach to address climate and biodiversity challenges, including:

- Leading industry transition to zero diesel sites: Work is underway to look at a cross-industry approach to reducing the use of diesel on sites.
- Carbon measurement: The Institution of Civil Engineers and Green Construction Board sponsored update to [PAS 2080](#), setting out a carbon measurement process to integrate carbon into decision-making at every stage of the value chain.
- Measuring the sector's transition to Net Zero through the CO₂nstructZero Performance Framework (pictured below).
- CLC's implementation of its [Roadmap for biodiversity](#), in partnership with the Department for Food Environment and Rural Affairs and industry.
- The growth of CO₂nstructZero with over 220 supporting companies on board.

FIGURE 1: PICTURE OF THE RAG RATING, ATTACHED TO EACH PERFORMANCE FRAMEWORK REPORT. A SNAPSHOT OF THE CURRENT INDUSTRY PROGRESS.



3.1.1. GREEN CONSTRUCTION BOARD



" We continue to work hard to improve our understanding of how to deliver net zero and environmental net gain by providing leadership, communicating and executing recommendations for action"

David Pinder

Executive Chairman

Mixergy | **Chair** Green Construction Board

Introduction

The Green Construction Board's purpose is to provide knowledge, expertise and thought leadership to industry and government on net zero carbon and other sustainability objectives to accelerate the transition to a sustainable built environment.

Key 2023 Achievements

Infrastructure

- Updated PAS 2080 Standard and Guidance: Launched in 2023 and includes guidance for buildings alongside infrastructure.
- BSI Flex 350 consultation: The Flex will allow quicker response to environmental challenges and accelerate the decarbonisation of concrete.

Resources, Waste and Circular Economy

- Zero Avoidable Waste Route-map Implementation.
- Industry & External Engagement: Group members presented to audiences including a delegation from the Netherlands, Tata Steel UK and UK Construction Week.
- Water in Construction Toolbox: Published in July 2023, promoting top tips for saving water on construction sites.

Digital, Innovation

- Working with Innovate UK and Trust Mark Research Innovation to develop datasets.

Biodiversity and Environmental Net Gain

- Biodiversity Roadmap consultation: Launched in October 2023, ensuring the agenda moves from biodiversity net gain to environmental gain.

Buildings: Domestic

- National Retrofit Hub: Supported the establishment of the National Retrofit Hub.

2024 Objectives

Infrastructure

- Launch Version 2 of the BSI Flex in Q2 of 2024 and Version 3 in Q4 of 2024.
- Develop a communication strategy, in partnership with the Institution of Civil Engineers, on PAS 2080 and align with CO₂nstructZero's key metrics.

Resource, Waste and Circular Economy

- Update and relaunch 'Top Tips for Circular Economy in Construction' - A summary of current good practice for use by groups including clients, contractors, and designers.

Biodiversity and Environmental Net Gain

- Analysis of consultation responses, prior to launch of the Biodiversity Roadmap on 26 February 2024.

Buildings: Domestic

- Establish a Memorandum of Understanding with key strategic partners including Innovate UK, CLC, British Standards Institution, Health & Safety Executive, Department for Levelling Up, Housing and Communities, Department for Energy Security and Net Zero, Homes England and Devolved Nations colleagues.



3.1.2. CO₂NSTRUCTZERO



"CO₂nstructZero continues to bring a wealth of positive action to the construction industry. We work in partnership with our network of diverse companies who continue to lead the way, by evidencing their own journeys and educating the wider sector on their net zero journey."

Hannah Vickers

Chief of Staff

Mace

Programme Director

CO₂nstructZero

Introduction

[CO₂nstructZero](#) was launched in March 2021 as the construction sector's industry-change programme to accelerate action towards net zero. It responds to the Prime Minister's 10 Point Plan for a Green Industrial Revolution and is underpinned by nine priorities drawn from the 6th Committee for Climate Change's report.

Key 2023 Achievements

Performance Measurement

- Published three public progress update reports setting out the sector's progress against each of the metrics.

Signposting and Support

- Worked with over 225 CO₂nstructZero Business Champions and Partners from across and beyond the sector, and established a quarterly Business Champion and Partner forum to share best practice.

Communications & Engagement

- Delivered presentations at London Build and UK Construction Week to promote the programme.
- Launched the Zero Diesel Sites Route Map. Led by High Speed 2 which aims to reduce diesel from most construction sites by 2035.
- Launched the Electric Vehicles sprint project in partnership with Balfour Beatty, focusing on how the industry can accelerate a transition in Electric Vehicles.
- Proactive engagement with the Committee for Climate Change.

2024 Objectives

Performance Measurement

- Publish three Performance Framework updates.

Signposting and communication support

- Host two commissions for companies across the sector to join the programme as Business Champions.
- Publish findings on electric vehicles as well as data and benchmarking.
- Publish an updated Heat Map.
- Gather industry views on domestic retrofit, working in partnership with the National Retrofit Hub.



CO₂NSTRUCTZERO CASE STUDY


Proud SME CO₂nstructZero Business Champion PureHaus are leading the way on retrofit and educating the sector with their Yorkshire Building Centre of Excellence.

PureHaus believe in shaping the future of construction through knowledge sharing, innovation, and collaboration. The Centre of Excellence is a place that will allow professionals, industry shapers, up and coming generations and enthusiasts to come together to learn, collaborate, and make a lasting impact on the environment.

Demonstrating several [Co₂nstructZero priorities](#) on retrofit and carbon emissions in the built environment, PureHaus have their own portfolio of eco-friendly builds and are now scaling up industry capability to deliver training to make buildings more energy efficient, supporting future skills for future buildings through education that is supported by practical experience.


Kevin Pratt, Director of the PureHaus School of Excellence, expressed his thoughts:

" We need to act today, and educating and collaborating is the solution. Each decision made is not just a construction choice; it is a commitment to shaping a sustainable future, caring for the environment, and ensuring the well-being of generations to come. CO₂nstructZero continues to encourage creation of these initiatives, and together with other champions and partners, we are establishing change."




Passivhaus Senior Decision-Makers Qualification

Master the principles and practices of building ultra-low energy houses that offer exceptional comfort and minimal environmental impact. This in-depth programme equips you with theoretical knowledge and skills to ensure good practice in the passivhaus and construction sector.



Enhance Retrofit Fabric Installer

Learn the essential skills and techniques for effective retrofitting. This practical course covers air tightness, ventilation, insulation, thermal bridging, understanding defects, windows and doors. This course will empower you to upgrade homes for improved comfort, reduced energy bills, and lower carbon footprints.



Train the Trainer

Equip yourself to train others in best practices for green building. This intensive program hones your presentation skills, curriculum development expertise, and adult learning techniques, transforming you into a skilled and confident trainer who can inspire and empower others on their sustainable journey.

1,130+

PEOPLE TRAINED

60+


YEARS OF EXPERIENCE OF FUTURE SKILLS FOR FUTURE BUILDINGS

1,000+

PROJECTED FUTURE SKILLS IN 2025


200+

Future buildings




EDUCATE

Dive into our expert-led training programs designed to elevate construction professionals. From foundational knowledge to advanced techniques with hand-on training, we're shaping the builders of tomorrow with a commitment to sustainable practices.



COLLABORATE

Join a dynamic community at the forefront of innovation. Explore how our Centre serves as a collaborative hub, bringing together industry professionals to exchange ideas, foster innovation, and collectively drive positive change in the construction landscape.



BUILD LEGACY

Experience the broader impact of our initiatives. From community-centric projects to sustainable practices, we are committed to building a lasting legacy that extends beyond structures, ensuring a brighter and more sustainable tomorrow for communities and future generations.

Section 3.2 Building Safety



Karl Whiteman
Divisional Managing Director
 Berkeley Group
Industry Sponsor
 Building Safety



Madeleine Coman
Young Ambassador
 Laing O'Rourke
Building Safety

" At a time of rapid and far-reaching regulatory change, the CLC has continued to play a key role in helping to ensure the building safety reforms can be operationalised and bridge the gap between industry, government, and the regulators- the Building Safety Regulator and the Construction Products Regulator within the Office for Product Safety and Standards."

Developing an effective and efficient building safety regime requires commitment and collaboration from across the public and private sectors. We are extremely grateful to the many experts from across government and industry who have contributed to this process over the past year.

We now have a greater level of clarity about what is expected of us and what we need to do – the Building Safety Act has passed into law, the Building Safety Regulator is operating Gateways one and two, and most secondary legislation has been published.

It is now up to us to embrace these changes and ensure that all buildings are safe for those who live and work in them. These changes are not just for Higher-Risk Buildings and those who work on them; the changes are for everyone, and we all need to take that on board.

However, there is still a long way to go. Major challenges include bringing the whole of the industry up to the required level of competence. That does not just include skills and knowledge but also experience and the right behaviours for each role.

The industry needs to gain a better understanding of what the Golden Thread is and what is required to fulfil its requirements.

We are also yet to see what the Government will look to bring forward for construction product reform in response to the recommendations contained in the Independent Review of the Construction Product Testing Regime. Other key topics include resolution and publication of Approved Document B, including technical guidance for second staircases in new residential buildings, and ensuring the whole industry, particularly SMEs, have the support and guidance it needs to fully understand the new regime and meet its requirements.

Over the course of this year, the CLC will continue to collaborate with the Government and the Regulators to ensure that what is developed works for all parties and leads to the changes that we all want. This includes ongoing positive engagement with the Industry Safety Steering Group (ISSG). The ISSG challenge is clear – industry needs to be proactive and show leadership to tackle issues and not wait for solutions.

Industry leadership and adoption is paramount to achieve not only regulatory compliance but long-lasting change. Our vision is that building safety is embedded as normal good business and no longer required as a strategic priority.

Introduction

The CLC aims to champion and support delivery of safe and high-quality buildings for those who live and work in them. Building safety is applicable to all buildings and across the built environment. This means all must play their part to procure, design, construct and manage buildings safely through the whole lifecycle.

The CLC objectives include:

- Leading and encouraging whole industry collaboration, ownership, and action in relation to building safety principles.
- Convening and collaborating with government, regulatory bodies, and industry on strategic building safety issues, and supporting the industry to build its capability to meet the requirements of the Building Safety Act.
- Working with and co-ordinating activities with other organisations and initiatives seeking to deliver improved building safety.
- Maximising delivery of quality and value, driving industry transformation and restoring confidence.

Early 2023 brought refreshed governance and terms of reference to support the strategic priority and five main pillars of activity led by industry workstream leads:

- **Competence:** To lead industry competence, development of standards, industry accreditation and drive the adoption of required behaviours.
- **Construction Products:** To support clarification of product information and certification including testing.
- **Golden Thread:** To support delivery through industry guidance (process, industry skills and digital technologies).
- **Professional Indemnity Insurance:** To develop partnerships and campaigns which unlock financially sustainable Professional Indemnity Insurance and other forms of insurance.
- **Regulatory Clarity:** To increase regulatory clarity and improve the understanding of the regulations and adoption by the industry.

The new building safety regime cannot alone drive the changes required. Industry must demonstrate leadership and achieve tangible culture change. This was seen in improvements to occupational health and safety over the last 20 years – the same must now be demonstrated for building safety.

3.2.1. COMPETENCE



Graham Watts
CEO
 Construction Industry Council

Introduction

To lead industry competence, development of standards, industry accreditation and drive the adoption of required behaviours.

Key 2023 Achievements

Key Stakeholders

- Continued to work with the Competence Steering Group and its 12 Working Groups to support its third and final report – [A Higher Bar](#).
- The report sets out the significant steps being made across the built environment and fire sectors in improving skills, knowledge, experience, and behaviours to drive culture change and improve the safety of buildings.

- New standards, competence frameworks, accreditation procedures and learning materials have been developed by the Competence Steering Group's Working Groups and taken forward by the BSI and other bodies.
- Engagement with the Industry Competence Leadership Forum, former Interim Industry Competence Committee and the Industry Competence Committee.

Organisational Capability

- Initiated discussions on what is organisational capability and how it can be demonstrated.
- Began to explore, within the Industry Competence Leadership Forum, different industry initiatives to improve organisational capability and culture, and how to align those initiatives.

2024 Objectives

- Ongoing work with key stakeholders working in the competence space including the Industry Competence Steering Group.
- Support to the Industry Competence Committee and industry on the roll out of the new competence requirements and systems across the built environment workforce.
- Focus on articulating how industry can demonstrate organisational capability.

3.2.2. CONSTRUCTION PRODUCTS



Peter Caplehorn
CEO
 Construction Products Association

Introduction

This workstream supports clarification of product information and certification including testing competence in use of products and digitalisation.

Key 2023 Achievements

Key Stakeholders

- Working closely with the Office for Product Safety and Standards and the Department for Levelling Up, Housing and Communities about the proposed approach on the construction product reforms, including the forthcoming industry consultation.

Independent Review of the Construction Product Testing Regime

- Published the Construction Products Association response to the Independent Review by Paul Morrell and Anneliese Day.
- Established a Special Interest Group and supporting sub-groups to consider the report's observations and publish the industry response to its recommendations.

Code for Construction Product Information

- Continued promotion and wider adoption of [Code for Construction Product Information](#), with the first wave of companies well advanced.
- Launched the Merchant and Supporter's categories of the Code for Construction Product Information.
- The CLC welcomed and endorsed the Code which aims to ensure the information provided on construction products is clear, accurate, up-to-date, accessible and unambiguous. The Code for Construction Product Information is an important step forward and demonstrates the industry showing leadership, with manufacturers taking responsibility for driving up standards and providing assurance to clients, specifiers, and users.

Industry Guidance

- Published [Construction Products Association guidance](#) on the Building Safety Act for construction product manufacturers.
- Published a [Construction Products Association paper](#) on key aspects of the Building Safety Act 2022 and liabilities for construction product manufacturers.

2024 Objectives

- Ongoing engagement and work with the Department for Levelling Up, Housing and Communities to take forward product reform work.
- Working with both Regulators to support their establishment.
- Support to the Industry Competence Committee and industry on the roll out of the new competence requirements and systems across the built environment workforce.
- Publish Special Interest Group response to the Independent Review of the Construction Product Testing Regime.

3.2.3. GOLDEN THREAD



Peter Caplehorn
CEO
Construction Products Association

Introduction

To support delivery through industry guidance (process, industry skills and digital technologies).



Key 2023 Achievements

Key Stakeholders

- Proactive dialogue with representatives from Department for Levelling Up, Housing and Communities, Building Safety Regulator, Building Advisory Committee and Chartered Institution of Building Services Engineers to propose and outline development of industry-led Golden Thread guidance.
- Strategic Committee and industry drafting groups established and work commenced.

2024 Objectives

- Publish first stage of CLC guidance for industry – covering Part 3 (design and construction) and Part 4 (in occupation) contents of the Golden Thread of information.
- Ongoing work with the Department for Levelling Up, Housing and Communities, Building Safety Regulator, Building Advisory Committee and Chartered Institution of Building Services Engineers and wider industry stakeholders to consider further guidance, including sharing of Golden Thread information and digital standards.



BUILDING SAFETY CASE STUDY

The construction industry and the wider built environment must embrace and embed the new roles and responsibilities set out in the Building Safety Act and its subsequent secondary legislation. Whilst leadership in this space is vital, industry also seeks greater information and clarity to increase awareness, understanding and holistic adoption for all buildings.

In the latter half of 2023, the CLC collaborated with the Health and Safety Executive in its capacity as the Building Safety Regulator to commence a series of webinars for the industry, delivered by expert panels and covering various key topics relevant to the implementation of the Act. These free online webinars will continue in 2024.

To date, these webinars have covered the fundamentals of the Building Safety Act, as well as the life cycle of a higher- risk building and competence. The objectives were to not only provide accurate and up to date information but reinforce key messaging – that building safety is relevant to everyone, whatever your role, and for all buildings.

The events have also raised the profile and awareness of the roles and responsibilities of regulators as well as garnered more interest amongst the industry about what needs to be done. Already more volunteers are coming forward to participate – this is exactly the catalyst we seek in relation to industry ownership and long-lasting change.

The webinars that have taken place to date have been oversubscribed, with significant participation in the Q&A sessions.

The feedback received illustrates both the need and value of such events. The CLC will continue to partner and co-ordinate activities with government, regulators, and stakeholders to support the industry to build its knowledge and capability in relation to building safety.

All previous recordings and supporting materials can be found on the CLC website.

3.2.4. PROFESSIONAL INDEMNITY INSURANCE



Chris Pateman

Director

General Secretary of Engineered Panels in Construction

Introduction

To develop partnerships and campaigns which unlock financially sustainable Professional Indemnity Insurance and other forms of insurance.

Key 2023 Achievements

- Bringing together underwriters, contractors, specialist contractors, industry, fire professionals, civil servants, and suppliers together to discuss the common concerns surrounding the costs, constraints, and availability of Professional Indemnity Insurance.
- Provided the nucleus for input to the External Wall System.
- Continuing work to identify blockers to adequate and affordable Professional Indemnity Insurance for the whole built environment sector, covering the Government's remediation programmes, including the new Cladding Safety Scheme for medium rise buildings and future construction work, with a particular focus on suitable provision for SMEs.

- Engaged with Homes England to unlock barriers and help put in place appropriate levels of insurance thresholds for inspectors.
- Acted as a useful sounding board for all stakeholders to assess the impact of new limitation periods for claims under the Defective Premises Act which changed the risk profile landscape significantly.
- Hosted an industry conference which brought together insurers, construction trade associations and professions to increase awareness and understanding of industry action and improvements in building safety, with a specific focus on competence.

2024 Objectives

- Implement actions arising from the conference, including refreshing discussions about the nature of risk in new projects being undertaken.

3.2.5. REGULATORY CLARITY



Lindsay McGibbon
Managing Director
 Regional Buildings & Building Services
 Balfour Beatty

Introduction

To increase regulatory clarity and improve the understanding of the regulations and adoption by the industry.

Key 2023 Achievements

Task and Finish Group

- Established an all-industry group to review and understand expectations and intentions of the new legislation and supporting guidance.
- Convened regular meetings with the Department for Levelling Up, Housing and Communities Minister and officials, the Building Safety Regulator and Office for Product Safety and Standards to increase industry awareness and understanding of strategic building safety issues.
- Delivered workshops on specific regulatory topics, including understanding policy intention, operational application, and to clarify specific issues.
- Finalised the definition of 'Higher-Risk Building', and supported Department for Levelling Up, Housing and Communities in publication.
- Interpreting and engaging with Department for Levelling Up, Housing and Communities regarding the Mandatory Occurrence Reporting system.

Policy and Legislation Development

- Identified immediate priorities for remediation and transformation of the built environment sector.
- Facilitated site visits and workshops to assist the Department for Levelling Up, Housing and Communities and the Building Safety Regulator to gain a better insight into operational practices and explored complex policy proposals for the development of stringent but pragmatic secondary legislation and guidance.
- Contributed to the policy position on second staircases in Higher-Risk Buildings and practical definitions on commencement and transitional arrangements.

Communications

- Developed simple, clear, and helpful information on the key changes to the building safety landscape, increasing industry awareness, understanding and action.
- Worked in collaboration with the Building Safety Regulator to deliver industry webinars.
- Regular updates on the CLC website and promoted Build UK's [Building Safety guide](#).

2024 Objectives

- Deliver increased communications and guidance to industry.
- Continue to deliver the series of industry webinars in partnership with the Building Safety Regulator.

Section 3.3 People and Skills



Nick Roberts
Chief Executive
 Travis Perkins plc
Industry Sponsor
People and Skills



Lydia McGuinness
Young Ambassador
People & Skills
 Wates

" United by a dedication to solve our skills gap, the industry is driving change in culture, competence, and the way in which we attract and absorb more talent."

We are thrilled and honoured to be the Industry Sponsor and the Young Ambassador for the People and Skills workstream. Our workstream is dedicated to driving positive change in the construction industry through four priority areas:

- Culture change
- Competence
- Routes into Industry
- Future skills

Construction, at its core, is a people-driven industry. It thrives on the dedication and hard work of individuals from diverse backgrounds, who come together to create something greater than the sum of its parts.

We have been engaging with our workstream leads and representing the CLC's work externally, for example, at the Government's 'Skills for Growth' event, to engage colleagues about the sector's work and the experiences of apprentices, with those undertaking T-levels and participating in the skills bootcamps. We have also been supporting this with communications highlighting the industry's attractiveness.

We have focused on developing roadmaps to ensure the voice of young professionals and SME employers are represented.

We are pleased to highlight real progress in the workstreams:

- Supported over 26,000 construction work experience tasters, giving people the opportunity to experience a career in the construction industry.
- Launched a New Entrant Support Team which supported over 2,000 apprenticeship starts.
- Launch of the Super Sector competence programme which will see an initial 30 competency frameworks developed by stakeholders within the construction sector.
- Completed draft competence frameworks for the six priority occupations.
- Created a Competence Framework Template, including instruction manual and templates.

- Completed Fire Safety in Buildings training course in collaboration with the Construction Industry Training Board.
- Aligned with multiple industry bodies on various competence programmes, ensuring collaboration across frameworks.
- Held a workshop in July with industry representatives to set out the Super Sector plan, targets, and reporting structure, enabling the roll out of competence frameworks.
- Launched an Envelope Super Sector in July in collaboration with the Joint Competence Initiative. This comprised 30 sectors including roofing and cladding.

2024 Priorities

- Changing the working culture of construction and improving access to all.
- Improving apprenticeship starts and enhancing training pathways to support continuation, progression, and completion.
- Developing frameworks that provide clarity and consistency, and links into accreditation systems across industry.
- Developing the skills needed for a modernised industry by creating route maps for future construction and built environment jobs and skills.
- Launch the Interiors and Engineering Services Super Sector, with over 60 installer sectors working towards the creation of competence frameworks.
- Continue to progress priorities into 2025 to ensure our industry is delivering against the [2021-25 Industry Skills Plan](#).



Picture credit: Stora Enso

CASE STUDY: PEOPLE AND SKILLS – NEW ENTRANT SUPPORT TEAS (NEST)

The sector faces a big task, needing 50,000 new recruits annually. To define the challenge, and put together a route to a solution, a Construction Industry Training Board (CITB) apprenticeships task group was established in England in early 2022.

CITB's New Entrant Support Team (NEST) started as a pilot in the North of England (August 2022), before being rolled out nationally in early 2023. It supports employers, rather than learners directly, increasing the number of apprenticeships starts in the industry and supporting employers to retain apprentices to completion.

Employers, particularly SMEs and Micros, say they find taking on an apprentice challenging, including when recruiting and understanding which Apprenticeship Standard is right for them. The NEST team provides support across all these areas.

To date, NEST has supported over 2000 employers, and future expansion is planned for 2024. The team have also introduced a brand-new grant funded Mentoring Standard -work-based mentor introduction. CITB will provide employers with the tools and knowledge to support their apprentices effectively through their apprenticeship programme. Feedback from industry has been extremely positive around this.

Feedback received

"I have found the service from CITB to be invaluable. I have dealt with the advisor who has been extremely helpful and courteous. The grants are a huge help to my firm, allowing me to take on apprentices, and it's something I will certainly consider doing again in the future".

"I would like to thank you for the time and effort you have put in for myself and the company. The grants are a good incentive for us small businesses to support taking on new apprentices".



CASE STUDY: DIVERSITY DATA BENCHMARKING CONFERENCE – 2023 BUILT ENVIRONMENT WORKFORCE PROFILE DATA

The built environment sector’s annual Diversity Data Benchmarking Conference was held on the 12th of December 2023 in Birmingham. The conference, delivered by the Fairness, Inclusion and Respect Programme of the Supply Chain Sustainability School, reports on the research findings of the sector’s largest Diversity Survey - which is based on industry agreed and CLC-endorsed diversity metrics.

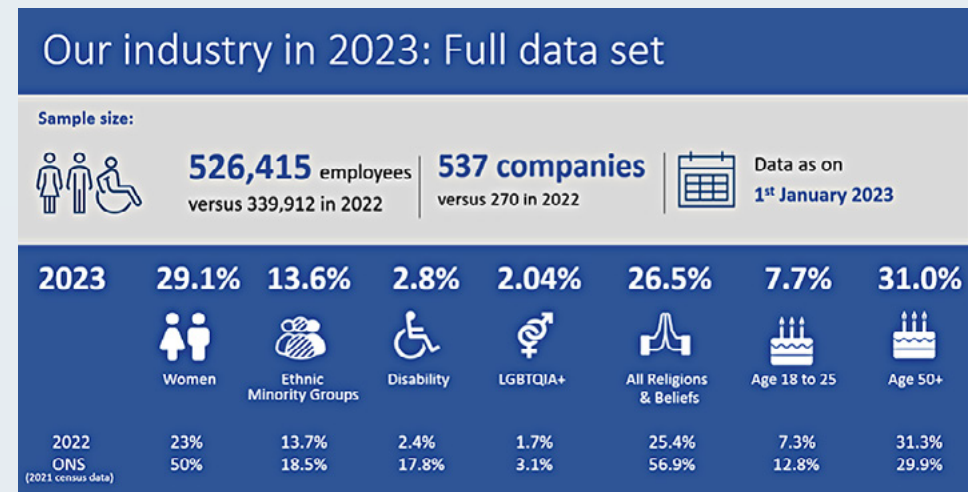
Every year organisations directly input their collated diversity data, free of charge, using the Sustainability Tool’s specialised platform. The data drawn from across the built environment enables detailed analysis and comparisons against ONS (Office for National Statistics) census data, facilitating a deeper understanding of the state of the sector and what is required to build better, more inclusive, and more effective workplaces for everyone.

The CLC supports the collection and analysis of diversity data across these industry-approved diversity metrics, with the target of achieving one million workers represented in the Diversity Survey data by 2025.

The Diversity Survey is open to, and the CLC encourages, participation by all organisations working in the sector – the broader the reach, the more accurate the picture. Funded by partners of the Supply Chain Sustainability School, participating in the survey is free for all organisations operating in the built environment sector, from the smallest micro/sole trader businesses to the largest companies.

Those that participate in the Diversity Survey receive a tailored report benchmarking their organisation’s diversity data against the sector, industry and ONS data sets.

Organisations may also choose to purchase the full Diversity Tool to capture diversity data down into their whole supply chain. The Diversity Tool provides access to detailed reporting and interactive dashboards where organisations can interrogate the data, with analysis remaining confidential to them.



3.3.1. CULTURE



Alasdair Reisner

CEO

Civil Engineering
Contractors Association

Introduction

This group is focused on making construction a sector of choice through better showcasing of opportunities to create a more inclusive culture, maximise direct employment to retain skilled workers, and encourage more new entrants.

2023 Achievements

2023 saw another strong year of delivery, with this workstream supporting the sector to become a more attractive and inclusive place to work.

- **Fairness Inclusion and Respect (FIR) programme:** The Supply Chain School led the programme's delivery, exceeding expectations on training with more than 3,000 companies being supported by the programme, a level that was not due to be hit until 2025. This means 1000's of individuals undertook training across more than 40 different courses throughout 2023, with growing numbers of companies also undertaking Fairness Inclusion and Respect growth assessments. [Fairness Inclusion and Respect \(FIR\) programme](#)

- **Schools Engagement:** The Construction Industry Training Board led this work, achieving the targeted 600 engagements by mid-year, alongside more than 26,000 taster sessions giving people the opportunity to gain work experience in the sector.
- **Equality, Diversity, and Inclusion:** The industry is on target to achieve its target of 1 million people being covered by the annual Enterprise Data Integration survey in 2024, with data received for more than 500,000 in the 2023 survey.
- **Retaining Talent:** The Construction Talent Retention Scheme, launched during COVID-19 to protect jobs at risk of redundancy, has seen over 1,360 employer registrations.
- **Signposting and Opening Opportunities:** Talent View Construction, launched in September 2021, continues to provide an industry-wide, single platform for construction employers to list their training, apprenticeships and first job vacancies.

2024 Objectives

- Drive forward a single unified equality, diversity, and inclusion plan for the sector.
- Provide easily accessible support for employers and a single industry standard measure of performance.
- Support employers across the sector to achieve a more diverse and equitable industry.

3.3.2. ROUTES INTO INDUSTRY



Aled Williams
Executive Director
Innovation and Partnerships
 University College of
 Estate Management

Introduction

This working group is focused on fostering collaboration between industry and education sectors and delivering education and training that enhances capacity, competence, and capability. Through supporting a skilled and adaptable workforce, this will shape a more productive and innovative built environment sector. To achieve this objective, the working group operates through three distinct priorities:

Apprenticeships:

- Overseeing a 5% increase in apprenticeship starts in 2024/25.
- Increasing apprenticeship achievement rates: we are looking to reach a target of 66% by 2025/26.
- Increasing the reach of the Apprenticeship Levy Pledge: we're aiming to grow the number of employers using the Pledge, with a target of 50 by 2025. The CLC has supported government to allow unspent Levy to be transferred to SMEs to support construction apprenticeships with over £1.4 million of pledges (28 pledges in total) made.

Further Education/T Levels

- **T-Levels uptake and progression:** For construction & built environment T-Levels, achievement rates for successful learners were as follows: 441 Design, Surveying and Planning (98% pass rate), 207 Building Services Engineering (95% pass rate), 75 'On Site' pathway (80% pass rate). Overall, there were 65.3% at Distinction and Merit grades.
- **Progression into apprenticeships:** Work has taken place to illustrate the progression routes available to increase progression from Further Education into construction and the built environment apprenticeships.
- **Construction Bootcamps:** Significant work has taken place to increase bootcamp take up within colleges, at request of the Department for Education, together with employer awareness.

Higher Education:

- Increased successful degree apprenticeship completions: Enabling Successful Built Environment Apprenticeships: A Call to Action (Higher & Technical Apprenticeships) report launched July 2023. Download the report [here](#).

2024 Objectives

- Increase progression and retention from Further Education into construction and the built environment employment, education & training.
- Increase apprenticeship starts in construction & built environment standards (and other new entrant routes).
- Enhance Further Education delivery capacity, capability, and currency through industry-education engagement.
- Increase apprenticeship achievement rates in construction & built environment standards and increase number of employers using the Apprenticeship Levy Pledge (to support completed transfers).

3.3.3. COMPETENCE



Faye Burnett
Associate Director
 Mace

Introduction

This working group is focused on supporting the competence, and the industry-led development of installer sector-specific competence frameworks.

This working group made considerable process in 2023, with a marked shift in competence.

- **Working Group 2:** installer Competence Frameworks: Six priority occupation draft installer competence frameworks were created, a key objective in the 'Setting the Bar' report, together with an Instruction Manual for the creation of frameworks and including a set of templates enabling industrialised roll out.
- **Super Sector:** in July 2023, a workshop was held with over 50 installer representatives to set out the 'Super Sector' plan, with owners, priority occupations, targets, and a reporting structure to allow industrialised roll out of competence frameworks. The final five super sectors were agreed as Envelope, Engineering Services, Interior Systems, Structures, and Civils.

In September 2023, the Envelope Super Sector launched with over 20 installer sectors working to create competence frameworks.

- **Fire Safety:** An industry 'The Fire Safety in Buildings' training course was created by Construction Industry Training Board, Build UK and industry bodies, designed to improve an individual's knowledge of fire safety measures in buildings. The course is suitable for anyone working in the design, construction, or maintenance of buildings, with a specific focus on installers.

2024 Objectives

This group will continue to work with industry on implementing their future action plan. This will consist of:

- **Competence Frameworks:** Continuing to support the launch of the priority occupation competence frameworks, and co-ordinating with the Institute for Apprenticeships and Technical Education and CITB to roll out competence framework templates to all of industry.
- **Super Sector:** Launching the Civils and Structures Super Sectors in Q2 2024, and the roll out of 50 installer competence frameworks by the end of 2024.
- **Competence Steering Group engagement:** Supporting its move to the newly formed Industry Competence Steering Group and broadening the CLC's support with competence working groups sitting outside of the installer scope.

3.3.4. SKILLS FOR A MODERNISED INDUSTRY



John O'Connor
Group Commercial Director
 Laing O'Rourke

2023 Achievements

This working group is focused on making the skills available to transform the industry, enabling improved productivity, quality, and delivery of net zero.

- **Research:** Supported Construction Industry Training Board with delivery of further research on skills for net zero.
- **Skills Route-Map:** Developing a Skills Route-Map for Net Zero, identifying the future skills needed to meet the sector's transition to net zero.
- **Career Pathways:** Worked with the Association for Consultancy and Engineering to develop a platform for a careers hub linked to the work of the Government's National Careers and Enterprise Company regarding their Employer Standards trailblazer.
- **Collaboration:** Worked with The Retrofit Academy to produce a roadmap with advice for micro and small construction businesses on how to get into retrofit.

2024 Objectives

The CLC Skills for a Modernised Industry team will continue to work with stakeholders on their future action plan:

- By briefing CLC Skills Leadership in February 2024 ahead of publishing the draft Future Skills for Net Zero Route Map for consultation by end of February 2024.
- By liaising on the draft route map with Department for Business and Trade, National Home Decarbonisation Group and The Retrofit Academy, including attendance at National Retrofit Conference (as part of Future Build from 5-7 March 2024).
- By planning for 2025 deliverables with dedicated appointed resource to develop a plan for Skills Route Maps for Digitalisation (cross- sector approach) and Smart Construction (sectorial approach).
- By continuing to work with Association for Consultancy and Engineering to support the launch of a careers hub platform linked to the work of the government's National Careers and Enterprise Company regarding their Employer Standards trailblazer.

Section 3.4 Next Generation Delivery



Isabel Coman
Director Engineering and Asset Strategy
Industry Sponsor
Next Generation Delivery
 Transport for London



Mila Duncheva
Young Ambassador
Next Generation Delivery
 Stora Enso



Hollie Rowland
Young Ambassador
Next Generation Delivery
 BSI

Introduction

Regardless of where we work, it is vital that as an industry we are continuously looking forward to see how we can keep innovating and embedding new digital tools, technology, and ideas into our work from inception to delivery to deliver the optimum productivity.

With the pandemic behind us, the last year has seen a wide range of construction projects across the UK spring back into action across Infrastructure, Buildings and Places, Housing and Repairs Maintenance and Improvement sectors. The recent announcement by the National Infrastructure Commission emphasised the importance of sustainable supply chain relations, which can lead to improved project outcomes.

In 2024, we will be developing options for collaborative contracts, fair payment practices, as well as sharing best practice for efficient, value-based procurement processes and the wider utilisation of e-commerce. Boosting productivity through digital adoption and industrialisation is important to ensure that all parts of supply chains can continue to innovate and stay on the front foot in an ever-growing digital world.

Across 2023, we have engaged on boosting productivity through digitalisation, industrialisation, and business models. We recognised the importance of short and long-term activities, developing a 'Three-Horizon' view, applicable across all workstreams.

- **Digital and Data workstream:** To help make a difference now while not losing sight of our future, a mock-up of the Digital & Data Navigator to level up industry was completed and the Information Management 2 Mandate and supporting Charter drafted to assure consistency in industry and support innovation.
- **Industrialised Construction workstream:** A three-phase horizon plan has been developed and the workstream has begun holding a series of workshops to expand these further.
- **Business Models and Fair Practices workstream:** Publication on evaluation practices and recommendations that is being circulated to government departments at present for final comments. The plan for 2024 is to publish the guidance and hold related workshops and events, particularly ahead of the 'go live' date of the Procurement Act 2023 (estimated currently as October 2024). The guidance is consistent with the new legislation – the Construction Playbook - and aims to encourage new thinking about the evaluation process and what is possible, rather than providing definitive guidance on what a public sector purchaser 'must' do at this crucial stage in a regulated procurement process.

3.4.1. DIGITAL & DATA



Anne Kemp
Fellow and Technical Director
 AtkinsRéalis

Key 2023 Achievements

- **Three-Horizon View:** Horizon 1 focuses on the present, concentrating on the development of digital and data standards; Horizon 2 builds a bridge between the present and the tomorrow of Horizon 3; Horizon 3 identifies the future vision and potential for transformational opportunities.
- **Information Management Mandate 2:** Drafting of a mandate, supporting digitalisation of all stages and sectors of the built environment. It provides a compatible and consistent approach to Information and Data Management across the built environment life cycle.
- **Digital and Data Navigator:** Commenced early-stage mock-up of the Navigator as a hub for digital knowledge to 'signpost' industry to best practice resources that can help in relation to digital adoption.
- **Apollo Protocol:** Published a White Paper proposing a cross-sectoral framework to unlock the benefits of connected digital twins across relevant sectors, e.g. manufacturing and built environment, with the support of the technology sector.

2024 Objectives

Horizon 1

- **Apollo Protocol:** Support on-going development.
- **Digital landscape:** Simplify the current landscape.
- **Policy Influence:** Develop our role in Smart Data and Cyber-Physical Policy.
- **Industry Collaboration:** Support digital enablement of CLC's 4 priorities.

Horizon 2

- **Communication:** Work with institutions and industry to produce industry communications on data and information integration.
- **Data:** Work with the Department for Science, Innovation and Technology to co-ordinate and produce construction industry data.
- **Policy Development:** Identify links and enablers between Horizons One and Two.

Horizon 3

- **Policy Development:** Develop and publish Horizon Three State.
- **Interventions:** Identify and publish interventions to accelerate the transformed state and convening of industry towards Horizon Three as part of a roadmap.

Information Management Mandate

- Undertake consultation for industry input and launch revised Mandate and Charter in Autumn 2024, together with a supporting communications campaign and implementation plan.

CASE STUDY: DIGITAL AND DATA

The Apollo Protocol emerged as a collaborative mechanism unlocking digital twin benefits across manufacturing and built environment sectors.

Recognising the limitations of exploring digital twin potential separately in manufacturing and the built environment, the Apollo Protocol highlighted stark differences in methodologies, disrupting potential for cross-sector collaboration. It therefore emphasises that collaboration is essential for accelerating information flow, aligning data through the supply chain, and improving overall performance across the asset lifecycle.

It also advocates for a shift towards technology-enabled solutions to address interoperability challenges and highlights the need for sectors to be better partners to one another.

The CLC sponsors the Apollo Forum, endorsing the initiative and encouraging colleagues to embed Apollo Protocol principles, aiming to create a more compatible market that meets diverse sector demand.

As a next step, the team is aiming to develop an Open Body of Knowledge, a distributed mechanism for industrial data sharing, advocating for best practices and further enhancing cross-sector collaboration.

The cover of the report features the IET logo (The Institution of Engineering and Technology) and the Department for Business, Energy & Industrial Strategy logo in the top left and right corners, respectively. The title 'The Apollo Protocol: Unifying digital twins across sectors' is prominently displayed in the center, accompanied by two purple horizontal bars. Below the title, a subtitle reads: 'A proposal to unlock the benefits of digital twins between the built environment and manufacturing sectors, supported by the technology sector'. A 3D illustration of a cityscape with a pink train on tracks is shown below the text. At the bottom, it lists 'In partnership with' and includes logos for CATAPULT, cdbb, CLC, CONSTRUCTION INDUSTRY WISE, DIGITAL TWIN HUB, techUK, The Alan Turing Institute, and AMRC. The URL 'theiet.org/built-environment' is also present.

3.4.2. INDUSTRIALISED CONSTRUCTION



Ron Lang

Regional Director
AtkinsRéalis



Mila Duncheva

Young Ambassador
Next Generation Delivery
Stora Enso

Key 2023 Achievements

- **Scope:** Expanded to Industrialised Construction, increasing industry relevance.
- **Roadmap:** Developed in partnership with industry, to drive Horizons 1, 2 and 3.
- **Accessibility:** Educational piece written by our Young Ambassador (as part of Phase One work).
- **Three-horizon plan:** Published a Three-horizon plan for industrialised construction.
- **Apollo Protocol:** Published a White Paper proposing a cross-sectoral framework to unlock the benefits of connected digital twins across relevant sectors, e.g. manufacturing and built environment, with the support of the technology sector.
- **Wider stakeholder influence:** Publication of papers on platforms including Akerlof: '[Platforms in the Wild](#)' and Mott MacDonald: '[The value of platforms in Construction](#)'.

2024 Objectives

- **Stakeholder information:** Publish three industry papers (Introduction to Industrialised Construction - January; Product Platforms as a route to Industrialisation - February; and Benefits of Industrialisation - March).
- **Events:** Introduction to Industrialised Construction and the Policy Landscape (February), and Breaking Barriers to Product Platform Adoption (June).
- **Publication of reports:** Deliver Policy Recommendations Report (referencing Transforming Infrastructure Performance 2030 product platform mandate proposal), Product Platform Rulebook update (November), and Product Platform Maturity Assessment Matrix (supporting HMG Modern Methods of Construction (MMC) Group).
- **Collaboration:** Work with Cabinet Office on [Construction Playbook](#) updates and participate in the Infrastructure and Projects Authority's platform group and government's Modern Methods of Construction Group.

3.4.3. BUSINESS MODELS AND FAIR PRACTICES



Steve Bratt
Group Chief Executive Officer
 Electrical Contractors' Association

Key 2023 Achievements

Retentions Subgroup

- Publication of joint CLC and NEC [guidance](#) to industry on the use of retention clauses under NEC3 and NEC4 Engineering and Construction Contracts, and sub-contracts. This was supported by an industry webinar and a workshop at the NEC Annual Conference.
- Support to a pilot project with the [Get It Right Initiative \(GIRI\)](#) which aims to incentivise firms to eliminate defects, with the long-term aim of removing the need for retentions.

Payment Subgroup

- Secured industry consensus and responded to a government [consultation](#) on extending and amending the Reporting on Payment Practices and Performance Regulations 2017. Supported the proposal to extend the Regulations and the principles of measuring on the value of payments, as well as their volume and publishing data on retentions.
- Initiated work on technology-based solutions which could be used to support the payment and wider fair practices work.

Onerous Clauses Subgroup

- Work to discourage the use of onerous contractual clauses and encourage collaborative working. Ongoing work to collate common clauses and develop best practice.

Procurement Subgroup

- Work to identify common issues with evaluation in the built environment and development of a best practice procurement guide, setting out solutions to common procurement issues arising for clients and bidders, potential unintended consequences, and simple solutions with a focus on price evaluation.

2024 Objectives

- To complete the Get It Right Initiative defect reduction proof of concept project in early 2024. Subject to outcomes, develop a roll out plan, including connections to supporting digital tools.
- Continue discussions with contract bodies on retention clauses to encourage their support with reducing/eliminating their use.
- Agree an updated CLC ambition on retentions and supporting principles, followed by publication and encouragement for industry to adopt.
- Work with HMG to ensure the proposed changes set out in the HMG response to the Amendments to the Payment Practices and Performance Regulations 2017, including reporting on retentions, are implemented with industry support.
- Work with government to input into the revisions to both the Public and Private Sector Playbooks to make guidance on fair practices more explicit, as well as driving the use of the Construction Playbook and recommending that the Infrastructure Projects Authority audit its use.
- Publish information on onerous contract clauses and best practice on the CLC website.
- Publish a supporting best practice procurement guide for industry in advance of the 'go live' Procurement Act 2024 (estimated October 2024) on evaluation practices.

CASE STUDY: NEC

Prompt and fair payment remains a challenge within the sector. The contractual practice of retention payments can create problems for businesses throughout the supply chain, due to the late and non-payment of retentions or through upstream insolvency.



The CLC in collaboration with NEC published [joint guidance](#) to industry on the use of retention clauses under NEC3 and NEC4 Engineering and Construction Contracts (ECC), and sub-contracts. This explained how NEC contract suites deal with defective work and retentions, emphasising that a retention fund may not in fact be needed. This was subsequently [endorsed](#) by the Royal Institution of Chartered Surveyors (RICS).

Industry engagement continued across 2023, working with legal representatives and the NEC to host a webinar on the guidance and to challenge the industry norm – retention clauses should not be automatically included in a construction contract.

CLC joined a workshop at NEC's 2023 Annual Conference, with participants reflecting on the industry norm to use retention funds in their contracts, that the disadvantages of holding these funds outweigh the advantages, and the feasible alternatives if security is required. The workshop concluded that if a client has a well selected supply chain, a collaborative contract and good management of that contract, then a retention fund should not be required and would be counterproductive. It also generated a wider discussion on the routine use of retention clauses in construction contracts.

This work forms part of the CLC ambition of moving to zero retentions by 2025, through reducing or eliminating defective construction work and having a procurement and delivery model that recognises, incentivises, and rewards consistent high-quality work.

Work continues with the industry and the bodies responsible for construction contractual documentation to consider whether retention payments have a place in a modern UK construction industry.

Issued November 2022

NEC and CLC Guidance for Dealing with Retention Payments Under NEC3 and NEC4 Contracts

1.0 Introduction

1.1 Retention payments are a longstanding contractual practice within the construction industry, intended to provide security against defective work, or the insolvency of construction firms in the supply chain. The principle of a retention is to secure performance and incentivise the elimination of Defects in an industry where the quality of work remains inconsistent. However, they can create problems for businesses throughout the construction supply chain due to the late and non-payment of retentions or through upstream insolvency resulting in the retention being permanently lost.

1.2 In the Government's 2018 consultation on the practice of cash retention under construction contracts¹, 71% of Contractors who were surveyed reported having experienced delays in receiving monies retained, whilst it is estimated that anywhere between £3.2 and £5.9 billion is retained annually in the construction sector in England alone². This puts unnecessary cashflow pressure on an industry which is an important part of the UK economy, increasing the risk of insolvencies which can in turn disrupt the delivery of projects under construction. Further, the practice runs counter to what is generally considered to be procurement "best practice". This emphasises the importance of collaboration, early supply chain engagement and the involvement of a stable supply chain throughout the delivery phase of a project to manage quality and achieve best value for the Client.

1.3 There remains a range of views across the sector about the practice of retentions. Many amongst the industry are in favour of reform, with a growing consensus that retentions are no longer an effective mechanism for ensuring quality. Often, the need for retentions can also be avoided through good contract management, or (if security is required) the provision of a performance bond or parent company guarantee instead.

1.4 Considerable work has been undertaken and continues by both the Government and the industry to consider the issues surrounding retentions. Many of the current initiatives are being driven through the Construction Leadership Council ("CLC"), with the ambition of moving to zero retentions by 2025, through reducing or eliminating defective construction work and having a procurement and delivery model that recognises, incentivises and rewards consistently high-quality work.

¹ [Retention Payments in the Construction Industry: Summary of Responses, February 2020.](#)
² [Retentions in the Construction Industry: BEIS Research Paper 17, October 2017.](#)

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Section 3.5 Health, Safety and Wellbeing



Mike Thomas
Head of Construction,
Health, and Safety Executive



Henrietta Frater
Head of HSE and Wellbeing
The Crown Estate

" Good health and safety management is a key component of every successful construction project – however large or small. It not only means workers returning safely to their homes and families at the end of each workday, but also has wider benefits linked to productivity, people, and skills."

Introduction

Good health, safety, and wellbeing (HSW) is a key priority. This country remains one of the safest to work in globally, but HSE statistics show a plateau. Tragically, 45 workers lost their lives in 2022/23, while around 2.6 million working days were lost – with 80% of these being due to work-related illness. The cost to our industry is estimated at £1.3 billion. More must be done to reduce this.

Key 2023 Achievements

- **Industry Collaboration:** Reconfiguration of the Construction Industry Advisory Committee (CONIAC) to align with the health objectives outlined in HSE's [Protecting people and places](#) strategy. The launch of the [CONIAC Website](#) provided a shop window for its industry-produced good practice guidance. New guidance produced included advice on undertaking [energy efficiency domestic improvement work](#) and managing fire safety on sites.
- **Mental Health:** The construction industry has taken steps to support the welfare and wellbeing of construction workers through various initiatives such as Make it Visible and ongoing work by [Mates in Mind](#). [The Working Minds initiative](#) continues to bring together a range of tools and support to help businesses and workers understand the best ways to prevent work related stress and encourage good mental health, including the launch of a [free online tool](#).
- **Innovation:** Delivery of the [Industrial Safetytech Regulatory Sandbox](#) to explore the potential for modern technology to improve health and safety performance and legal compliance. Work was undertaken to help clients improve health and safety information management which builds on the [Client's Guide](#).

2024 Objectives

- **Mental Health:** Enhance understanding of systemic causes and preventative solutions in partnership with others including Mates in Mind, Tier 1's and JCT.
- **Digitalisation and Data:** Work to better identify, capture, analyse, use, and share construction risk data to drive HSW improvements. We will also continue to enable the use of Building Information Modelling to integrate an end-to-end thread of project risk information.
- **Client and Designer-led risk management:** Work to demonstrate how early decision making by clients and designers can fundamentally affect the Health, Safety and Wellbeing of others.

CASE STUDY – HEALTH, SAFETY AND WELLBEING BUILDING THE WORLD'S FIRST INDUSTRIAL SAFETYTECH REGULATORY SANDBOX FOR THE CONSTRUCTION INDUSTRY.

Innovative technologies, products, and services - such as Artificial Intelligence, wearables, and drones - are starting to redefine approaches to health and safety management. Industrial Safetytech (IS) can play a crucial role in reducing risks to on-site workers, within existing health and safety legislation.

The 'Industrial Safetytech Regulatory Sandbox' was funded by government and run through Discovering Safety (a wider programme of work delivered by the Health and Safety Executive, using data and analytical techniques to improve health and safety). Five technology companies were chosen, covering:

- A machine learning platform that automatically transforms video and audio footage into real-time workflows, visual risk assessments and analytical dashboards.
- Modular software that facilitates inter-device communication, adaptive programming of robot tasks and motion planning for one or more robots working together.
- Wireless sensor technology that restricts access to areas of hazardous activity based on role and purpose.
- Use of artificial intelligence and computer vision to identify people in real time and understand their interactions with machines to support safer workplaces.
- Smart hearing protection, collecting data on environmental noise and wearers' exposure.

These companies collaborated with the sector and HSE to explore how their proposals could be deployed through the Sandbox as a desk-based set of investigative studies. Each technology company defined areas they wanted answered, e.g. practicalities of overcoming barriers to adoption. Upon conclusion, they were all able to identify key learnings, recommendations, and next steps.

Participants Comment

"The sandbox was a good open platform to conduct the type of thinking required for the future of safetytech. It encouraged honesty and that always benefits invention. This was a good example of how industry should work together to drive collaboration and innovation".

Additional funding has been allocated from the Knowledge Asset Grant Fund (KAGF), run by the Government Office for Technology Transfer (GOTT), to further develop HSE's Health and Safety Sandbox System into a replicable blueprint. You can read more on the [Discovering Safety website](#) or on the [Discovering Safety page](#) on LinkedIn.

Section 3.6 Sprint Projects

Outside of the core CLC strategic workstream groups, there are four sprint groups that have been established to draw on the shared expertise of CLC members on specific issues with imminent or potentially significant risk to the wider construction sector.



3.6.1. PRODUCT AVAILABILITY



John Newcomb
CEO

Builders Merchants Federation

"The group provides valuable insights into market conditions and is amongst the first to highlight changes through monthly statements, which are based on data and direct experience. Now product availability has returned to pre-pandemic levels, we are taking on an expanded brief as the Materials Supply Chain Group and will continue to provide information to the wider construction sector as well as government and other stakeholders."

Introduction

The Product Availability Group is unique in bringing together senior executives from across the industry and government each month, harnessing a sector-wide perspective to identify current and potential issues. It provides information and, where possible, mitigating advice. Its work highlights the complex, global nature of building material and product supply, as well as the impact of factors from outside the UK construction market. The group's original objective, following the disruption brought about by the global pandemic, was to ensure the continuous supply of building products and materials to all sectors of the market. Forecasts for supply and demand remain a crucial element of the group's work.

As conditions have improved and availability has returned to pre-pandemic levels, the group's discussions and reports have extended to include broader issues affecting the supply chain, such as insurance, cash flow and liquidity amongst SMEs, and the need for greater collaboration in construction payment practices.

Key 2023 Achievements

- **Accurate communication:** Publication of monthly statements, providing information across the supply chain and beyond to Trade Association members, Government and others on current and future challenges that may require them to adapt operations. The statements are amongst the first to highlight changes in the market and are trusted because they are rooted in data and direct experience.
- **Horizon scanning:** Identifying potential and impending risks, with mitigations.
- **Global Events:** Monitoring impacts (e.g. Ukraine and Russia crisis) on product supply, advising on timescales of delays and alternative sources of supply.
- **Inflationary Pressures:** Tracking impact throughout the supply chain.

2024 Objectives

- **Insolvencies and labour/skills shortages:** Raise critical issues relating to the growing number of insolvencies amongst construction companies, and labour and skills shortages across construction. These concerns are compounded by fears that any prolonged downturn will result in further job losses and a smaller supply chain that is less capable of meeting demand, when the market inevitably returns to growth.
- **Expanded scope:** In recognition of the information and evidence collated by the group on covering a broad spectrum of issues affecting the construction supply chain, from January 2024, the group was convened under a new name, the Materials Supply Chain Group (MSCG).

3.6.2. REGULATORY AND STANDARDS ALIGNMENT GROUP



" We are in a period where there is an expectation that standards, quality and performance across construction are improving, ensuring that buildings are safe and deliver the performance required. It is essential that the underlying standards formal or otherwise are clear and appropriate."

Peter Caplehorn

CEO

Construction
Products Association

Introduction

This group looks at the issues surrounding post-Brexit divergence and the effect on regulations and standards. Its membership is from all areas of the construction sector.

Key 2023 Achievements

- **UK Conformity Assessment Marking:** Continued to raise concerns over the introduction of Conformity Assessment Marking on construction products which remains unresolved and is incurring considerable cost to industry - impeding R&D investment and productivity.
- **UK REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals):** Working with the CIA (Chemical Industries Association), who are the overall lead. This had already resulted in considerable additional estimated costs to industry (more than £2 billion) but also has a direct impact on construction.

- **Policy Influence:** Produced an industry response to the Paul Morrell Anneliese Day independent report on product testing and certification.
- **Horizon Scanning:** Divergence is happening by default, but also recent examples of deliberate divergence are occurring. These need to be managed or damage to UK construction will continue to undermine competition and productivity. The group will continue to make the wider industry aware of these issues and where relevant, feed in their experience to Government.

2024 Objectives

- **UKCA Marking:** Continue to monitor and press for solutions in relation to CA Mark and the introduction of a smooth transition, including:
 - > Resolution on the lack of capacity and capability of the UK testing and certification facilities for construction products.
 - > Establishment of a UK European Organisation for Technical Assessment (EOTA) to manage and co-ordinate approaches to testing and certifications by TABs/CABs.
- **UK REACH:** Continue to press for minimal cost solutions to UK REACH.
- **Policy Influence:** Publish a report in early 2024 setting out the actions industry can take in response to the Paul Morrell Annalise Day report and asks of Government.

3.6.3. MIGRATION ADVISORY COMMITTEE



James Butcher
**Director of Strategy
 and Operations**
 National Federation
 of Builders

"Despite some early wins for the CLC this year, the changing political climate and focus on reducing legal migration numbers has made the situation more challenging. We will continue to advocate to make sure migration is part of the construction skills mix and business in the sector can access and use the migration system."

Introduction

The CLC has a working group of industry representatives called the 'Movement of People Working Group' whose purpose is to help construction employers understand, engage, and navigate the Points Based Immigration System (PBIS), provide industry feedback on challenges with the immigration system and industry insight on skills shortages the sector faces.

Key 2023 Achievements

- **PBIS:** The group was successful in securing several additional trades to the Shortage Occupation List (SOL) during an interim review of the SOL undertaken by the Migration Advisory Committee at the beginning of 2023.
- For the 2023 reviews, a comprehensive 60-page report of Shortages in construction was produced, which the CLC intends to leverage in other activities as well. The Migration Advisory Committee then undertook a full-scale review of the list across all industries and the Working Group once again submitted comprehensive evidence which saw construction secure three of the eight recommended occupations.
- **Partnership working:** The group worked with Construction Industry Training Board to produce CITB's Migration Report 2023, with in-depth research and analysis of the experience of the migration system for construction companies, recommending several positive actions for both industry and Government.

2024 Objectives

- **Migration Advisory Committee:** Continue to engage with the Home Office about how to make the system work better for construction and undertake awareness activities to help construction firms better engage with the Points Based Immigration System.
- **Policy influence:** Work with the Home Office to reflect the sector's concerns on the new migration policy and its impact on the sector.
- **System Reform:** Achieve meaningful reform so it can be more widely used by the construction sector.



Construction Leadership Council (CLC) Response to the Migration Advisory Committee (MAC) Review of Shortage Occupations

26 May 2023

A Report by the Construction Leadership Council's Movement of People Working Group.

Summary

This report has been compiled by the CLC in response to a stakeholder consultation from the MAC as part of a full review of the UK Government's Shortage Occupation List (SOL). The report evidences the current workforce shortages experienced in the construction sector, and the appropriateness of adding certain occupations to the SOL as a potential solution to those shortages.

CONTENTS

1. [Recommendations summary](#)
2. [About the CLC and participating organisations](#)
3. [Evidence of shortages across the industry](#)
4. [The importance of construction occupations in the delivery of national priority projects and public value](#)
5. [The changing nature of employment in construction](#)
6. [Detailed evidence to support the recommendations \(by occupational code\) and evidence of occupation-specific domestic skills interventions](#)
 - [Skilled Worker List Occupations](#)
 - [Non Skilled Worker List occupations](#)
7. [Occupations not eligible under MAC's criteria and CLC position on eligibility criteria](#)
8. [The construction industry's efforts to attract, train and retain domestic workforce](#)
9. [Licensed Sponsors in construction – setting expectations](#)
10. [Recommendations for improvements to the PBIS and alternative ideas for improving labour supply](#)
11. [Contacts and acknowledgements](#)

3.6.4. RAAC



Graham Watts

CEO

Construction Industry
Council

"The CLC acted quickly to set up an industry response group to investigate the true position regarding the use of RAAC in buildings and brought together leading experts from every relevant sector of the industry, including the structural engineering profession, academics and building owners. Our report will be published in the spring."

Introduction

The CLC RAAC (Reinforced Autoclaved Aerated Concrete) Industry Response Group was set up in September 2023 to provide an expert response to the issues highlighted in the media, initially about the failure of RAAC in schools.

The Group brings together experts from across the industry, academia, and research bodies together with representatives of various government departments and agencies.

The Group has met 10 times in 2023 and will continue into early 2024. Its Terms of Reference are available [here](#).

Key 2023 Achievements

- **Resources:** Published two guidance [resources](#) in December: an information sheet with answers to FAQs designed to assist asset managers and owners of buildings that may include RAAC, and a paper dealing with issues to be considered in the assessment of RAAC.
- **Reporting:** Produced updated monthly reports on the prevalence of RAAC in the four home nations.
- **Stakeholder Engagement:** Liaised regularly with the Cabinet Office, Department for Education, NHS Estates, Devolved Administrations, and industry bodies, e.g. The Royal Academy of Engineering, to exchange information and make presentations on the group's work.

2024 Objectives

- **Reporting:** The Group published a report on its work by the end of January 2024, which included an assessment of further research needs and an investigation into methods of assessment (including Nondestructive testing (NDT)).
- Post publication, the Group will also consider whether there is any on-going purpose in the group continuing to meet.



4. Industry Working Groups

Section 4.1 Infrastructure



Jason Tucker
Director
Water Recycling
at Anglian Water



Melissa Zanocco
**Capital Projects
& Infrastructure**
Accenture

“ 2023 proved to be a busy year for the Infrastructure Client Group (ICG): We welcomed a new member in NHS New Hospital Programme, which marks the inclusion of a social infrastructure client for the first time, and a strategic review was carried out to determine how we can become even more inclusive, collaborative and value creating. As a result, the Group has exciting plans for 2024, including the reinvigoration of the Productivity Task Group.”

Key 2023 Achievements

Project 13

- **Project 13 Network:** Nearing 4,500 members globally and increasingly encouraging interaction between practitioners who wish to deliver infrastructure differently.
- **Publications:** A training module '[Introduction to Project 13](#)'; Results from the 2022 survey on measuring if Project 13 is helping to [make the industry more sustainable](#). Project 13 Infrastructure Governance Code with [launch event](#).
- **Stakeholder Engagement:** Delivered events and workshops.

Digital Transformation Task Group

- **Policy Engagement:** Active participation in the Digital Twin Hub Connected [Digital Twins Summit 2023](#).
- **Publications:** Published [Data & Digital Principles for Project Success](#).
- **Stakeholder Engagement:** Delivered workshops across 2023, including Demystifying AI (Artificial Intelligence).

Infrastructure Carbon Task Group

- **Policy Influence:** Inputted to '[Our Shared Understanding: The circular economy in the Built Environment](#),' launched at the World Circular Economy Forum and the Revised PAS2080.
- **Publications:** Launched the Concrete Decarbonisation Accelerator: increasing the uptake of decarbonised concrete through consistency of ask from clients and security of pipeline of need.
- **Stakeholder Engagement:** Workshops throughout 2023 including how to get circularity working [Sellafield Ltd.'s Carbon Management Transition Plan](#).

2024 Objectives

Project 13

- Publication and Launch event for Project 13 Supplier Survey 2023 in Q1 – plus Survey for 2024 in Q3. Publication and launch event for the Project 13 Supplier Roadmap and NEC guidelines publication.

Digital Transformation Task Group

- Publication and launch event for ICG Data & Digital Benchmarking survey report 2023.

Infrastructure Carbon Task Group

- Complete phase 1 of the Concrete Decarbonisation Accelerator.

Productivity

- Launch of Infrastructure Client Groups's Productivity initiatives.



CASE STUDY – INFRASTRUCTURE

Sellafield Ltd is a wholly owned subsidiary of the Nuclear Decommissioning Authority (NDA). It's responsible for the safe operation and clean-up of the Sellafield site in Cumbria, England which, with over 1,300 buildings that includes over 200 nuclear facilities, is one of the most complex and hazardous nuclear sites in the world.

In response, the number one priority is to reduce that hazard. A key part of this is building new assets that will continue to manage waste and store it safely for future decades, undertaken by Sellafield Ltd's Programme and Project Partners (PPP).

The PPP model is currently delivering five complex major infrastructure projects, with eleven potential projects in the pipeline. Its collaborative delivery model has been recognised by the Institute for Collaborative Working, winning their Annual Supply Chain Award in both 2022 and 2023.

They have successfully brought on board eight (this will be ten in the next month) long-term delivery partners and nearly 200 suppliers from across the UK and Europe, of which 70% are SMEs, receiving 28% of spend.

Through the successful delivery of projects, they have achieved industry-leading safety performance and significant cost savings.

Approaching its fifth year, PPP remains on course to deliver its full Business Case benefits, including £700m in Value for Money.

An example of PPP's approach leading to time and cost savings is the BIM computer-aided collaborative virtual environment on the Product and Residue Store Retreatment Plant (PPP's largest project), seeing the removal of 50 clashes and £9.5m saved on the build. At a portfolio level, the long-term approach to procurement is expected to lead to an estimated saving of £80.8m. The programmatic approach to workforce movement is expected to save £47m for Sellafield Ltd over the life of the PPP contract.

To date, the PPP has performed strongly against expectations, central to which is the high confidence that the promise to Government for double-digit potential savings will be met.

Its continued ability to achieve project successes over the coming decade and beyond will see the PPP and Sellafield Ltd achieve sustained value for the UK taxpayer.

Section 4.2 Housing



Mike Woolliscroft
Group Business Improvement
Director and London
Divisional Chair
 Vistry



Emma Ramell
External Affairs Director
 Home Builders Federation

“ The scale of the housing crisis grows ever more apparent, and it is vital that industry bodies continue to work together, and with Government, to improve the business climate for home building on issues such as planning and nutrient neutrality. But we must also focus our work on facilitating better outcomes for the future for consumers, the environment, and the industry itself.”

Introduction

The Housing Working Group has had a varied agenda during 2023, including looking at both the demand and supply side picture for housing delivery.

Key 2023 Achievements

Policy Influence

Substantive contributions including submissions to Government.

Collaboration

Engagement with the Minister for Housing and Planning (Department for Levelling Up, Housing and Communities) to establish new and improved joint working on policy, regulation, and government leadership.

Planning

Established a Task & Finish Group in Autumn 2023

SMEs

Promoted and disseminated the CLC Guide for SME developers and considered SME-related challenges and support needed to deliver the Future Homes Standard and Biodiversity Net Gain (liaising with the Future Homes Hub).

Modern Methods of Construction

Sharing of information and support for initiatives that can help tackle barriers and aggregate demand for MMC/smart construction.

Net Zero

Maintained contact and dialogue with the Future Homes Hub on delivery of Net Zero and other environmental objectives.

Nutrient Neutrality

Sharing of information and agreement on complementary actions by members to help resolve the on-going Nutrient Neutrality problem.

Future Policy

Developing and deploying the business case for use of the CLC Smart Construction Dashboard.

2024 Objectives

Policy Influence

Continue to support UK government in its engagement with the sector to inform policy and other forms of leadership that can enable significantly improved levels of new housing delivery.

Improving the Sector's Diversity

Work to inform measures that result in improved diversity of the sector will also continue. This will include a focus on SME builders, as well as better engagement with trade contractors, consultants, and material product suppliers.

Future Pathways

Despite the contraction of activity in the market and economic headwinds, many actors in the sector continue to invest in their pathways to modernise methods of housing production and improve the energy performance of new homes as the sector progresses along its journey towards carbon net zero. The roadmap for national infrastructure delivery and regulatory change needs to be reinforced and the Group will work with partner organisations to support UK government's work in this space.

Monitoring Housing Delivery

The Group will monitor this and the predicted continued slowdown in 2024.

Planning

Work with Ministers to support delivery of the planning reforms set out in the Autumn Statement, and influence future policy.

Collaboration

Continue to engage with relevant CLC priorities and projects including biodiversity.

CASE STUDY 1: HOUSING

Autograph Homes is an independent home builder with an established regional heritage, delivering homes across the Southwest with a strong emphasis on community, design, energy efficiency and environmental impact.

Located in North Bristol, Autograph Homes' The Haw Wood development comprises 30 new three-and four-bedroom homes and shows how new housing can help meet the needs of local communities both today and in the future. While based in a woodland setting, the community also has excellent transport links to both Bristol city centre and Cribbs Causeway, providing residents with access to a range of local amenities spanning retail, leisure, and entertainment.

Furthermore, with Westbury-on-Trym and Henleaze also located nearby, residents are well placed to enjoy and support a vast range of local independent shops, pubs, and restaurants.

Energy efficiency is at the forefront of the development, all properties are made sustainably, through use of technologies such as photovoltaic panels, air source heat pumps, underfloor heating, and electric car chargers.

The homes are in the top 2% for energy efficiency and environmental impact nationally, providing customers with an opportunity to reduce both their carbon footprint and their energy bills.

The development is also providing significant benefits for both nature and the community's residents through the provision of a community allotment area, the creation of bird, insect and small mammal habitats, and an extensive native planting programme with tree, shrubs, and plants to encourage pollinator species.



CASE STUDY 2: HOUSING

A good example of a large-scale housing development that has continued to flourish during 2023 is Beaulieu Park, Chelmsford. The developer, Beaulieu Zest (a joint venture between Vistry and L&Q), has invested into building the community as well as the place and homes. Beaulieu comprises a series of individually designed neighbourhoods totalling 3,600 homes and supported by amenities including:

- **A new Railway Station for Chelmsford and relief road enabled by £218m of HIF funding**
- **Beaulieu Park School – Essex’s first all through school and a further primary school**
- **176 acres of parks and open spaces**
- **620,000 ft² of commercial space and a 430,000 ft² business park**

This approach to ‘plan-led’ and infrastructure supported development has helped achieve an allocation in the latest Chelmsford Local Development Plan for a further 3000 homes and 45,000sqm employment space within the Plan Period, with a further 2,500 dwellings to be considered within the next Local Plan Review. This extension has been formally appointed as Chelmsford Garden Community by Homes England.

Beaulieu Zest and Chelmsford City Council (CCC) have been working collaboratively on extensions to North Chelmsford for over 20 years. The delivery of housing has come through consultative, plan-led and infrastructure supported master-planning.

This approach to adaptive master planning allows for changes in consumer requirements, innovation, and climate change over a 20-year build period. Good practice examples include a PPA (Parliamentary Partnership Assembly), with CCC allowing for monthly cross discipline meetings to guide all aspects of planning, from phase reserved matters applications to infrastructure approvals with statutory bodies. Additionally, the long-term management and maintenance is undertaken through the Land Trust who work in collaboration with residents and Zest. The mixed tenure approach to development has increased housing output to over 200 homes per annum over the last five years.



4.3. Domestic Repair, Maintenance, and Improvement



Anna Scothern
Chief Executive
 National Home
 Improvement Council

"The Domestic Repair, Maintenance, and Improvement (RMI) industry is facing several challenges, one of which is the existence of an unregulated market. To address these challenges, the CLC leads a collaborative effort to support the industry in increasing productivity and energy efficiency while enhancing standards, raising public awareness, and restoring trust."

Introduction

This workstream engages collaboratively to create simple, achievable journeys for stakeholders to engage and work together to deliver.

Key 2023 Achievements

Competence, Compliance & Quality (Jon Vanstone)

- **Policy Environment:** The industry's challenges are multiple, exacerbated by the existence of a parallel, unregulated market. Through a collaborative approach that involves transparent policies, rigorous standards, and public awareness campaigns, both parties can rebuild trust and steer the industry towards a future where success and satisfaction are not the exception but the norm.
- **Stakeholder Engagement:** An industry led sub-group delivered an overview of Condition 17 and financial protection.

- **Stakeholder Engagement:** Series of national awareness campaigns launched in partnership with the Council for Registered Gas Engineers, Chartered Institute of Plumbing & Heating Engineering and British Electrotechnical and Allied Manufacturers Association.

Consumer Voice (Anna Thompson)

- Delivered consumer voice dissemination sessions to over 250 industry professionals at the June CLC Home Upgrade Conference and published a consumer stakeholder map.
- **Publications:** Eight consumer guides are available [here](#).

Carbon & Energy Efficiency (Dan Brown)

- **Net Zero:** Created a digital map of energy efficiency case studies, mapped against CO₂nstructZero's priorities.
- **Policy Environment:** Recorded progress against three strands of activity, and performance measurement (including projects which reduce whole-life carbon emissions from energy and water usage in the home).
- **Stakeholder Engagement:** Delivered an overview of domestic decarbonization projects and mapped their outcomes against CLC's CO₂nstructZero nine priorities.

2024 Objectives

- Continue the three Working Groups' activity alongside recognition that the home improvement sector is not just about 'retrofit' - it is an evolving narrative of homes that reflect our values, priorities, and aspirations.
- **Driving excellence:** Continue to work in partnership with the home improvement sector to highlight its value.

FIGURE 2: EIGHT CONSUMER GUIDES

The screenshot displays the NHC website's 'Consumer Guides' section. At the top, a red navigation bar contains the NHC logo and links for 'Our Manifesto', 'Our Members', 'Consumer Guides', 'Resources', 'About Us', 'Activities', 'News', 'Contact', and 'JOIN NHC'. The main header features the title 'Consumer Guides Improving Our Homes' and a sub-header stating: 'Each of our consumer guides contains expert advice and information that is easy to understand and apply and is a valuable resource for homeowners looking to improve their homes.'

Below the header are four guide cards, each with a red top section containing an icon and a 'DOWNLOAD YOUR COPY' button. The cards are:

- Battery Storage Guide:** Features an icon of a battery. The text states: 'Batteries are becoming an increasingly popular installation to enhance adomestic solar panel system. Choosing the correct battery is essential.' A red 'DOWNLOAD GUIDE' button is at the bottom.
- Building Regulations Guide:** Features an icon of a house with a pencil. The text states: 'The building regulations are minimum technical standards the government sets that cover the construction, extension, and alteration of most buildings.' A red 'DOWNLOAD GUIDE' button is at the bottom.
- Choosing A Builder:** Features an icon of a person with a question mark. The text states: 'Once you have agreed exactly what you want to build or change, you will need to choose a builder or contractor to turn your plans into reality.' A red 'DOWNLOAD GUIDE' button is at the bottom.
- Guide To Heat Pumps:** Features an icon of a heat pump unit. The text states: 'Heating accounts for up to 40% of your energy bills, so it is time to consider replacing yours with something more efficient.' A red 'DOWNLOAD GUIDE' button is at the bottom.

4.4. Buildings and Places



“The Buildings and Places Group has been re-established with a primary objective to promote greater integration and knowledge sharing across the many and varied Client groups within the construction industry. Encouraging greater cross sector collaboration to deliver more sustainable, safer, and efficient spaces within the built environment. In the year ahead we plan to improve behaviors and best practice through shared experiences and the adoption of playbooks.”

Helen Hare
Director of Projects
 GPE

Introduction

This group has been refreshed with a purpose to encourage greater cross sector and public/private sector collaboration. It seeks to improve signposting of best practice initiatives, ensuring the group does not duplicate existing sector work, whilst encouraging more sustainable and efficient developments in the built environment and making best use of existing forums.

Key 2023 Achievements

Net Zero

Supported and promoted the Net Zero Carbon Industry Standard and Green Construction Board’s work on biodiversity.

Payment

Continued to explore how to drive best practice on payment and project delivery, through promotion of the private sector playbook, including supporting the Get It Right Initiative.

2024 Objectives

Net Zero

Continue to enhance our contribution to the net zero and carbon building standard.

Private Sector Construction Productivity Playbook

Explore how we can best engage with this work.

Payment Practice

Improve the closure of defects whilst enhancing the industry’s payment practices.

CASE STUDY: BUILDING AND PLACES

Newcastle Helix is a 24-acre hybrid city quarter in the city centre, home to industry leaders, businesses, and researchers within an internationally renowned £350m innovation district. The development will create more than 4,000 jobs, 500,000 sq. ft of office and research space, and 450 new homes. It is a joint venture between the City Council, Newcastle University, and Legal and General (as a 33/33/33 Development Company).

It was conceived as a 24-acre innovation hub and collaborative ecosystem for public and private bodies in the Newcastle region, built for international tech and science businesses, the local community, and residents.

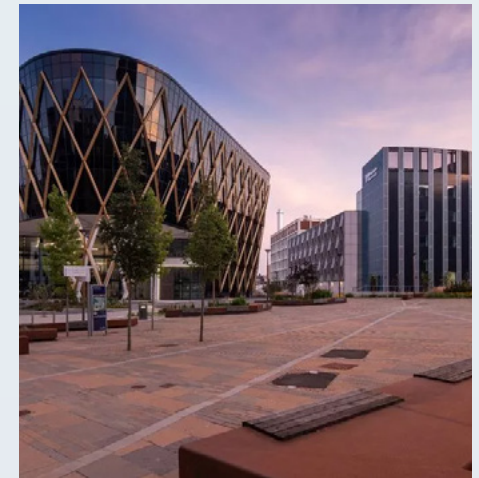
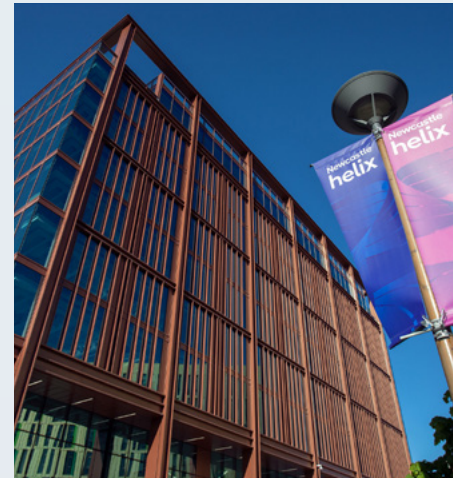
When the 24-acre Scottish and Newcastle brewery site was vacated in the city centre, the council was concerned that in such a marginal market, any potential private sector development would not be regenerative and could compromise the city's architectural merit. Taking the site into public ownership was seen as the best way forward to protect the City's position. A tripartite arrangement was made between the City Council, Newcastle University, and the then Regional Development Agency (RDA) to purchase the site.

In parallel, collaboration was already underway between Newcastle and Gateshead councils on a range of planning and place-based policies for the urban core, with the Helix site within that. This would eventually lead to the Accelerated Development Zone that would help propel Helix forward. Newcastle and Gateshead

also negotiated a City Deal, covering four areas of the city, including the Helix area. Any growth in business rates in those areas would be retained by the councils for 25 years, therefore enabling the council to take more risk than it would do usually.

In 2017, Legal and General invested £65m and the private-public sector partnership was born, creating a global hub of innovation, stimulating economic growth, and supporting residents to live smarter, healthier lives.

The development illustrates the power of public-private collaboration in delivering a major regeneration project.



Taken from *Unlocking Growth Through Partnership* | Credit Mark Slater – Newcastle Helix



5. Acknowledgements

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Karl Whiteman	Berkeley Group
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CLC Young Ambassadors	
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Young Ambassador	Rotated across the four Young Ambassador's.

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Peter Caplehorn	Construction Products Association (CPA)

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RAAC

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