

CLC Connect

September 2025

Bi-Monthly update

In this issue we hear from Richard Robinson,
President – Asia, Middle East & Australia, AtkinsRéalis

Short Term Priorities and Actions

Opportunities for Engagement

Priority progress

Get the latest updates from our four priority areas:

[Net Zero + Biodiversity](#)

[Next Generation Delivery](#)

[Building Safety](#)

[People + Skills](#)

Government Update



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Welcome to CLC Connect, the Construction Leadership Council's Bi-Monthly newsletter which will keep you up to date with all things CLC.

Construction is a busy and fast changing industry. From new government policies and game-changing private sector initiatives to emerging technologies and innovative ways of working, there's a lot going on as we strive to grow, improve productivity, attract and retain talent, and successfully transition to Net Zero.

CLC Connect will keep you informed, celebrate success, and help bring us closer together.

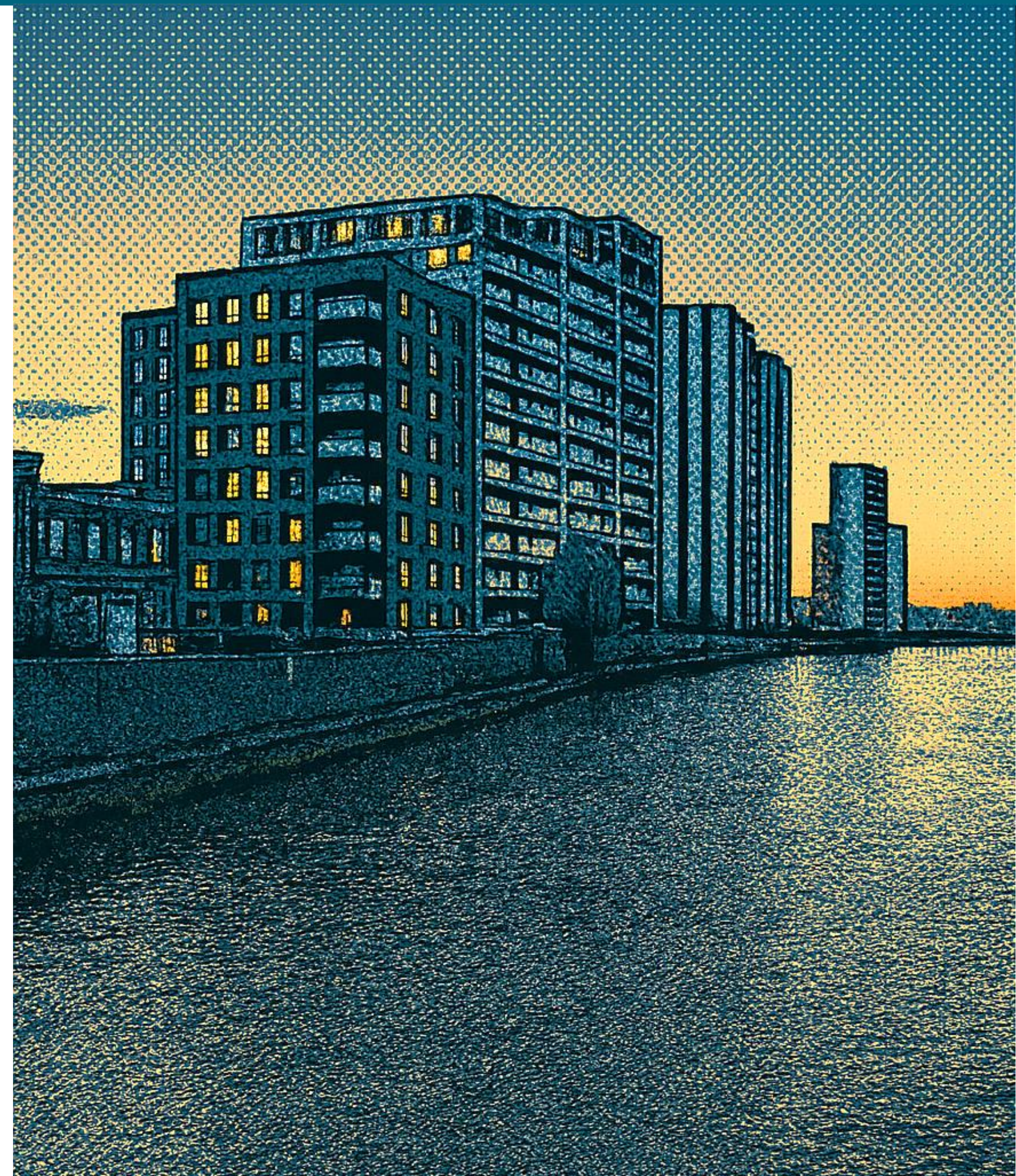
We're keen to hear your feedback and story ideas so please get in touch via:

construction.enquiries@businessandtrade.gov.uk

Enjoy and thank you for reading.



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Bi-Monthly Update

Richard Robinson

President – Asia, Middle East & Australia, AtkinsRéalis

I would like to start this foreword by expressing my gratitude to Sarah Jones MP. On behalf of the entire CLC and the sector, I want to thank her for her time, effort, and unwavering commitment. Her engagement has been crucial for the CLC in achieving what it has during her tenure, steering many of our initiatives into actionable policy and stronger industry collaboration. We all wish Sarah the very best in her future endeavours.

We also welcome the new Construction Minister, Chris McDonald MP, into post. With several related Ministerial changes across Government, including the Ministry for Housing, Communities and Local Government, we will be working to build strong strategic relationships with new Ministers, ensuring progress continues at pace across our shared priorities.

One of our key priorities is the **Construction Skills Mission Board**, which is working with employers to provide the confidence to recruit and invest in people. Its focus is on recruiting new entrants and supporting those joining to stay and

grow in the industry, ensuring training is available where needed, addressing shortages in provision, and working with Government on how to make skills funding work better. By bringing together government, industry, and training bodies, the Board is helping to create a skills system that meets today's needs and prepares us for the future.

Now turning to **Construct Zero**, this remains a key part of our work to drive sustainability across the sector. The forthcoming Construct Zero Award Ceremony will be an important opportunity to reaffirm our collective ambition, share progress, and showcase innovation. Our review of the Construct Zero performance metrics is underway, which is particularly timely given we are expecting a busy autumn policy environment in this space, including the Warm Homes Plan, DEFRA's Circular Economy Strategy, and the Government's Long-Term Housing Strategy. The CLC will be working with industry to convene and coordinate our collective input to inform delivery.

Cont/...



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Bi-Monthly Update

Richard Robinson

President – Asia, Middle East & Australia, AtkinsRéalis

On **Next Generation Delivery**, the Department of Business and Trade has launched a [Late Payments Consultation](#) to ensure companies pay suppliers fairly and on time. For construction, this includes potential reforms to the use of retention clauses in construction contracts, with two options; to either prohibit the use or to introduce requirements to protect funds deducted and withheld from insolvency and late or non-payment. Research published alongside the consultation shows late payments cost the UK economy almost £11bn a year. The consultation is open until **23 October 2025**. On Data & Digital, the **[Information Management Initiative \(IMI\)](#)** continues to gain momentum, with endorsement from the IM4 Public Sector cross government group highlighting its importance in driving best practice across the sector. Look out for the upcoming [nima Virtual Conference](#), which will shine a spotlight on the IMI and the opportunities it brings for industry.

On Health & Safety, thank you to those who

attended our Health, Safety and Well-Being summit in July which drew over 150 leaders. We were very grateful for your support and input and are now producing an action plan to take forward the strategy's delivery. We are also launching a [consultation](#) on mental health in construction, a vital step in improving wellbeing across our workforce.

Lastly, please be assured we are very aware, from talking to many of you, of the pressures facing the industry. We have fed these concerns back directly to multiple Ministers in various formats, and continue to do so, advocating for you.

Thank you as always to everyone in the sector for your engagement and persistence. I look forward to what we can achieve together in the months ahead.

Richard



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Bi-Monthly Update

Short Term Priorities and Actions

Movement of People - Following the changes to the Points-Based Immigration System in July, which included raising the threshold for a Skilled Worker Visa to RQF Level 6, the Home Office has commissioned the Migration Advisory Committee (MAC) to review the Temporary Shortage List (TSL), which is a way for occupations at RQF Levels 3 - 5 to be eligible for a Skilled Worker Visa.

The first stage of the MAC review, which is expected to be completed in October, is focussed on the operation of the TSL and the terms and conditions that are attached to occupations on it, including time limits and caps on number of visas. Stage two will look at which occupations should be included in the next update to the TSL. In preparation for stage two, the CLC has recommenced the Movement of People working group in order to coordinate the industry's response to the review to ensure that as many construction occupations as possible, which are vital to deliver the

Government's Modern Industrial Strategy, remain on the TSL.

CLC Mental Health Project - The CLC held a series of focus groups across England, in partnership with Mates in Mind and the University of Warwick, to identify the primary root causes for poor mental health in construction. The CLC has published a consultation, it details causes and invites stakeholders across the industry for their views on what can be done to eliminate or reduce them.

The consultation focuses on the measures that the UK construction industry can take to reduce the future likelihood of poor mental health in the sector.

The consultation is open until the 05 November, and you can complete it [here](#).





Changes to the Building & Places Workstream

The Chair's baton has passed from Helen Hare, Director of Projects GPE to Mark Robinson, Group Chief Executive Scape and Gren Tipper, Chairman CCLG who has been appointed Deputy Chair.

The group has refreshed its terms of reference, including changing its name to "Place, Commissioning and Assets Implementation Group". This reflects its continued commitment to clients across the industry and highlights some of the key challenges we all face.

The Group will lead the CLC industry client group for Property & Construction, liaising with the CLC Infrastructure client workstream co-ordinating effort across the industry. Its focus will be on implementation and feedback within place-making, commissioning and asset management disciplines and directly influencing other key areas across CLC and Government.

The workstream's three strategic goals are:

- Place – to help progress and streamline the placemaking and regeneration agenda at Government, national, regional and local level, ensuring communities continue to grow and thrive.
- Commissioning – provide clear direction & guidance to clients and commissioning

organisations on effective commissioning and procurement practices, supported by examples of good practice.

- Assets – give asset owners tools and techniques to help them manage their asset portfolios efficiently and effectively; supporting the Governments 10-year Infrastructure Strategy and adopting the principles of The Playbook, measuring progress against targets set; identifying good examples to share; and utilising members' links to specific areas of good practice.

The group's full governance documents have been published on the [CLC website](#).

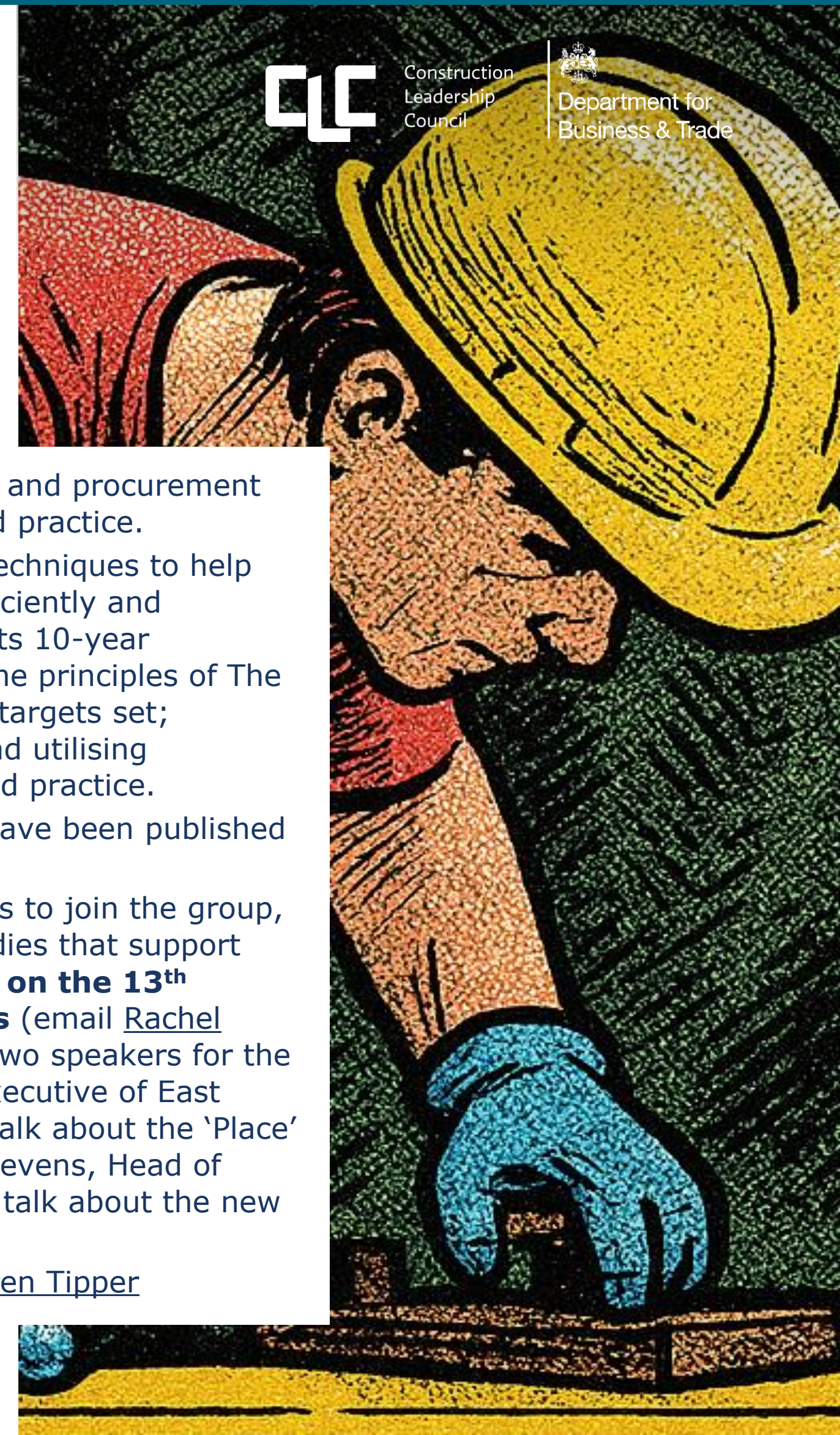
Finally, we are encouraging new members to join the group, either client organisations or industry bodies that support clients. We are holding an **open session on the 13th November at 15:00 – 16:00 on Teams** (email [Rachel Rose](#) to request an invitation). We have two speakers for the session confirmed, Amy Harhoff, Chief Executive of East Midlands County Combined Authority to talk about the 'Place' agenda in the Public Sector, and Linda Stevens, Head of Client Development at the CIOB who will talk about the new [CIOB Client Guide](#).

Questions? Contact: [Mark Robinson](#) or [Gren Tipper](#)



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CLC Priority Progress

Net Zero and Biodiversity

Construct Zero

The team have commenced a review of the Construct Zero Performance Framework's priorities, targets and metrics to align with the 7th Carbon Budget. We will shortly be issuing a consultation to industry for your thoughts/views. Please do watch out for this opportunity to engage.

We're looking forward to hosting our cohort of Business Champions and Partners at an in-person event on 6th October at the Institution of Civil Engineers. This will be a fantastic opportunity, bringing our cohort together, sharing best practice, celebrating achievements and hearing from industry/government leaders on the challenges that lie ahead on the delivery of net zero.

Green Construction Board

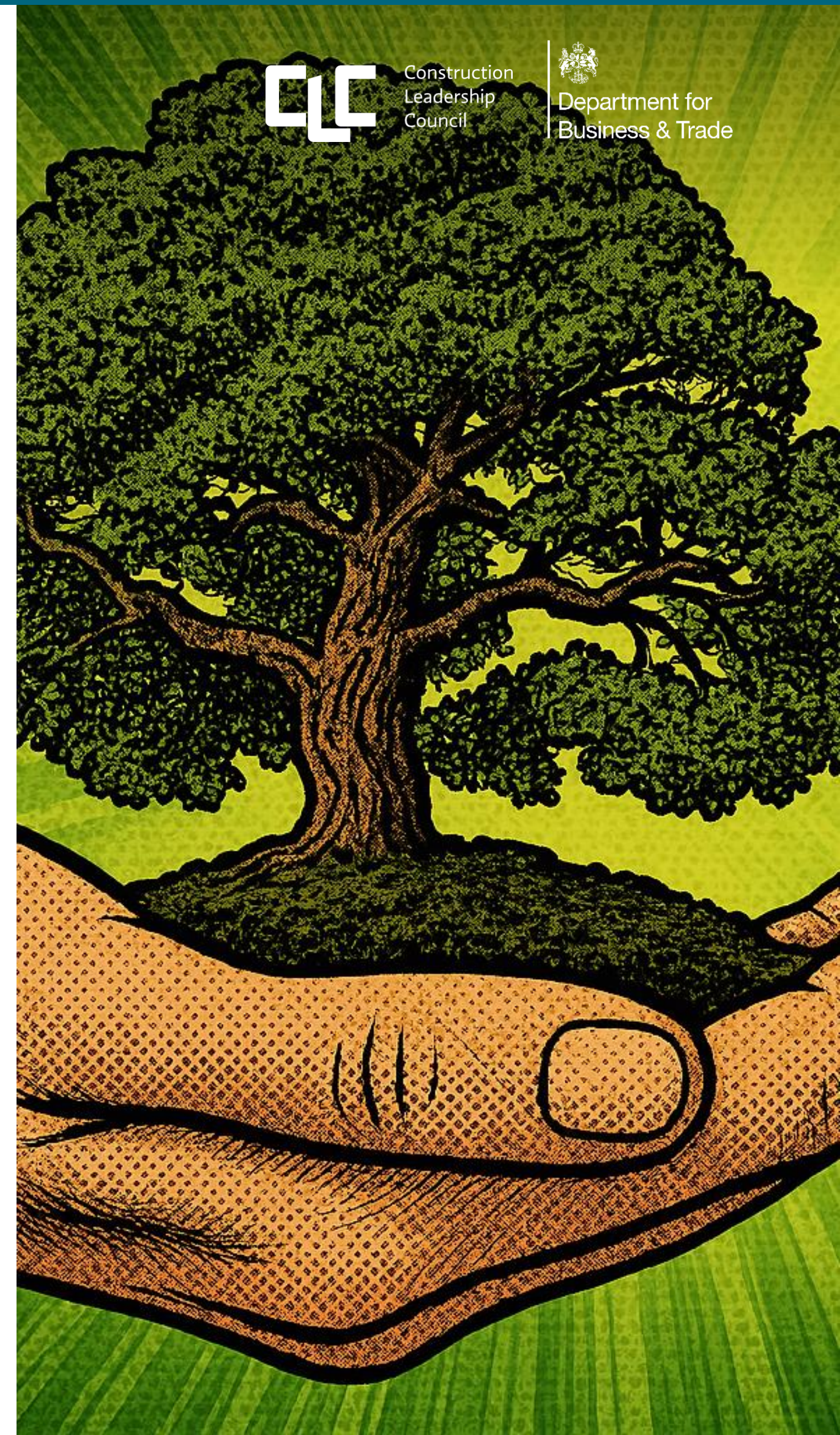
To progress its activity on Resilience and Adaptation, following a successful workshop held in February, the GCB is convening another workshop to be held London on 30th October.



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Getting to know you...



Dr James Cadman
Head of Consultancy & Climate
Action Sustainability

[Action Sustainability](#) is a specialist consultancy with over 15 years' experience delivering positive sustainability outcomes across a wide range of sectors, including healthcare, manufacturing, transport, FMCG, energy, and construction. The company is also the delivery partner for the award-winning [Supply Chain Sustainability School](#) — a free learning platform used by thousands of companies worldwide to build capability and improve performance. Bringing together deep technical expertise with a collaborative approach, Action Sustainability helps clients embed sustainability into their core business practices and supply chains, driving real, lasting change.



<https://www.actionsustainability.com/>

Tell us what your role is in a nutshell

As Head of Consultancy & Climate at Action Sustainability, I lead our client work on Net Zero strategies, science-based targets (SBTi), and full carbon footprint assessments. My focus is on helping organisations understand and reduce their emissions across Scopes 1, 2, and 3 — turning complex carbon data into clear, actionable insights. I also play a key role in shaping the direction of the Supply Chain Sustainability School, which we deliver on behalf of the UK's built environment sector. Through the School, we support thousands of businesses in improving their carbon literacy and broader sustainability capabilities, empowering them to take meaningful climate action. Whether through consultancy, strategy development, or training, our mission is to drive measurable, lasting change throughout the supply chain.

Why did you become a CZ Business Champion?

The Supply Chain Sustainability School became a CO2nstruct Zero Business Champion because we're committed to leading the built environment industry on meaningful climate action. We work with a wide range of industry partners — from tier one contractors to SMEs — helping them embed low-carbon thinking into their operations but, perhaps more importantly, into their supply chains. Being part of the CZ network gives us a platform to share what works, collaborate with others on the same journey, and ensure carbon reduction stays at the heart of industry transformation. Moreover, supporting a variety of sectors in tackling climate change enables us to bring wider experience and insight to the built environment.

What is your proudest Net Zero moment so far this year?

This year, we supported several major organisations in setting and being validated to ambitious science-based targets — including full Scope 3 baselines and supplier engagement strategies. One standout project involved a detailed Scope 3, Category 1 assessment for a leading infrastructure provider, giving them a much clearer and more accurate view of their supply chain emissions. It's been rewarding to see these insights translate into real, measurable commitments that will shape their future projects and procurement decisions as they move towards Net Zero.

Tell us an interesting fact about you or the business you represent

Action Sustainability is the delivery partner for the [Supply Chain Sustainability School](#) — a free learning platform with over 50,000 active users from across the built environment. The School provides training, tools, and resources to help businesses improve their sustainability performance — covering topics from Net Zero carbon and circular economy to social value and sustainable procurement. It's a unique and powerful platform for transforming the industry through shared knowledge and collaboration.

CLC Priority Progress

Next Generation Delivery

Late Payments Consultation – DBT have launched a consultation seeking views on proposed legislative measures to ensure companies pay their suppliers quickly and on time. This includes a measure to address the use of retention clauses in construction contracts.

The proposed measures within the public consultation are to:

- Increase discussion and scrutiny of large companies' payment practices at board level, including by exploring potential roles for audit committees or company boards.
- Set maximum payment terms to 60 days, removing the exemption that allows businesses to agree terms longer than 60 days.
- Introduce a 30-day invoice verification period, so that businesses who wish to raise a dispute will need to do so within 30 days.
- Make interest for late payments mandatory, removing the option for businesses to negotiate lower compensation rates.
- Introduce a new requirement for businesses to report how much statutory interest on late payments they pay their suppliers.

- Fine large businesses that consistently pay their suppliers late.
- Provide the Small Business Commissioner with additional powers and responsibilities to fine large businesses that consistently pay their suppliers late and investigate businesses, impose fines and make legally binding arbitration in their function in helping resolve payment disputes.
- Introduce one of two options related to the use of retention clauses in construction contracts: either prohibiting the use of retention clauses in construction contracts; or the introduction of requirements to protect retention funds deducted and withheld.
- Amend payment performance reporting for large businesses to once a year.

This consultation will run for 12 weeks and close on **23 October 2025**.

Late Payments Research – DBT, Office for the Small Business Commissioner and London Economics have published the latest research alongside the Late Payments Consultation. The research shows that late payments incur significant costs for UK businesses and the wider economy.



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CLC Priority Progress

Next Generation Delivery

Join the nima Virtual Conference –

06 November 2025 - Nima's flagship virtual conference returns this November, putting the spotlight on the IM Initiative, demonstrating why improving information management across the built environment is important, how organisations can engage, the practical steps they can take to achieve their goals, and the latest developments to support them.

Register and learn more: [Nima Virtual Conference 2025 - nima](#)

IMI Framework Expanded to Support Facility Managers - We're pleased to share that the **Information Management Initiative** (IMI) framework has been expanded to include standards and resources tailored for **facility managers**. This marks a significant step in supporting whole-life asset management and operational efficiency.

Read the full article here: ['Evolving the IMI Framework for FM' - nima](#)

Upcoming Events Featuring the IMI

The IMI will be a key focus at several major industry events this autumn:

- **Digital Construction North - Manchester, 19 November**
- **London Build - London, 19 and 20 November**

These events will spotlight how the IMI is driving change across the sector and supporting organisations on their Net Zero and digital transformation journeys.

Learn More About the IMI

Explore the IMI's purpose, resources, and latest updates:

- IMI Landing Page: [About the Information Management Initiative \(IMI\): improving industry performance - nima](#)
- IMI News: [IMI news - nima](#)



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CLC Priority Progress

Building Safety

The Building Control Independent Panel - The Panel was established in April 2025 and [Terms of Reference](#) and a [‘Problem Statement’](#) have been published. A [Call for Evidence](#) completed at the end of August and the evidence collected will be used to inform the Panel’s report to the Government later in the year.

Guide to Products Critical to Safe Construction - The [guidance](#) provides designers, specifiers, and installers with the information and tools they need to make informed decisions about construction products and includes examples and case studies to signpost industry best practice, such as the Code for Construction Product Information. Published by The Chartered Institute of Building in collaboration with the Construction Products Association, Code for Construction Product Information, Institution of Structural Engineers, and the Royal Institute of British Architects.

Building Safety Webinar - The CLC and the Building Safety Regulator hosted a joint webinar in early September on Building Control

Approval applications. The webinar was aimed at developers in the construction industry who want to approach building control approval applications effectively, avoiding common mistakes. Discussion covered the recently published [CLC guidance](#) for the Building Control Approval application process for a new Higher-Risk Building (HRB).

BSR Letter to the CLC – The Building Safety Regulator has [written](#) to thank the CLC for its support to MHCLG and the Regulator over the past few years and the request to continue this collaborative approach as the primary representative body for the construction industry in England.

Building
Safety

CLC Priority Progress

People and Skills

On Monday 15th September, the Construction Skills Mission Board convened to discuss and agree its strategic approach to getting more people employed into the construction industry by the end of this parliamentary term. The strategy tackles the disconnect between training and employment outcomes, by shifting to a demand-led skills model that better aligns education, labour market needs, and employer investment.

Key actions include building a shared, data-driven understanding of skills demand, aligning training with real job opportunities, coordinating efforts locally to meet workforce needs, and increasing employer participation in skills initiatives and recruitment. Collectively, these measures will build a more responsive and outcome-focused construction skills system.



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Opportunities for Engagement

Upcoming Events Featuring the IMI

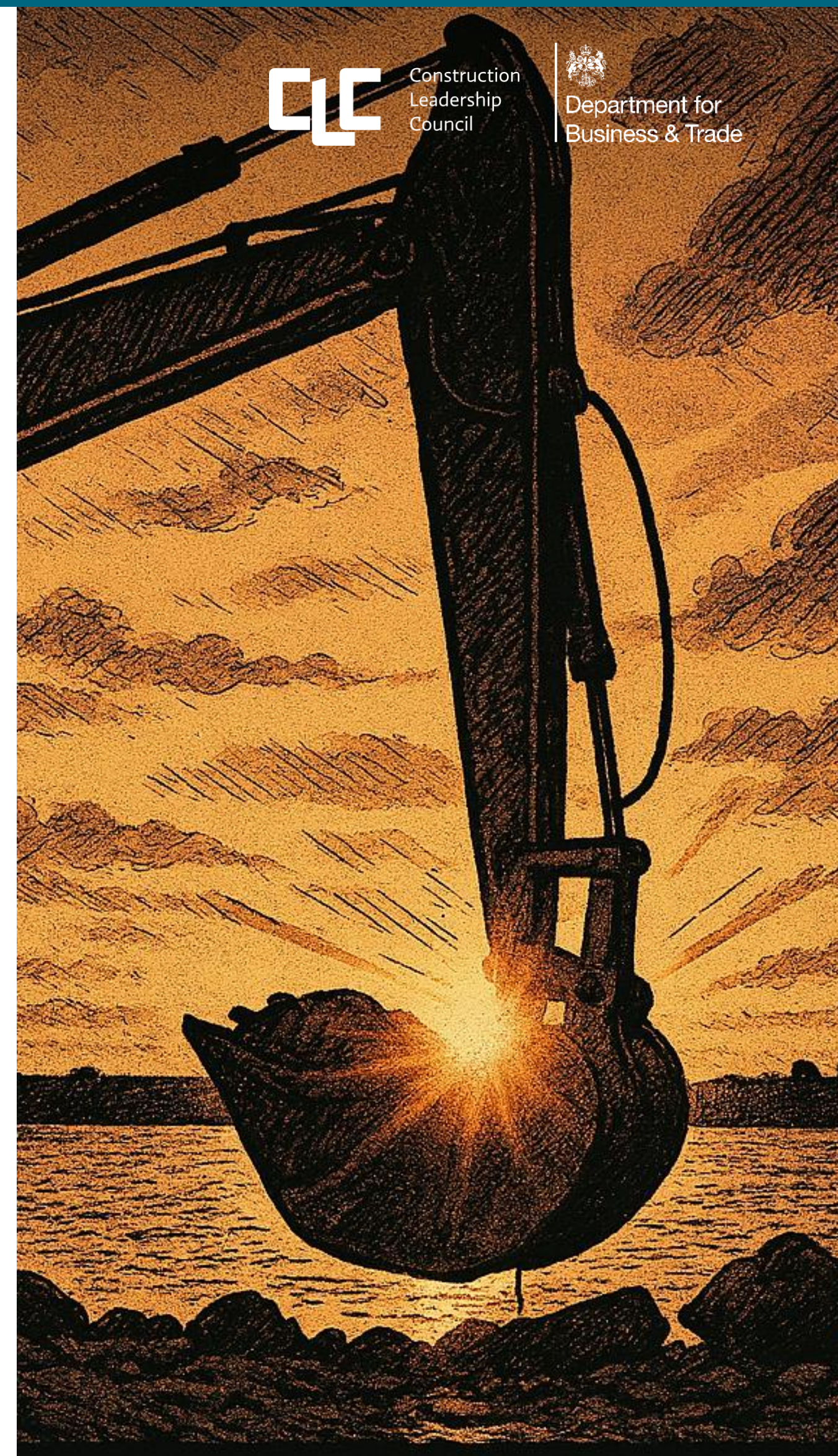
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Register and learn more: [Nima Virtual Conference 2025 - nima](#)



Government Update

Chris McDonald MP– Appointed minister for Industry (jointly with the Department for Business and Trade and the Department for Energy Security and Net Zero).

His portfolio includes construction.



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