

MARCH 2026



Construction  
Leadership  
Council

# LEADING TRANSFORMATION

Biennial Review for 2025 and Plan for 2026

OUR VISION IS TO LEAD A NEW ERA OF  
DELIVERY IN THE BUILT ENVIRONMENT



## CO-CHAIR FOREWORD

As the Construction Leadership Council (CLC) Co-Chairs, we are pleased to publish the Construction Leadership Council's Review of 2025 and Plan for 2026.

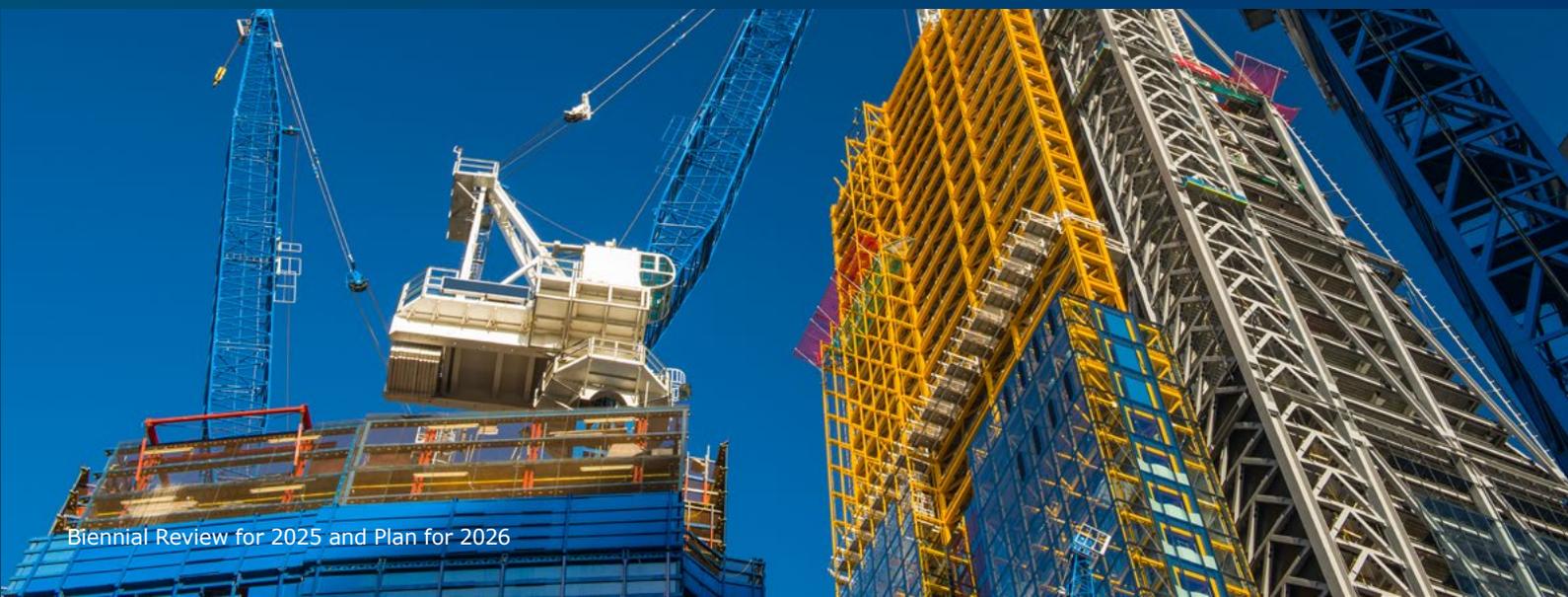
The events of the last three years, since the CLC's [Review of 2023 and Plan for 2024](#), have demonstrated the continued value of engagement and collaboration between Government and the construction industry. Its importance, as a sector, for driving the UK's economic growth is emphasized by its contribution of 8% to our GDP and employing 8% of the UK workforce (2.9m people). It provides a range of skilled jobs, enabling delivery of the Government's infrastructure commitments, including those for transport, energy, schools, hospitals, as well as homes, across the UK.

Throughout 2025, the CLC worked in partnership with Government, driving and leading engagement with the construction sector on key issues, continuing to drive progress on its four key strategic priorities - Building Safety; People and Skills; Net Zero and Biodiversity; and Next Generation Delivery, led by individual Industry Sponsors, who sit on the CLC Board.

The Council has continued to play a key role in work to implement the Building Safety Act, collaborating across government, industry and regulatory bodies to resolve implementation challenges and drive progress. We worked closely with the Building Safety Regulator's new senior team to improve the Gateway regime, produced joint guidance to the industry to improve the quality of applications, and have responded to the consultation on the future regulatory regime for construction products.

The importance of the Council's work on construction skills increased significantly in 2025, with the establishment of the Construction Skills Mission Board to oversee the implementation of the Government's investment of £625m [Government unleashes next generation of construction workers to build 1.5m homes - GOV.UK](#) to create construction job opportunities to deliver the Government's infrastructure and built environment commitments through building the capacity and capability of the construction workforce.

Reducing the carbon emissions of the built environment continues to be a priority for CLC action. The CO<sub>2</sub>construct Zero programme has grown, with over 300 companies supporting the programme, recognising the strong desire across society and business to achieve net zero. The Performance Framework enables the sector to measure its progress towards net zero, as well as providing a spotlight where further action is needed.



We will publish a refreshed Performance Framework later in the Spring to reflect the Committee for Climate Change’s 7th Carbon Budget, incorporating those views expressed in our recent industry consultation.

The Green Construction Board has continued to provide expert evidence-based advice to government on a range of policies including the Future Homes and Buildings Standard, and Circular Economy Growth Plan, as well as working with key partners including the British Standards Institution to develop thinking on the potential evolution of PAS 2080 into an international ISO standard.

Significant progress has been made by the Next Generation Delivery workstream, enabling the sector to change how it works. Highlights include the response to the Government’s late payment consultation, and ongoing work to support the legislation that will implement this. On data, we are continuing to drive the adoption of digital tools and data-led decision-making. By embedding digital practices across the supply chain, we can unlock productivity gains and create a more connected, sustainable and innovative industry.

We convened industry to drive progress on health, safety and well-being at an industry leader’s summit in July 2025 and are expecting to publish our Action Plan in April 2026.

This will set out a path for how we can collectively work together across industry to reduce the incidence of ill health and accidents and make the construction industry an attractive, productive, and safer place to work.

As part of our work in this space, we have undertaken a project on mental health, recognising mental health is a higher risk in the construction sector (compared to other business sectors) with approximately two people losing their life daily, tragically through taking their own life. We will be publishing a Joint Code of Practice in the summer, based on academic research, to create a cumulative sector shift and a systems thinking approach to understand and mitigate some of the organisational and sector factors causing these issues.

The CLC has had a successful 2025 - but much remains to be done, and the majority of our work will need to continue this year. 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, each of the Working Groups and the CO<sub>2</sub>nstructZero Business Champions and Partners. You have all demonstrated how joint engagement enables a better industry and a better future. We look forward to continuing to work with you in 2026 and beyond.



**Chris McDonald, MP**

Co-Chair, Construction Leadership Council

Minister for Industry, Department for Business and Trade & Department for Energy Security and Net Zero



**Mark Reynolds, CBE**

Co-Chair, Construction Leadership Council

Executive Chair, Mace Group

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# EXECUTIVE SUMMARY

2025 was an important year for the UK construction industry, with the publication of the 10 Year Infrastructure Strategy and the introduction of the Planning and Infrastructure Act, as well as the launch of the Construction Skills Mission.

These policies were all ones the CLC has consistently called for, and believes will help us to create a more productive and sustainable sector, with improved outcomes for our clients, as well as enabling construction to drive economic growth across the UK.

However, despite these measures, market confidence and overall sector output continued to stutter, driven by weak macro-economic growth, a complex regulatory and legislative environment and challenges around project viability. In particular, the residential sector continued to see housing starts fall and a reduced workload.

Throughout 2025, the Construction Leadership Council played a vital role in convening Government and industry to manage these risks in partnership, mitigate the impact of changes and to engage effectively on upcoming relevant policy changes and legislation.

The CLC remains the key construction sector forum between companies, industry bodies and government departments – and as a result, more effective than ever is able to ensure all construction stakeholders are able to operate more effectively.

At the same time, the CLC delivered progress in all of its major workstreams and sector groups; working collectively to ensure the industry was better placed to deliver more safely, productively and sustainably across the country.

We enter 2026 with a refreshed set of priorities, workstream targets and objectives, a clear view of what the sector needs to drive growth, and stronger relationships than ever between the industry and the Government departments that shape how it operates.

## Achievements in 2025

### How the CLC operates

- Further embedded the Construction Leadership Council as the single point of engagement and consultation with Government on the most important issues impacting the sector.
- Reset and expanded the CLC's Board, with expanded membership across key sector groups and the Cabinet Office and NISTA.
- Refreshed the Place, Commissioning and Assets sector group with new leadership from Mark Robinson, CEO of SCAPE, and a clear agenda for change.

### Short term issues and achievements

- Engaged closely with Government Departments on the development and publication of multiple major pieces of legislation and Government strategies; including: the Planning and Infrastructure Bill, the Employment Rights Act (2025), the Industrial Strategy, the Infrastructure Strategy, the National Infrastructure and Construction Pipeline and the Warm Homes Plan.
- Worked across the sector and with HM Treasury to avoid potentially damaging changes to Landfill Tax that would have further impacted viability.
- Played an active role in the MHCLG-led industry engagement around the introduction of the Single Construction Regulator and in relation to the consultation on the future regulation of construction products.
- Responded to the Migration Advisory Committee (MAC) review of the Temporary Shortage List.



## CLC Priorities



### Net Zero and Biodiversity

- Reviewed the CO<sub>2</sub>nstructZero Performance Framework to align it with the Committee for Climate Change's 7th Carbon Budget; ensuring its metrics and priorities stay relevant for measuring the sector's transition to Net Zero.
- Continued to develop and grow CO<sub>2</sub>nstructZero, with around 300 supporting companies on board.
- Provided expert advice to Government on relevant policy development including the Future Homes and Buildings Standard, Net Zero Council and the Warm Homes Plan.



### Building Safety

- Developed and shared the CLC Building Safety Action Plan with the Industry Safety Steering Group.
- Worked closely with the Building Safety Regulator, MHCLG and the Health and Safety Executive on implementation of the Building Safety Act and its impact on the development and construction industry.
- Publication of a guidance suite on the Building Control Approval application process, with the aim of providing clear and practical baseline principles to guide those involved in submitting and assessing applications for Gateway 2.
- Publication of a new HRB Pipeline Data Tool to provide insight to industry on the progress of applications through the Gateway 2 process.



### People and Skills

- Worked with Department for Education, Department for Work and Pensions and HM Treasury on the allocation of more than £625m of funding for construction skills and led the establishment of the Construction Skills Mission Board.
- Continued progress on the transformation Super Sector programme, with 139 Super Sector Groups operating within the 5 Super Sectors (Envelope, Engineering & Building Services, Interiors, Civils, and Structures), each led by trade associations, employers and Tier 1 contractors.
- Published the Digital Competency report, offering a practical framework for organisations to assess their digital capabilities and identify areas for growth.



### Next Generation Delivery

- Following the launch of the Information Management Initiative in 2024, continued to embed the use of the IMI Framework across the industry and Government.
- Worked with MHCLG on an initial exploration for the potential to digitalise both the planning and building control systems in the UK.
- Launched Construct AI, with over 20 organisations contributing to define high level outcomes.
- Engaged with the Department for Business and Trade on the launch and organised a series of industry roundtables to drive awareness and responses for the Late Payments Consultation.
- Supported the sector's response to the Procurement Act 2023, which came into force in 2025, through the publication of guidance on potential solutions to common evaluation issues faced by clients in the built environment sector.

*For details of changes to the Next Generation Delivery workstream for 2026, please see page 59.*



### Health, Safety and Wellbeing

- Launched the CLC's first Health, Safety and Wellbeing Strategy, collaborating across different industry groups to catalyse change in how we deliver construction.
- Held the inaugural CLC Health, Safety and Wellbeing Conference in July 2025, bringing together over 150 clients, contractors and stakeholders from across the industry to refocus efforts on creating a safer and more healthy construction industry.

## Our Objectives for 2026



### How the CLC operates

- We will utilize the recently launched refresh of the CLC's governance structure to maintain and increase engagement with major Government departments that shape policy and outcomes that affect the industry.
- Elevate our business model and fair practices work to establish it as an independent workstream within the CLC, including appointing a new Industry Sponsor.
- Change the focus of our Next Generation Delivery workstream to prioritise work on the digitalisation of the planning and building control systems alongside information management.

## Our Objectives for 2026



### Net Zero and Biodiversity

- Work with Government to support and influence policy implementation of the Warm Homes Plan, Circular Economy Growth Plan, Net Zero Council, the forthcoming Long-Term Housing Strategy, and other key policies.
- Embed and educate industry and Government on the new and updated Construct Zero Performance Framework, working in partnership with Government Departments and Construct Zero's 300-strong membership.
- Through the Green Construction Board, continue to enable and enhance procurement decisions to systematically identify and prioritise low-carbon solutions in infrastructure, particularly in relation to steel and concrete procurement.
- Bring together metrics and emerging techniques, led by the Green Construction Board, for measuring building performance in use including heating loads, peak loads and Indoor Air Quality.



### Building Safety

- Support the efficient and timely implementation of the Grenfell Tower Inquiry's recommendations, working with Government, the BSR and other key stakeholders.
- Lead industry on the next steps to consolidate implementation through the construction phases and Gateway 3.
- Provide support to all sections of the supply chain to ensure industry successfully implements the new building safety regime, with a particular focus on the cultural changes needed to deliver safe, properly constructed, compliant buildings in all sections of the built environment.
- Convene and facilitate effective engagement and coordination to support the implementation of the Competence Frameworks.
- Engage with insurers, industry, and government to improve access to affordable and reasonable construction related professional indemnity insurance.
- To work with Government to ensure the smooth development and delivery of the construction product regulations through consideration and feedback of the White Paper.



### People and Skills

- Continuing engagement with the second stage of the Migration Advisory Committee's review of the Temporary Shortage List through the Movement of People Working Group.
- Continue the 2025 focus on future skills, in particular the growing digital agenda and its impact on occupational roles, pathways and standards.
- Support the Construction Skills Mission Board in its aim of securing additional new entrants into industry by liaising with industry and providers, including working with the Board and industry to maximise the offer to, and ask of, industry.
- Support development of a demand-led skills system enable better data driven decision making on workforce resources and skills.
- Convene industry around the challenge of how we design and implement a digital skills passporting eco-system for the built environment.
- Coordinate and convene a collective voice on how post 16 education & skills proposals and wider apprenticeship reforms work for the built environment.



### **Digitalising Planning and Building Control**

- Refocus the efforts of the workstream to prioritise progress on the digitalisation of the planning and building control systems, in partnership with MHCLG and wider industry stakeholders.
- Continue to accelerate the roll out and industry adoption of the Information Management Initiative, with a focus on marketing and micro/SME business support
- Secure 150 organisations signing the IMI Call for Action, support to 50 to establish a compliant mandate and 50 to achieve their first steps in implementation.
- Build on the successful establishment of Construct AI, securing 100 organisations as members and exploring funding opportunities for a new industry AI Lab.

*For details of changes to the Next Generation Delivery workstream for 2026, please see page 59.*



### **Business Models and Fair Practises**

- Convene and facilitate effective engagement and coordination between the Government, key stakeholders and industry on legislative proposals to address late payments; including retention clauses in construction contracts
- Deliver an initial scoping project with other CLC workstreams on the adoption of more 'fit for purpose' business models and the insurance/surety markets.



### **Health, Safety and Wellbeing**

- Publish the CLC's Health Safety and Wellbeing Plan in Spring 2026 setting out the CLC's direction of travel in this space, including relevant milestones
- Publish the CLC's Mental Health Action Plan and supporting Joint Code of Practice in Summer 2026 providing advice to employers on creating a more supportive environment for employees.

## Acknowledgments

The CLC Board provides leadership and oversight to the CLC Council, ensuring delivery of its workstreams. The board is chaired by the industry co-chair and comprises of representation from DBT, NISTA, the Cabinet Office and the sponsors for each of the CLC's nine primary workstreams.

The Construction Leadership Council (CLC) would like to extend its sincere thanks to all those who have contributed their time, leadership, and expertise over the past two years.

We express our deep appreciation to the following individuals for their significant service and impact:

- **Richard Robinson** – Former Deputy Co-Chair of the CLC
- **Isabel Coman** – Former Industry Sponsor for the CLC Next Generation Delivery
- **Helen Hare** – Former Workstream Chair for the CLC's Place, Commissioning and Assets workstream
- **Vince Clancy** – Former member of the CLC's Advisory Group

- **Simon Rawlinson** – Former member of the CLC and the CLC Advisory Group
- **Andy Mitchell** – Former CLC Co-Chair and member of the CLC Advisory Group

Their leadership and commitment have shaped the CLC's direction, strengthened our partnerships, and helped advance the strategic priorities of the sector.

## Joiners and New Responsibilities:

The CLC is pleased to welcome and congratulate the following individuals on their new roles:

- **Mark Robinson** – New Workstream Chair for the CLC's Place, Commissioning and Assets workstream
- **Karl Whiteman** – New Workstream Chair for the CLC's Health, Safety and Well-Being workstream
- **Mark Farmer** – New Industry Sponsor for the CLC's People and Skills Strategic Priority

We look forward to working with them as they bring fresh perspectives and renewed energy to our programmes.

## CLC Council and Board

We also extend our gratitude to the entire **CLC Council and Board**, whose continued guidance, thoughtful challenge, and strategic leadership have been central to our progress over the reporting period.

## A Special Acknowledgment: Peter Payne

The CLC would also like to note its sincere thanks to **Peter Payne** for his dedicated contribution as part of the DBT/CLC Secretariat. Peter's professionalism, steady coordination, and commitment have been instrumental in supporting the Council's work over many year, and his efforts are deeply appreciated. We wish Peter well in his retirement.

# INTRODUCTION

# BRINGING THE CONSTRUCTION INDUSTRY AND GOVERNMENT TOGETHER



The mission of the CLC is to provide leadership and coordination, enabling 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, the Cabinet Office, and National Infrastructure & Service Transformation Authority, as well as the industry's leading trade associations.

As a result, the CLC is 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; Ministry of Housing, Communities and Local Government; Home Office; Department for Energy Security and Net Zero; Department for

Environment; Food and Rural Affairs; Department for Work and Pensions; and the National Infrastructure and Service Transformation Authority.

In 2025, the CLC collectively worked to 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 five industry-led groups on: Infrastructure; Housing; Domestic Repair, Maintenance and Installation; and Place, Commissioning and Assets; and Health Safety and Wellbeing.



The CLC has continued to deepen and extend its engagement with business across each of the four strategic priorities through its respective Industry Sponsor. Working closely with the CLC 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.

This review sets out the CLC's plans for 2026, demonstrating how the CLC will continue to grow its support for the UK's construction sector. It also provides an overview of the actions and range of other activities that the CLC has engaged in over 2025 to deliver its mission: leading and co-ordinating the sector.

# STRUCTURE AND GOVERNANCE

The CLC comprises volunteers across the entire built environment sector, with significant support from the Department for Business and Trade, who provide secretariat support and lead the co-ordination within Government.

### CLC Board

The CLC Board provides leadership and oversight to the CLC Council, ensuring delivery of its workstreams. The board is chaired by the industry co-chair and comprises of representation from DBT, NISTA, the Cabinet Office and the sponsors for each of the CLC's nine primary priorities and workstreams.

### CLC Council

The CLC Council is the delivery engine for the CLC. Its representation comprises primarily of the CEOs of the Trade Associations across the sector together with DBT and NISTA.

### CLC Council members



**The CLC’s primary workstreams consist of:**

- Five Strategic Priorities; and
- Five industry-led workstreams.

The CLC also hosts workstreams focussed on short-term economic challenges facing the sector.

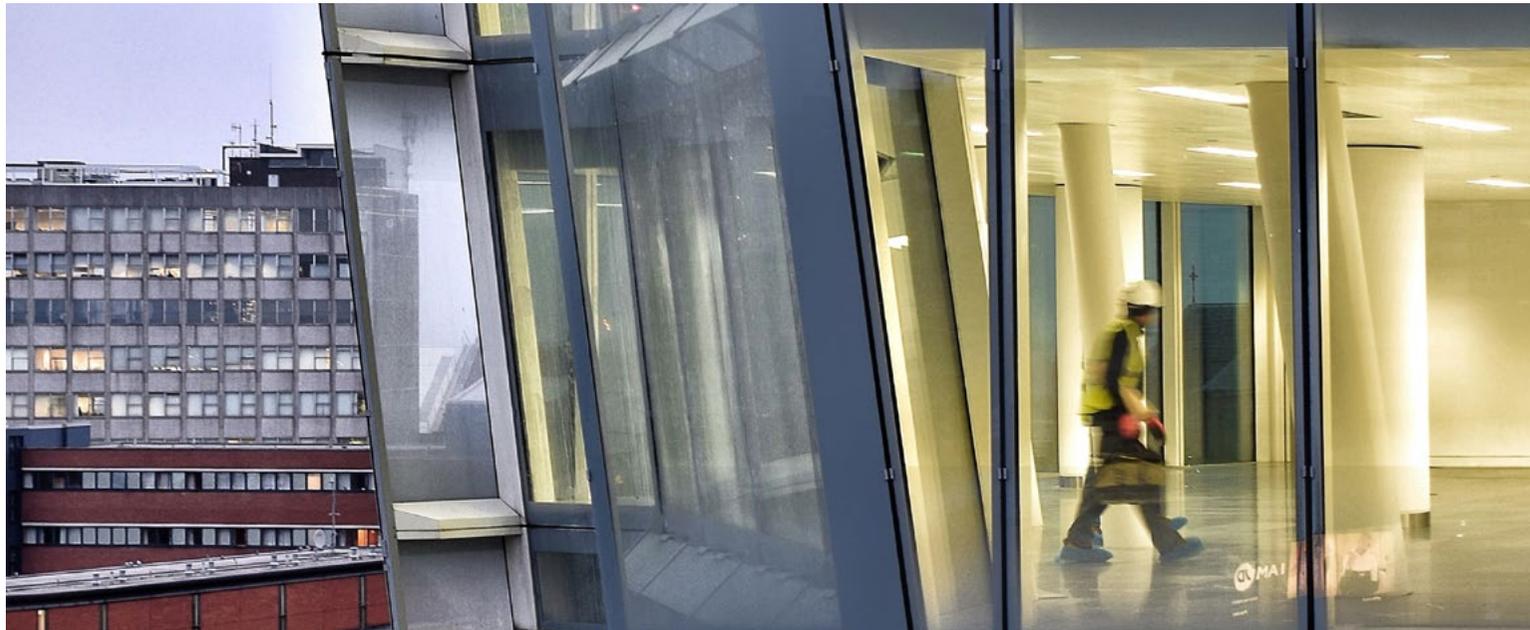
The role of the CLC Council is to lead and co-ordinate day-to-day matters. It supports all activities and issues relating to the short and medium-term needs as the convening and representation group for the CLC, the wider industry and its activities.

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 governance structure was updated in March 2026 to reflect the role of the Council, which continues to meet weekly. The board’s membership was expanded to bring in the leads of the four sector workstreams together with increased government engagement through NISTA and the Cabinet Office. We also removed the Advisors Group.

The CLC Advisors Group has provided ‘non-executive’ guidance to the CLC Board and Council. Whilst they have contributed (on a quarterly basis) with strategic guidance, advice and support on issues that affect the industry in the short, medium, and long term, the CLC has decided to stand this group down as part of a wider governance review, which includes an expanded Board. 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 meets every other month and is responsible for the strategic direction, policies, and scope of the CLC’s activity. The chart overleaf illustrates the latest CLC structure published in March 2026.



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



**Stuart Young**

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# CLC GOVERNANCE

**Board**

**CLC Council**

Net Zero, Resilience & Circular Economy	Building Safety	People & Skills	Digitalisation of Planning and Building Control	Business Model Transformation	Short Term Priorities
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<b>Health Safety &amp; Wellbeing</b> Karl Whiteman	<b>Industry Sponsor</b> Matt Palmer	<b>Industry Sponsor</b> Karl Whiteman	<b>Industry Sponsor</b> Mark Farmer	<b>Industry Sponsor</b> TBC	<b>Industry Sponsor</b> TBC	<b>Industry Leads</b>  <b>Material Supply Chain</b> John Newcomb Peter Caplehorn
<b>Infrastructure</b> Janet Young						<b>Movement of People</b> James Butcher David Bishop
<b>Domestic RMI</b> Anna Scothern						<b>Products Standards &amp; Regulatory Alignment</b> Peter Caplehorn
<b>Housing</b> Neil Jefferson						
<b>Place, Commissioning &amp; Assets</b> Mark Robinson						

# WORKSTREAM ACHIEVEMENTS AND PLANS FOR 2026



“The UK infrastructure industry has a unique opportunity to become global leaders in low carbon construction. This isn’t just about reducing carbon; it’s about changing the way the UK builds, unlocking high-skilled, well-paid jobs and putting the UK at the forefront of the green market.”



**Matt Palmer**

Executive Director,  
Lower Thames Crossing

Industry Sponsor for Net Zero,  
Resilience and Circular Economy

## 3.1 Net Zero, Biodiversity and Circular Economy



### Context & Purpose

The construction sector is critical to the success of the UK’s economy – but it is also a significant generator of carbon emissions. While the UK has made progress in reducing its overall emissions, the construction sector is lagging behind due to its heavy reliance on diesel-powered plant and carbon-intensive materials.

Urgent steps are needed if we are to accelerate change – that’s where the infrastructure industry has a crucial role to play. By coming together as leaders of the sector and creating strong market demand for low carbon materials and plant, they’ll set the standard for new ways of working – pushing the UK construction sector to the forefront of this emerging green market.

This is an exciting opportunity for the UK to become a world leader in low-carbon construction.

By signing up to the CLC’s Five Client Carbon Commitments, UK infrastructure clients are making bold pledges that give the global construction supply chain clarity on how modern infrastructure projects in the UK will be built and incentivise manufacturers and suppliers to invest in the new green technologies and skills needed to meet demand.

Some of the largest UK infrastructure clients are already on a path to decarbonisation – committing to decarbonise upwards of £30 billion worth of UK construction projects. This significant buying power will be the driving force of change within the construction sector.

Through the Green Construction Board and CO<sub>2</sub>nstructZero, the CLC is using its expertise and leadership to build momentum amongst these industry leaders.

With a strong appetite for a more sustainable approach to address these climate and biodiversity challenges, this year it has:

- Provided support to the Institution of Civil Engineers, Environmental Industries Commission, UK Green Building Council, the Chartered Institute of Ecology and Environmental Management and the Future Homes Hub since the implementation of the CLC's Biodiversity Roadmap in 2024.
- Seen the growth of CO<sub>2</sub>nstructZero with around 300 supporting companies on board.
- Reviewed the CO<sub>2</sub>nstructZero Performance Framework to align it with the Committee for Climate Change's 7th Carbon Budget – ensuring metrics and priorities stay relevant for measuring the sector's transition to Net Zero.
- Influenced the wider Net Zero policy environment, including Net Zero Council and Circular Economy Growth Plan.
- Developed a practical guide to delivering the business case for Nature-based Solutions which will be released this year.
- Held regular knowledge sharing events to highlight examples of good practice, lessons learned, and work done to progress the Construction Leadership Council's Five Client Carbon Commitments.

## Net Zero, Biodiversity and Circular Economy 2026 Objectives



- Working with Government to support and influence policy implementation of the Warm Homes Plan, Circular Economy Growth Plan, Net Zero Council, the forthcoming Long-Term Housing Strategy, and other key policies as and when relevant.
- Embed and educate on the new and updated CO<sub>2</sub>constructZero Performance Framework across industry, working in partnership with Government Departments and our 300 members.
- Strengthen the link between Net Zero & Productivity and support the industry to understand how they can achieve both with the same actions.
- Continue to drive collaboration amongst industry value chain actors, in partnership with government, to enable and enhance procurement decisions to systematically identify and prioritise low-carbon solutions in infrastructure, particularly in relation to steel and concrete procurement.
- Bring together metrics and emerging techniques for measuring building performance in use including heating loads, peak loads and Indoor Air Quality.

### 3.1.1 Green Construction Board

#### Context & Purpose

The Green Construction Board (GCB) was established in 2011 as an industry-government body with the purpose of advancing the sustainability agenda in the built environment. Today, as a workstream of the CLC, it provides strategic leadership, technical expertise, and policy advice to accelerate delivery of Net Zero Carbon, Climate Resilience and wider sustainability outcomes, aligned with the CLC's objectives, the UK growth agenda, and the industrial strategy.



David Pinder

Non-Executive Chair,  
Discrete Heat

Chair, Green Construction Board

#### Summary of Key Achievements in 2025

During 2025, the Green Construction Board strengthened its role as a leading source of evidence-based advice and delivery-focused leadership across sustainability and Net Zero policy.

#### Buildings

The GCB provided expert input to government on the Future Homes and Buildings Standard, advocating for performance-based metrics, mandatory post-construction testing, whole-life carbon assessment, and climate-resilient design to ensure homes are fit for a warming climate.

#### Domestic retrofit system reform

Advanced through close collaboration with the National Retrofit Hub guidance on building archetypes to accelerate appropriate interventions, building logbooks to support data transparency and green finance, and evidence-led recommendations for EPC reform emphasising decarbonisation and smart measures.

#### Infrastructure carbon management and resilience

Utilised the growing uptake of PAS 2080 to explore with BSI the potential evolution of PAS 2080 into an international ISO standard. In addition, the Infrastructure Working Group (IWG) contributed to the development of PAS 3090 Adaptation Pathways and responded to government requests under the Third National Adaptation Programme (NAP3), resulting in the establishment of a new GCB Climate Adaptation and Resilience Working Group.

#### Biodiversity and environmental net gain

Leadership was reinforced by continued dissemination and amplification of the GCB Biodiversity Roadmap and by guidance produced for bringing brownfield land into use while enhancing biodiversity outcomes. Also, supported evidence to government on the Planning and Infrastructure Bill and Biodiversity Net Gain.

#### Circular economy

Progressed through active participation in European and UK standards development, by engagement with government on its emerging thinking for a Circular Economy Strategy, and by exploring the practical aspects of delivering circularity.

## Green Construction Board 2026 Objectives



### **1. Building Performance in Use and Retrofit Effectiveness**

Bring together metrics and emerging techniques for measuring building performance in use including heating loads, peak loads and Indoor Air Quality.

Address the causes of underperformance in domestic retrofit – particularly heat pumps – through applied research, understanding fabric and system suitability in retrofit, sensitivity of spark gap pricing, and the influence of grid availability.

### **2. Low-Carbon Infrastructure Procurement and Standards Leadership**

Continue to drive collaboration amongst industry value chain actors (clients, contractors and manufacturers) with government to enable and enhance procurement decisions to systematically identify and prioritise low-carbon solutions in infrastructure, particularly in relation to steel and concrete procurement. To refresh the LCCG Low Carbon Concrete Routemap in tandem with wider initiatives to deliver the decarbonisation of cement and concrete, and under the leadership of MPA, to transition the BS Flex 360 standard to be part of BS 8500 Part 3.

### **3. Mainstreaming Biodiversity and Nature-Based Solutions**

Develop mechanisms and practical guidance that demonstrates and improves the business case of implementing nature-based solutions and how it delivers for biodiversity.

### **4. Climate Resilience and Adaptation**

Continue to develop a systems approach to climate adaptation and resilience across the built environment. Support the development of PAS 3090 and explore options for targets and metrics, complementing those existing.

### **5. Circular Economy**

Provide policy support to government as it develops its Circular Economy Growth Plan by refreshing the GCB Zero Avoidable Waste routemap, highlighting the economic benefits of the efficient use of resources – buildings, products and materials – brings to companies, as well as national resilience in the face of global competition.



### 3.1.2 CO<sub>2</sub>nstructZero

#### Context & Purpose

CO<sub>2</sub>nstructZero was launched in March 2021 as the construction sector's industry-change programme to accelerate action towards Net Zero, and is underpinned by nine priorities (drawn from the Committee for Climate Change).

Since the programme's launch, it has grown with nearly 300 companies becoming part of a wider cohort that promotes and educates (industry and Government) on how the construction sector is delivering net zero in projects and communities across England. It supports the CLC, industry and Government in developing relevant policies to achieve a Net Zero sustainable built environment, through the expertise of its membership.

Today's cohort includes companies of all sizes, ranging from SME's to tier 1's.

#### 2025 Achievements & Progress Summary

- Onboarded 18 new Business Champions and 16 new Business Partners, growing the programme's cumulative reach from 261 to 295.
- Delivered an in-person celebratory event bringing together our CZ cohort, to showcase how it is delivering net zero in communities across England and beyond.
- Commenced review of the CZ Performance Framework, to align it with the Committee for Climate Change's 7th Carbon Budget.
- Continued to deliver greater advocacy of the programme, and greater reach into the sector, through refreshed Advisory and Programme Boards.
- Promoted through interviews in each CLC Connect newsletter, how individual Business Champions are delivering net zero in local communities across England.
- Promoted the sharing of good practice and knowledge-sharing through two quarterly forums with presentations ranging from 'Whole life carbon conventions for the new homes sector' to 'Delivering a hire revolution'.
- Influenced the wider Net Zero policy environment (e.g. Net Zero Council, Circular Economy Task Force).
- Collaborated with the National Retrofit Hub on relevant policy.



Hannah Vickers

Co-Lead, CO<sub>2</sub>nstructZero



Stuart Young

Head of Stakeholder Engagement,  
DBT Construction Team,  
Co-Lead, CO<sub>2</sub>nstructZero

## CO<sub>2</sub>nstruct Zero 2026 Objectives

- Publish new Performance Framework (PF).
- Future Homes and Buildings Standards.
- Announcement of new sprint project (subject to the consultation and new metrics).
- Recruit new Business Champions through two separate commissions (Spring and Autumn).
- Strengthen the link between Net Zero & Productivity and support the industry to understand how they can achieve both with the same actions.
- Provide policy support to Government on the implementation of the Warm Homes Plan, Long-Term Housing Strategy, Future Building Standards and Circular Economy Growth Plan.
- Participate in relevant industry events, e.g. UK Construction Week, London Build and elementalLONDON through CZ panel opportunities to promote the sector's engagement and delivery of Net Zero.



# First Net Zero Asphalt Scheme using ACLA®



In a breakthrough project for sustainable road construction, Low Carbon Materials (LCM) has partnered with Durham County Council and MGL Group to deliver the UK's first-ever net zero asphalt scheme using ACLA®. LCM is at the forefront of this challenge, providing innovative material solutions that can counteract the emissions associated with the production of carbon-intensive asphalt.

ACLA®, LCM's carbon-negative aggregate, was used by MGL Group to produce 220 tonnes netzero binder course asphalt, which was used to resurface Elvet Hill Road in Durham, thereby removing and permanently storing nearly 12,000 kg of carbon dioxide. The success of Durham County Council's net zero resurfacing scheme highlights the transformative power of collaboration between local government, and industrial innovators like LCM and MGL Group.

## Real-World Application of Net Zero Technology

LCM's carbon-negative aggregate (ACLA®) was seamlessly combined with local limestone and recycled materials including waste plastics, rubber, and Recycled Asphalt Planning (RAP). The adoption of a circular economy approach reduces the amount of waste going to landfill and diminishes the impact of quarrying on the environment. MGL Group's in-house companies Tynedale Roadstone produced the net zero asphalt, and Rainton Construction handled laying of the material.

## Measurable Results and a Path Forward

LCM's carbon-negative technology is a game-changer for road construction and maintenance, and its implementation in this project, for the first time, demonstrates a clear commitment to a sustainable and low carbon future for infrastructure development. By leading the way with net zero asphalt projects, LCM offers an easy-to-implement solution for the construction industry at large. Further resurfacing projects by the same partnership are in the pipeline.





“The role of the Building Safety Workstream is to create an effective and efficient building safety regime that enables the delivery of safe and high-quality buildings at the scale our country needs. We have a vital role to play in supporting the Government’s ambitious growth and homebuilding agendas and translating the principles of the Building Safety Act into industry practice and culture.”



**Karl Whiteman**

Divisional Managing Director,  
Berkeley Group

Industry Sponsor for Building Safety

## 3.2 Building Safety



### Context & Purpose

The Construction Leadership Council (CLC) continues to play a vital role in convening the Government, industry, and the Building Safety Regulator (BSR) and the Construction Products Regulator within the Office for Product Safety and Standards (OPSS) to resolve implementation challenges and drive progress toward this shared objective.

While there is still some way to go, important progress has been made in operationalising the requirements of the Building Safety Act 2022, and I want to thank the many leading experts and organisations from across the public and private sectors for their valuable contributions.

The CLC’s regular dialogue with the BSR’s senior team has been essential in addressing practical challenges with the Gateway approval process, first with Philip White and now with his successor Lord Roe.

Our engagement intensified in mid-2024 when significant issues emerged with both the standard of Gateway 2 applications and the regulatory processes which struggled to deliver consistent and timely outcomes.

In response, the CLC convened focused weekly meetings with key stakeholders, including the BSR, Ministry of Housing, Communities and Local Government, Home Builders Federation, Build UK, the Construction Products Association, and the Construction Industry Council. Together, we developed shared recommendations to improve the Gateway regime.

This highly collaborative approach continued into 2025, including a series of senior roundtable meetings, co-chaired by the Building Safety Minister, to finalise the package of operational changes at the BSR.

These recommendations are now being implemented under Lord Roe’s leadership and we continue to monitor their impact on Gateway 2 performance.



Other important initiatives were the publication of the first tranche of pan-industry guidance on Gateway applications in July 2025, followed by the second tranche in December 2025 to support the BSR's evolution into an independent agency.

The Industry Competence Steering Group (ICSG) has also made significant progress, developing frameworks for duty holders and stakeholders that are being communicated and embedded across the supply chain. Similarly, the Construction Products Association has led important work on product safety reform in collaboration with the Construction Products Regulator.

Looking ahead, we will continue to support the development and operationalisation of the new building safety regime, with an ongoing focus on Gateway 2 and increasing attention on Gateway 3 to ensure homes can be completed and occupied efficiently.

We are encouraged by the increasingly productive three-way relationship between government, regulators, and industry. This collaborative approach will be essential to achieve our shared vision for a robust, proportionate, predictable, and sustainable regime that supports investment and the delivery of safe, high-quality buildings.

## Building Safety 2026 Objectives



**1. Work collaboratively with the BSR, MHCLG, industry experts and other stakeholders** to consolidate and stabilise the progress achieved to date in operationalising the new building safety regulatory regime, and lead industry on the next steps to consolidate implementation through the construction phase and Gateway 3.

**2. Provide leadership and support to all sections of the supply chain** to ensure industry successfully implements the new building safety regime, with a particular focus on the cultural changes needed to deliver safe, properly constructed, compliant buildings in all sections of the built environment.

**3. To convene and facilitate effective engagement and coordination** across the industry to amplify key messages on competence and support the implementation of the Competence Frameworks.

**4. Engage with insurers, industry, and government** to improve access to affordable and reasonable construction related professional indemnity insurance to support the delivery of the Government's Remediation Acceleration Plan.

**5. Support the BSR and industry** to enable the delivery of the Government's targets for housing delivery and growth.

**6. Support the efficient and timely implementation of the Grenfell Tower Inquiry's recommendations,** working with the Government, the BSR and other key stakeholders.

**7. To work with the Government to ensure the smooth development and delivery** of the construction product regulations through consideration and feedback of the White Paper.

**8. To support the improvement in certification and testing of construction products,** increased rollout of the of the Code for Construction Product Information (CCPI) and working with OPSS to ensure all products on the market are fit for purpose specified correctly and as far as possible installed correctly.

**9. Raising the profile of the operational needs of the Occupied Residential Sector** and seeking to find solutions through collaboration.

### 3.2.1 Regulatory Regime

#### Context & Purpose

To work in collaboration with the Government, regulators, and industry experts to support delivery and adoption of a regulatory regime that is proportionate, effective, and fit for purpose.

#### Key 2025 Achievements

##### Engagement and collaboration with the BSR and MHCLG

Over the last two years, the CLC has brought all parts of the construction industry together and led work with the Regulator and Government on a range of technical and operational issues to help operationalise and embed the new Building Safety Regime. This included regular strategy meetings with the BSR on how to address priority areas and maximise communication to the industry on the transition to the new Building Control process for new Higher-Risk Buildings (HRBs). The discussion, outputs and continued engagement from this work has been endorsed by all parties.



**Karl Whiteman**

Divisional Managing Director,  
Berkeley Group

#### CLC Guidance on Building Control Approval for a new Higher-Risk Building (HRB) (Gateway 2)

Publication of a guidance suite on the Building Control Approval application process with the aim of providing clear and practical baseline principles to guide those involved in submitting and assessing applications for Gateway 2. Information covered:

- **Guidance Note 01** – Summary process map of the Building Safety Regime
- **Guidance Note 02** – Sufficient Level of Design
- **Guidance Note 03** – Approval with Requirements
- **Guidance Note 04** – Application Information Schedule
- **Guidance Note 05** – Application Project Brief
- **Guidance Note 06** – Application Document Management and Submission
- **Guidance Note 07** – Application Strategy for a Single Building Staged Application or Applications for a Multi-Building Development.

The guidance was led by the CLC and produced in collaboration with the BSR and significant industry stakeholders from across the built environment.



### Updated and additional CLC Guidance on Building Control Approval for a new Higher-Risk Building

A second tranche of guidance notes were published and incorporated into the updated CLC guidance suite.

Information covered:

- **Guidance Note 01** – Updated summary process map of the Building Control regime for a new HRB
- **Guidance Note 08** – Staged Applications
- **Guidance Note 09** – Gateway 2 to Gateway 3.

### CLC Advisory Note on BS 9991:2024 – Fire safety in the design, management, and use of residential buildings. Code of Practice

The CLC Advisory Note was published for those seeking to understand how to prepare or assess building control approval applications for HRBs, where an update to existing technical industry guidance had been issued by the publishing body.

The Note was developed in conjunction with the BSR, British Standards Institution, National Fire Chiefs Council and Local Authority Building Control.

### CLC and BSR Building Safety Webinars

Throughout 2025, the CLC has developed and participated in joint, expert-led webinars with the BSR to enable the industry to gain a better understanding about the new regulatory regime and provide clear, practical support on key building safety topics. This included an update on the Building Control process for a new HRB.

### HRB Pipeline Data Tool

CLC provided a monitoring tool to forecast the number and scale of Building Control Applications for new HRBs and to allow the BSR to plan resources accordingly.



## Regulatory Regime 2026 Objectives



### **Engagement and collaboration with the Regulators, Government, and the wider industry**

Ongoing work to convene, collaborate and communicate on priority issues for the building safety regime, in particular:

#### **CLC Guidance on Building Control Approval for a new Higher-Risk Building (HRB)**

Update and add to the guidance suite on priority areas. This will include:

- Further practical advice on assessment and completion of priority Accompanying Documents – The Fire and Emergency File and the Building Regulations Compliance Statement.
- Practical advice to comply with requirements in the Construction phase – In particular, the implementation of the Agreed Documents.
- Gateway 3 – Simulation of handover of information, completion certificate application, and occupation.
- Improve functionality (including search) in HRB BC Application Digital Portal.

### **Design Conventions**

Formation of Design Conventions on Structure, Fire, Facade Cladding and Approved Documents C-T in general.

#### **HRB BC application digital portal**

Review of the existing digital platform to streamline uploading and searching of key information and documents for applications.

#### **Implementation of Grenfell Inquiry recommendations**

Working with Regulators and Government to ensure deliverability and positive impact on the built environment sector.

#### **Digitalisation of planning and building control processes**

Working with other CLC workstreams to explore and support how these can be integrated with wider digitisation and information management within the built environment including construction products.

### 3.2.2 Construction Products

#### Context & Purpose

To work in collaboration with Government, regulators, and industry experts to support the development, delivery and adoption of a construction products regulatory regime that is proportionate, effective, and fit for purpose.

#### Key 2025 Achievements

- **Worked with the Government on the key issues and recommendations from the Grenfell Public Inquiry phase 2 report** – Primarily in the development of the Construction Products Green Paper. This work has not been published but is wide ranging feedback and industry insight across all the product related issues and connections and was shared with the Ministry of Housing, Communities and Local Government.
- **Response to the Government’s Green Paper on Construction Products Reform** – Development and submission of a detailed industry response to the Green Paper. Supported by workshops representing the breadth of the supply chain, with focus on key topics:
  - > Definitions and products critical to safe construction;
  - > Living with Europe;
  - > Certification and testing;
  - > Verification and marking; and
  - > The role of digitisation and a construction library.



Peter Caplehorn

Chief Executive,  
Construction Products Association

- **Guidance on Products Critical for Safe Construction** – Publication of industry guidance for designers, specifiers and installers on the correct selection and installation of products critical to safe construction. This was developed by the CIOB, in collaboration with the CPA, CCPI, IStructE and RIBA.
- **Workshops on BS476** – Two workshops held between the industry and the BSR to address concerns around withdrawing the National Classes fire testing standards from ‘Approved Document B’ that will end the dual classification system that has operated since the early 2000s, in favour of the European standard (BS EN 13501). The focus of these workshops was the development of an agreed plan, with the Regulator, to ensure that industry can still function, and providing a process of transition that is implemented to allow for all the changes needed, whilst not adversely impact the manufacturers or products directly affected. Some parts of the sector will be impacted significantly if a smooth transition plan is not agreed.



## Construction Products 2026 Objectives

### **Construction Products Reform White Paper**

Continue to work with the Government and the Office for Product Safety and Standards (OPSS). The CLC will convene and facilitate effective engagement and coordination between government, key stakeholders and industry on the issues in the White Paper. Specific focus on definitions and products critical to safe construction, interaction with Europe, certification and testing and verification and marking.

### **Interconnection with wider BS regime and Grenfell Inquiry recommendations**

Working with Regulators and Government to ensure deliverability and positive impact from BSR changes, HRB Building Control regime, Single Construction Regulator, construction library, and digitalisation.

### **Engagement and collaboration with Regulators and Government**

Ongoing regular dialogue on construction products with the OPSS and the BSR. Focus will be on key issues including construction products and the interaction with the whole built environment, HRB Building Control Approval Applications status and the impact on the supply chain.

### **CLC Guidance**

Coordination and collaboration with the Building Safety Regime portfolio to develop HRB Building Control and in occupation guidance.

### **Products Surveillance**

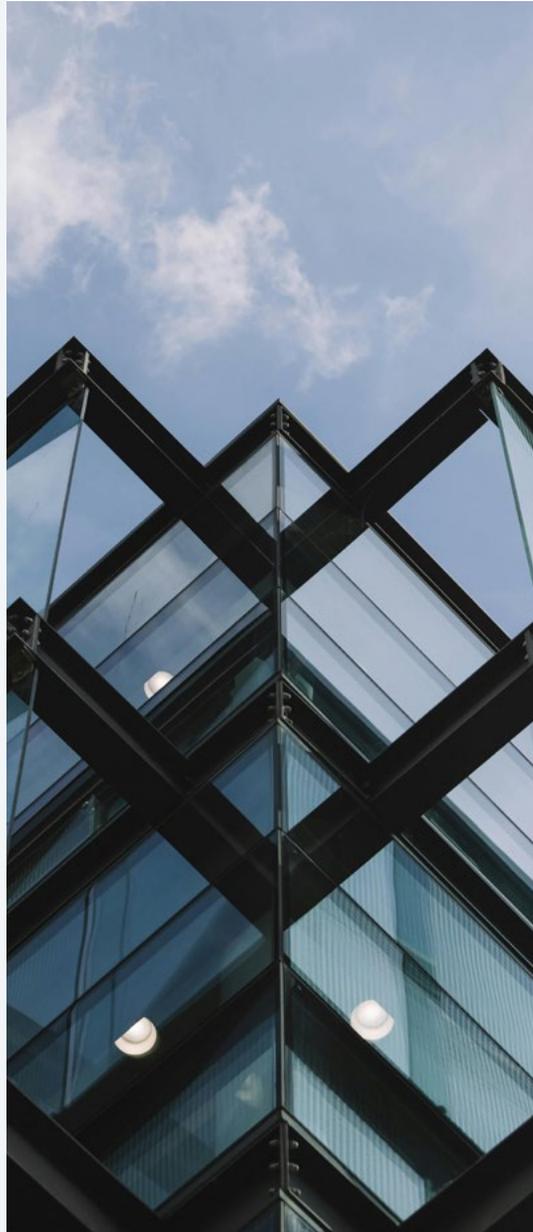
Helping the Government with its ambitions around greater surveillance, communicating progress and identifying where sanctions have been applied.

### **PAS 2000**

Assisting with the development of PAS 2000 to deliver a standard to help with the development of safe products and how they are brought to market.



**Samantha Peat**  
Group Board Adviser,  
VIC-Holdings



### 3.2.3 Insurance

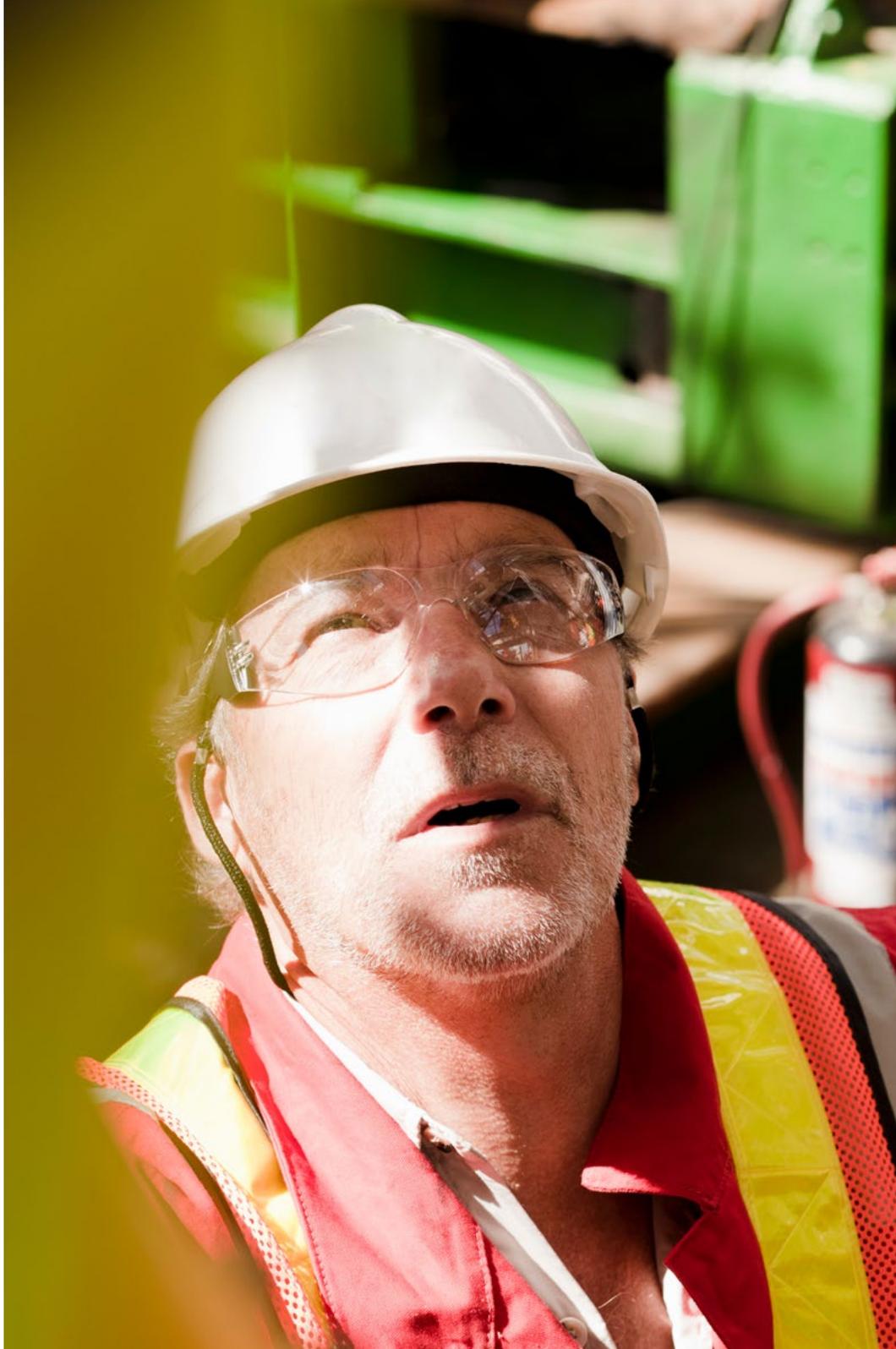
#### Context & Purpose

To develop and sustain partnerships and campaigns which unlock high quality and financially sustainable Professional Indemnity Insurance and other forms of insurance which are key to the construction industry.

#### Key 2025 Achievements

- Highlighted the CLC Statement on Standard Appointment Terms, calling for a commitment within the industry to minimise amendments to Standard Appointment Terms to achieve equitable contractual liabilities that fall within Professional Indemnity Insurance cover.
- Co-ordinated an industry response on the change to the limitation periods application to claims brought under the Defective Premises Act 1972 and the potential enactment of section 38 of the Building Act 1984.
- Hosted an industry conference with key speakers from government, construction law, and industry committees, providing an update on the work of the Building Safety Regulator, the Industry Competence Committee, the Conflict Avoidance Coalition and MHCLG.
- Presented at the Professional Indemnity Forum on the topic of Professional Indemnity Insurance Post-Grenfell, reporting on the state of the insurance market and the CLC's Professional Indemnity Insurance Working Group.
- Participated in relevant government consultations.

## Insurance 2026 Objectives



- Maintain the dialogue and trust established between the construction professionals and insurers, ensuring all parties are better equipped to react to future market stressors in an informed and collegiate manner.
- Contribute to wider discussions on potential insurance/bond solutions to government policy on cash retentions and the macro-economic role of insurance in managing construction risk.

### 3.2.4 Competence Implementation

#### Context & Purpose

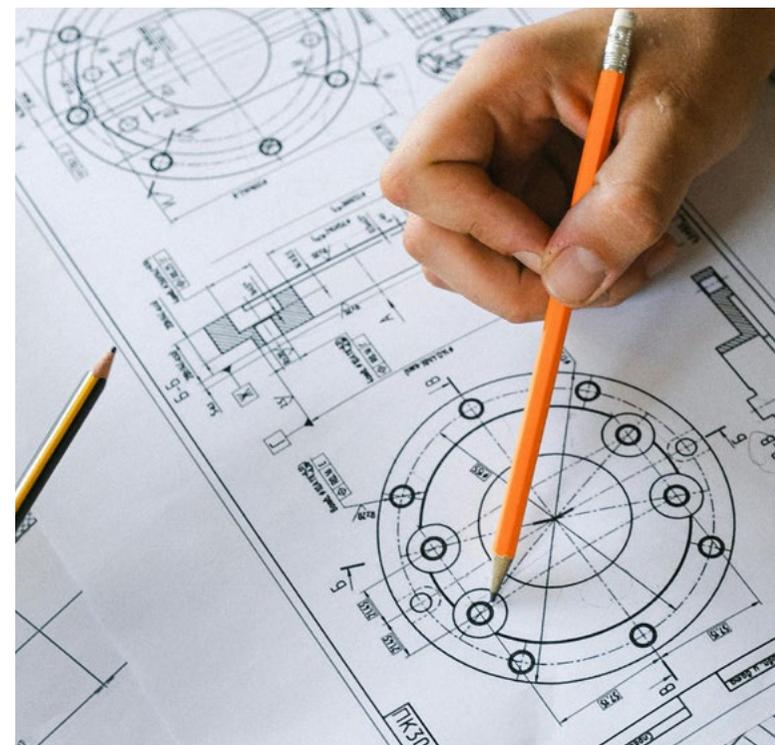
To support the sector-led implementation across the built environment of the Competence Frameworks delivered through the Industry Competence Steering Group (ICSG) to help enable a systemic approach to the improvement of competence and long-lasting culture change.

The ICSG is a working group of the Industry Competence Committee (ICC)<sup>1</sup>, with a purpose of enabling everyone in the UK in the built environment industry to access appropriate competences so they may safely contribute to the creation and use of built environments and can demonstrate their competence to others. As a working group of the ICC, ICSG operates under the oversight of the ICC in accordance with its statutory role.

Significant work has taken place in the Industry Competence Steering Group to define the competences needed across industry, so that there is a consensus agreed industry view.

This work is still ongoing and covers the competences from construction products through to in occupation, and then to demolition and disposal of an asset.

Defining the competences is the first step, however there is a key role for industry to take the lead on ensuring effective implementation of these competences across the sector to enable the necessary culture change. There are a number of strands of work taking place across the ICSG Sector Led Groups, including activity to help assist industry with implementation. The purpose of the CLC Competence Implementation workstream is to help ensure that this industry-led implementation activity is co-ordinated effectively. This will include working with the networks and leadership of CLC to amplify the competence message and expedite the implementation, support the work of the Sector Led Groups and help ensure that the competence work links back to the ICSG industry agreed competence frameworks.



<sup>1</sup> The Industry Competence Committee (ICC) is a statutory committee set up and maintained by the Building Safety Regulator to deliver functions related to industry competence as specified within the Building Safety Act 2022.

## Competence Implementation 2026 Objectives

### **To establish a CLC network group**

Working across CLC we will establish a network group that includes representatives working on areas that affect competence, helping to ensure industry implementation approaches can be co-ordinated.

### **Supporting industry adoption of ICSG competence frameworks through existing infrastructure**

Facilitating and supporting discussions between the ICSG Sector Led Groups and the Construction Skills Certification Scheme (CSCS), with a focus of embedding competence into the CSCS carding journeys. The initial focus will be on Sector led Group 10 – Installation and trades, but will also incorporate other ICSG Sector Led Groups where appropriate.

### **Competence and Procurement**

Work with the CLC Business Models and Fair Practices Group in developing a more strategic approach to drive positive change in the way we procure and deliver construction projects, enabling conversations around competence to align with the wider industry-led implementation work around the ICSG competence frameworks.

### **Competence and the Construction Skills Mission Board**

Where appropriate, co-ordinating work with the Construction Skills Mission Board, supporting the implementation of the ICSG competence Frameworks, helping to enable a consistent message and approach to competence.

### **Communication**

Facilitating and supporting the ICSG Sector Led Groups to work with CLC in relation to their work on competence frameworks, supporting messaging to be amplified through the CLC communication structure and reach the CLC audience, enabling consistent messaging, broader reach and greater awareness.

### 3.2.5 Building Occupation

#### Context & Purpose

- Recognising that buildings have a long lifecycle once occupied, this newly recently established group will work with the Government, regulators, industry experts and residents to maintain and operate safe buildings for those who live and work in them.

#### Key 2025 Achievements

- Established a group of representatives from the public and private sector, including residents, Principal Accountable Persons (PAPs) and managing agents, building and facility managers who support the occupied phase.
- The Group identified several strategic issues affecting the safety of occupied buildings, with a focus on all residential buildings, including mixed use, not just HRBs.
- We have raised the fact that, historically, the quality of 'as built' information, handed over by build project teams, on completion of building works, including 'smaller' project works undertaken during occupation has been, at best, sub-optimal. We have requested, through ICC and BSR, that further clarification is published in regard to the quality expectation of 'As Built' information that will be acceptable at Gateway 3, and at Completion Application for smaller works; and that this be of a quality acceptable to those responsible in occupation.

We are pleased to note a level of clarification has been published, however we will continue to press for further definition to provide the clarity required to upgrade current design/information management processes during building works.

- We have raised our concern, regarding the extent of internal building safety related remedial works necessary to deliver the existing stock to achieve an acceptable state of safety. Many of the issues, and much of the remediation now required in occupied residential stock, stem from poor construction quality, as well as poor or inadequate past repair and maintenance and modifications to the original build which may compromise safety.

We have concerns for the safety of occupants as well as potential implications to financial investment, including mortgages and insurance. To progress and inform this concern the group have commissioned a pilot survey to start establishing the extent and, potentially significant, cost related to undertaking the required remediation work.

- Linked to the two matters noted above, and the potential for insufficient information or detail being put forward in response to requests from the Regulator for the application for Building Assessment Certificates, we have been working with others to provide guidance to assist the applications, such that delays in the assessment process can be avoided, or minimised.



Anthony Taylor

Chair,  
Building Safety Alliance

## Building Occupation 2026 Objectives



- As the CLC guidance moves beyond Gateway 3 and there is greater focus on the occupation phase and the delivery of BACs, assist in the delivery of clear documentary guidance for PAPs and the Regulator as to what a successful application should include. This will take into account guidance for the, often, 'lay' persons responsible for HRBs.
- Investigating and establishing with others the extent of necessary safety critical internal remediation works and liaising with Government, investors, Building Control and operators to facilitate safety critical works. This has been initially facilitated by the creation and issue of a survey to the occupied sector in order to provide some empirical evidence with which to open more detailed discussion with regulators and policy makers within the Government.
- Raising the profile of the operational needs of the Occupied Residential Sector within the Construction Sector.
- Contributing to the development and distribution of guidance and standards relating to Organisational Capability where this relates to those operating across the occupied sector. Members of this group sit on and contribute to the ICC 'setting expectations' sub-committee, the Industry Task & Finish group and the BSI's CPB/1 Standards in the Built Environment committee which are all dedicated to the delivery of standards and associated guidance for the management of competence in organisations.  

This group will contribute to the process by which organisations will be able to be measured against standards, providing assurance to the general public, employers and Accountable Persons when seeking to employ organisations to deliver services in support of buildings management.
- Working with the Regulators to raise competence and common minimum qualification standards across both public and private sector operators (i.e.: PAPs/Managing Agents and Building Managers) in regard to organisations and those individuals managing buildings with residential occupation.

## 3.3 People and Skills



### Context & Purpose

The importance of construction skills has only risen up the agenda in 2025. The year begun with the latest Industry Training Board Arms Length Body Review setting out much of the context for why addressing the industry’s ongoing workforce and skills gaps remains mission critical if we are to remain an engine room for the UK economy.

Political attention has been rightly focused on the role of construction skills in achieving the government’s ambitions for new homebuilding and infrastructure. This has led to the establishment of the Construction Skills Mission Board (CSMB) back in the summer.



**Mark Farmer**

Cast, Founder and Board Executive  
Industry Sponsor for People & Skills



**Lydia McGuinness**

Wates Construction, Site Manager  
Young Ambassador People & Skills

As we move into 2026, a primary objective is to see how we can better leverage this forum as a route to influencing government decision making and also how we can support its aims in terms of the work priorities of the People & Skills workstream.

As the new industry sponsor for People & Skills, I have taken the opportunity to reflect not just on redefining the future areas of focus but also on how the CLC’s work and the CSMB are fully coordinated and that effort is complementary. With the Mission Board’s focus centred on additionality of new entrants, there is a clear opportunity for the CLC to not just support this ambition but to go further in ensuring we have an industry convened collective voice that provides suitable input and challenge to the process of creating a fit for purpose skills system across both new entrants and the existing workforce.

Going forward into 2026, the work of the People & Skills workstream will be structured under three primary headings:

### Competency

Building on the great work that has happened to date to define current and future needs and to establish agreed competency frameworks. This needs to carefully coordinate with the Building Safety workstream activities and should be spanning professional, technical and trade segments of the workforce, reflecting both new entrant and upskilling requirements.

Focus should include developing the measures needed to record and police individual and corporate competency. The behavioural element of competency will include impacts on culture, EDI and mental health and wellbeing that are already and will remain areas of focus for CLC.

### Pathways

Provide an aggregated and aligned industry voice to improve the pathways into and through the industry. This should include helping to influence and shape current government proposals looking at reforming the structure and content of training, assessment and qualifications and ensuring these reflect the competency needs noted above. It should also extend to supporting the Mission Board on measures to improve industry absorption through pathway innovation, including addressing the challenge of securing more industry work experience and work placements.

### Provision

Ensuring that the industry has fit for purpose provider capacity across HEFE and training providers, all aligned to current and emerging competency needs and pathways. This should include challenging curricula and training formats to reflect the changing needs of a future facing workforce that maximises employability and retention.

## People & Skills 2026 Objectives



- **Continue the 2025 focus on future skills, in particular the growing digital agenda** and its impact on occupational roles, pathways and standards.
- Support development of a demand led skills system to enable **better data driven decision making** on workforce resources and skills, better informing industry investments and policy interventions.
- Creating a balanced people and skills agenda which **represents the interests of trade, technical and professional cohorts across all parts of the built environment.**
- Coordinate and convene a collective voice **on how post 16 education & skills proposals and wider apprenticeship reforms work for the built environment** and feedback to government to help shape this in line with competency framework requirements and the wider regulatory landscape.
- Supporting the Construction Skills Mission Board in its aim of **securing additional new entrants into industry** by liaising with industry and providers to innovate new pathways into industry including use of placements and work experience which improve absorption and diversity of new entrants.
- Convene industry around the challenge of how we design and implement a **digital skills passporting** eco-system for the built environment – responding to the need for more robust personal competence mapping and aiding the ability to discharge future regulatory requirements.

Finally, it is important as we look to 2026 that this workstream builds broader industry fellowship and that more organisations and individuals, including in the SME part of the industry, see the value in contributing to and propagating worthwhile and impactful initiatives that will improve the outlook for the built environment sector's workforce.

# Case Study

## Home Building Sector Skills Plan 2025 Refresh

The Home Building Sector Skills Plan, created through the Home Building Skills Partnership, provides a long term strategy for workforce development in UK construction. Refreshed in August 2022 with support from the Home Builders Federation, it aligns with the Government’s goal to boost housing delivery by strengthening sector skills and capacity.

The updated plan addresses the need to meet future housing demand by focusing on:

- Improving productivity and quality
- Supporting new technologies and modern methods of construction
- Enhancing training routes
- Providing clearer career pathways
- Maintaining high safety standards

Key achievements include new skills frameworks, modernised qualifications, and stronger links between industry and training providers.

The refreshed plan is supported by collaboration with the Construction Leadership Council, Construction Skills Mission Board, and Skills Sub Group. It also reflects recommendations from reports such as the Construction Industry Training Board’s Business Plan and the Construction Leadership Council Skills Plan, backed by £7m+ in CITB funding.

Several major initiatives are already underway:

- **Women into Home Building:** A pilot programme helping women explore on-site roles. Participants receive training, mentoring, and industry support, with many progressing into employment.
- **The Partner, a Game based App:** Developed with the Institute for Apprenticeships and Technical Education, it helps learners understand construction processes in an interactive way.

- **Qualifications Reform:** A shift towards more flexible, employer led training and improved competency pathways.
- **Dual Professional Model Pilot:** Testing how industry experts can combine practical work with teaching roles.

Site Ready Solutions offers bricklaying training using real equipment to help new entrants and career changers quickly build job ready skills.

NHBC training hubs deliver hands on training in key trade areas such as bricklaying and carpentry. These hubs improve quality standards and help reduce defects in new homes.

Collectively, these programmes strengthen workforce development and support the growth of employer led training. Home building companies continue to work with the Construction Leadership Council and partners to deliver a skilled, competent workforce that can meet the UK’s housing needs.



### 3.3.1 Culture

#### Context & Purpose

This workstream is defining a strategic way forward to deliver the CLC's vision for an inclusive, representative, and welcoming built environment sector that is a career of choice for all, as the best way to contribute to a stronger economy and sustainable future.

It has a specific goal of bringing the sector together for a 'one voice' approach towards strategic and consolidated action. The aim is to address under-representation and to remove barriers to access, recruitment, retention and progression by raising the industry's standards of Equality, Diversity and Inclusion knowledge, behaviours and practice, ultimately developing and promoting an inclusive culture and enabling an increase in the number of people from diverse and under-represented backgrounds entering and remaining in their construction and built environment careers.

#### Key 2025 Achievement

- Formation of EDI workstream in January 2025, composed of seven specialist umbrella organisations driving equality, diversity and inclusion in the built environment sector, and meeting on a monthly basis.
- Creation of 2025 action plan, with associated owners, measures and targets.
- Formation of a wider Community of 87 EDI Practitioners in January 2025 to support and inform the workstream through quarterly online meetings.
- Funding secured for delivery of Secretariat function, and post in place from July 2025.
- Agreement on and promotion of a single resource platform for EDI for the sector – the FIR Programme at the Supply Chain Sustainability School – with active support provided to grow relevant content and material.



Rebecca Lovelace

Founder and Director,  
Building People CIC



## Culture 2026 Objectives

With the ongoing aim of developing and promoting an inclusive culture, and enabling an increase in the number of people from diverse and under-represented backgrounds entering and sustaining in construction and built environment careers, 2026 objectives are intended to be realistic and achievable:

- **Growing and enhancing cross-sector EDI data collection** via the annual Diversity survey delivered by the Fairness, Inclusion, and Respect (FIR) Programme at the Supply Chain Sustainability School: Increasing the number of responses received by 5%.
- **Promoting the data collection exercise and engaging the sector through the CLC P&S Network,** and by CLC EDI workstream involvement in the annual Diversity Data Benchmarking Conference. Exploring avenues to improve participation from School members to include delivery of more events and a stronger social media presence.
  - > **Outcome:** Enhanced knowledge and understanding about the cross-sector workforce from an EDI perspective.
- Enhancing EDI content available through the FIR Programme at the Supply Chain Sustainability School, with resources submitted from CLC EDI workstream members and its EDI Community to include a specific focus on Menopause, Digital and Physical Accessibility and Inappropriate Behaviour (sexual harassment). Growing the resources available from 545 to 600 peer-reviewed and expert resources, with the aim for the FIR programme to fully be the 'one stop EDI shop' for the sector, answering all questions posed by its users.
  - > **Outcome:** Enhancing the reputation of the sector – Greater awareness and understanding of EDI-related issues across the sector, driving positive and inclusive change.
- Mapping of, and engagement with, existing cross-sector EDI activities and initiatives to increase knowledge of and understand the work taking place, as part of a strategic and joined-up approach towards inclusive sector change. \*Subject to funding
  - > **Outcome:** Increased awareness of, and engagement with, the sector's inclusive initiatives, resources and services to inform and enhance the activities of the CLC EDI workstream, ultimately decreasing duplication and enabling greater collaboration.



- Review, engagement with and potential enhancement of existing sector standards and frameworks (those that reference or are focused on EDI, Culture Change and / or Fairness, Inclusion and Respect) as part of a strategic and joined-up approach towards inclusive sector change. \*Subject to funding
  - > **Outcome:** Increased awareness and understanding of built environment frameworks/ standards that reference EDI, informing and enhancing the activities of the CLC EDI workstream, and providing greater opportunity to align frameworks and standards with practical material, activities and expertise to encourage sector collaboration.
- Widespread communication of the FIR Programme as the single EDI portal for the sector, with a 5% increase in numbers utilising the FIR Programme through the Supply Chain Sustainability School's website, and 5% increased engagement with the FIR Culture and Impact Survey.
  - > **Outcome:** Increased awareness and use of EDI content and resources to encourage the development of an inclusive culture across the sector, reflected in 5% increased engagement with the FIR Culture and Impact Survey.
- Working with the Equitable Safety Initiative to support and influence the CLC HS&WB workstream to recognise that safety is experienced uniquely by everyone; moving from awareness to action so that all industry leaders review current gaps, work collaboratively to create the tools needed and the changes in standards, process and technology, to ensure that all individuals become equitably safe. The ESI will hold events for the CLC EDI Community and the P&S Network to support this.
  - > **Outcome:** An industry that recognises that safety is uniquely experienced by everyone and is focused on physical and psychological safety by design; driving cultural transformation, accountability and smart inclusive practices; reaping the benefit through a reduction in errors, greater productivity, and sustainable outcomes.
- Securing sustainable funding for the CLC EDI workstream to continue.
  - Outcome:** A sustainable and fair funding model that enables all members of the EDI steering group to operate at full capacity in driving inclusive change across the sector.

### 3.3.2 Routes into Industry

#### Context & Purpose

This working group demonstrates the shared commitment of employers, education providers and industry partners to attract, train and retain the skilled workforce required to build a more sustainable future.

Its focus is on strengthening collaboration between industry and the education sector, delivering education and training provision that builds capacity, develops competence and enhances capability. The group aims to align education with real-world opportunities and support learners into secure, rewarding and sustained employment.

Employment-led training will enable a skilled and adaptable workforce driving a more productive, innovative and resilient talent pipeline for the built environment sector. These directly support the ambitions of the Construction Skills Mission Board (CSMB) to deliver industry-led, collaborative initiatives that build future workforce capacity.

To achieve these goals, and promote more sustainable career pathways, the working group delivers its activities through three priority areas: Apprenticeships, Further Education and Higher Education.



**Aled Williams**

Pro Vice-Chancellor  
(Innovation and Partnerships),  
University of the Built Environment

#### 2025 Achievements & Progress Summary

##### Driving Growth and Opportunity through Apprenticeships

Total apprenticeship starts across the sector remained stable at 30,800 (Aug 24 – July 2025), compared to 30,700 in 2023/24, and indicates sustained employer engagement. The following shifts reflect industry demand and education provider capacity:

##### Design, Surveying & Planning (DSP):

↑ 9%

##### On-site Construction:

↑ 2%

##### Building Services Engineering:

↓ 4%

##### Expanding Talent Pipeline through NEST

The CITB New Entrant Support Team (NEST) connected talent with industry opportunities. This included:

- Enabling 1,404 new apprenticeship starts, with a further 2,000 in progress.
- Supporting 337 learners to progress into apprenticeships.
- Delivering 256 high-quality work placements from further education, strengthening the future construction pipeline.
- Continued support to an additional 838 apprentices beyond new starts, helping ensure sustained engagement and progression.

#### Increasing Achievement and Success Rates in Apprenticeships

The sector continues to make positive strides in learner outcomes across Construction, Planning & the Built Environment:

- Qualification & Achievement Rate rose to 58.8% in 2023/24 (up from 55% in 2022/23), demonstrating progress towards the 2025/26 target of 66%.
- Apprentices reaching their End Point Assessment (EPA) continue to perform well, achieving a Pass Rate of 95.8% in 2023/24 (compared to 94.3% 2022/23), maintaining a strong level of success.
- Retention Rate for apprentices increased to 61.3% in 2023/24 (up from 58.3% in 2022/23), with dropout rates before EPA improving.

#### Increasing the Reach of the Apprenticeship Levy Pledge

- The CLC supported government allowing unspent Levy funds to be transferred to SMEs for construction apprenticeships.
- CITBs NEST team facilitated 75 levy transfers, further growing the number of employers using the pledge.

### Further Education

The focus has been on aligning education and training with the needs of learners, employers and wider industry. Activities included events providing feedback on policy proposals for shorter and foundation apprenticeships, exploring how the proposed Growth & Skills Levy could support the sector, and meeting with the Department for Education (DfE) to discuss industry placement design proposals.

Achievement rates for T-Level learners in Construction and the Built Environment continue to rise in 2024/25:

- Design, Surveying & Planning: 1,022 students (99.1% achievement); 687 (98.8% achievement) 2023/24.
- Building Services Engineering: 539 students (93.9% achievement); 319 (93.4% achievement) 2023/24.
- On Site Construction: 125 students (85.6% achievement); 139 (79.9% achievement) 2023/24, due to enrolment on other L3 programmes.
- Overall, there were around two-thirds achieving Distinction or Merit grades.

### Higher Education

To strengthen technical and professional pathways into the built environment and support the development of a future-ready workforce, engagement activities have focused on raising the profile of apprenticeships and promoting cross-sector collaboration. Illustrative examples include:

- **National Apprenticeship Week 2025:** The Building Futures panel highlighted the value of technical and professional apprenticeships. Chaired by Claire McHugh, CLC's People & Skills Young Professionals Routes into Industry lead, the apprentice-led discussion shared insights and future aspirations.
- **Collaborative Futures:** This CLC supported event, highlighted the need for greater cross-sector alignment to build a more adaptable technical and professional workforce as outlined in the 2024 Collaborative Futures Report.



## Routes into Industry 2026 Objectives



These directly support the ambitions of the Construction Skills Mission Board (CSMB) to deliver industry-led, collaborative initiatives that build future workforce capacity, competence and capability:

- Collaborate across education and industry to implement new models that accommodate a wider range of qualification levels and pathways.
- Support strategic built environment workforce planning to enable matching of demand & supply of skills to meet needs of industry & society.
- Support development of FE construction placement model that progresses more learners into high-demand jobs.
- Increase progression and retention from Further Education into employment, education & training.
- Increase apprenticeship starts and achievement rates in construction & built environment standards (and other new entrant routes).

### Supporting Framework or References

GOV.UK, Department for Education (2025) Explore Education Statistics, London: DfE (online), Available at: <https://explore-education-statistics.service.gov.uk> [accessed 17 November 2025].

### 3.3.3 Competence

#### Context & Purpose

In 2023, the People and Skills Competence Group concentrated its efforts on the Trade and Installer Competence programme called Super Sectors. While this remains a vital area of work, the landscape of competence within the industry has evolved significantly with the influence of the Industry Competence Steering Group (ICSG) reshaping how competence is approached across the Built Environment.

The ICSG serves as the overarching group responsible for developing and aligning competence frameworks across sixteen key areas — including Project and Programme Management, Design, and Construction Management. This structure has allowed the Super Sectors to refine its focus on the specific needs of trades and installers, ensuring that development and implementation of the competence frameworks continue in line with the industry's broader regulatory and professional ambitions.



Faye Burnett

Sustainability Lead, Mace Consult

Operating under the Industry Competence Committee (ICC) and within the framework of the Building Safety Regulator (BSR), the ICSG benefits from the strong leadership, strategic alignment, and cross-sector collaboration provided by the CLC. It's 2025 achievements and 2026 objectives are a direct result of the collective efforts of the ICC and the ICSG and its network of over 1,500 professionals working together to strengthen competence and raise standards across the board.

#### 2025 Achievements

2024 and 2025 was an incredibly productive period for the Super Sector programme, focusing on the development and implementation of trade and installer competence frameworks, ensuring that sector expertise drives progress at every level.

As of November 2025, there are 139 Super Sector Groups operating within the 5 Super Sectors (Envelope, Engineering & Building Services, Interiors, Civils, and Structures), each led by trade associations, employers and Tier 1 contractors. Over 1,000 professionals are directly engaged in advancing competence for trades and installers, with 110 actively contributing to the creation and rollout of new competence frameworks.

The Super Sector programme has collaborated with other CLC groups to produce and identify competencies for retrofit and digital competencies. Another major milestone achieved in 2025 has been the creation of a Trade Supervisor Competence Framework, designed for those overseeing the installation work of trades and installers. This framework is currently undergoing consultation, receiving positive sector feedback, and is scheduled for launch later in the year.

## Competence 2026 Objectives



Looking ahead, the primary focus will be on the completion and implementation of the competence frameworks developed through the Super Sector Programme.

This next phase will move from framework creation to practical delivery, ensuring competence standards are fully embedded across all relevant occupations. The process of implementation will vary according to the specific gaps identified within each trade or discipline through the framework development process. Typical activities will include the creation or updating of National Occupational Standards, Apprenticeships, and Experienced Worker Routes, each aligned with a card scheme to ensure a consistent and transparent approach to competence validation.

Another key focus for the Super Sector Programme will be alignment with the domestic and SME market, a key part of industry that cannot be forgotten.

The industry has achieved significant progress in recent years, laying the groundwork for a robust, sector led competence system. Now the focus must turn to completing this work. Establishing the structure and frameworks has been an essential first step but delivering on implementation represents the next critical phase.

With the ongoing support of the CLC, the ICC, and the ICSG, efforts in 2026 will centre on closing identified gaps and ensuring meaningful connections are made between sector representative organisations, standard-setting bodies, and the companies that build.

Building on the strong progress made in 2025, the Super Sectors will continue to strengthen collaboration with the CLC, alongside partners such as ISEP and Historic England, to advance the identification and development of competencies related to sustainability and heritage skills. This work will ensure that competence frameworks remain responsive to the industry's evolving priorities, supporting a safer, more skilled, and future-ready construction workforce.

Further guidance can be found at the CLC page on [Competence](#).

### 3.3.3 Skills for a Modernised Industry

#### Context & Purpose

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

#### 2025 Achievements

##### Net Zero

In May 2024, we developed a Skills Routemap for Net Zero, identifying the core competencies required in the workforce to deliver effective retrofit at scale. To inform our report, we engaged with various key Net Zero stakeholders, including: CITB, High Value Manufacturing Catapult, Department for Education, Retrofit Academy, IfATE, Retrofit Works, UK Energy Systems Catapult and Laing O'Rourke. Post-report launch, we continue to engage with our key stakeholders, government, industry, education and training providers to promote implementation.

#### Digital Skills

In October 2025, we published a Digital Competency report offering a practical framework for organisations to assess their digital capabilities and identify areas for growth. This involved a number of in-person and virtual workshopping sessions to scope our work and engagement with various external stakeholders to refine and finalise our report.

To ensure comprehensive output, we sought engagement from industry, clients, independent experts, government, education and training providers, including: Digital Twin Skills Academy, University of Cambridge, Construction Leadership Council, Pure Data Centres, Laing O'Rourke, Supply Chain Sustainability School, Home Builders Federation, BRE Academy, Causeway Technologies, CITB, BSI, Egis and Department for Business and Trade.

We formally launched our report via a panel discussion at UK Construction Week. We continue to promote our report at industry meetings and events, and via our respective networks.

#### SMEs

We endorsed the CITB-funded Solving Tech for Small Builders programme launched by Construction Coach in February 2025 designed to help small and medium-sized construction businesses use technology to improve efficiency.



John O'Connor

Group Commercial Director,  
Laing O'Rourke

## Skills for a Modernised Industry 2026 Objectives

### Smart Construction

In 2026, we will develop a Skills Routemap for Smart Construction to identify future skills requirements for MMC, Offsite and Industrialised Construction. To date (February 2026), we have met with Nuclear Collaboration regarding SMR MMC skills foresighting, we have held a half-day, in-person scoping workshop in London facilitated by an external performance psychologist, we have drafted an initial proposal for our work, which we will continue to develop and refine over the coming months, and we are currently in the process of mapping out the key stakeholders that we would like to engage with regarding Skills for Modern Methods of Construction.

### Collaborate

We will continue to engage with key stakeholders from across the industry (other CLC groups, clients, government, academia) to inform the output of our Routemap for Smart Construction.



## 3.4 Digitalising Planning and Building Control



### Context & Purpose

As an industry, we must keep looking ahead to ensure we are innovating and embedding new approaches, technologies, and ideas into every stage of delivery – from concept through to completion.

Over the past year, we have seen significant progress across the sector, with projects moving forward under new procurement frameworks and increasing adoption of digital tools.

Following a strategic review of the CLC's priorities in 2025 and early 2026, the 'Next Generation Delivery' priority will now be split into two separate priorities, reflecting where we believe the industry can see maximum benefit from transformation at pace.

These are '**Digitalising Planning And Building Control**' and '**Business Model Reform**'. For details of 'Business Model Reform', please see section 3.5.

The work of the Digital and Data workstream – detailed on the following pages – will continue, but with a new focus on the digitalisation of the planning and building control systems.

At the moment, both of the core regulatory systems that govern design and construction of the built environment in the UK operate on legacy systems that limit inter-operability, holding back progress on the digitisation of the wider construction ecosystem.

A fully digitalised planning system based on consistent data standards would be a major step forwards towards full, industry-wide adoption of a digital twin approach to delivering construction.

If that effort was aligned to how the Building Safety Regulator operates the building control system, it is easy to see how the industry would benefit from a seamless integration of building design information, driving productivity and digital adoption across the sector.

Progress is being made within the Ministry of Housing, Communities and Local Government on the digital planning agenda, albeit slowly from an industry perspective. However, this progress risks stranding the building control regime if approaches to data and digital adaptation are not aligned.

We believe that there is an urgent need to convene stakeholders from across the sector, agree a shared set of objectives and a programme of work to drive a coherent strategy that supports current efforts on the planning system but allows for the building control system to leverage the benefits.

The CLC is the only organization with the reach and brief across the built environment to drive this alignment, as it will require bringing together trade bodies from multiple professions, regulators, clients, contractors and the construction supply chain and a significant investment of time and effort from a number of those groups.

We will be working over the next few months to recruit a new Industry Sponsor for this workstream. The CLC remains committed to the exceptional work delivered on the Information Management programme and ConstructAI over the past twelve months, and this work will continue under this workstream.

**The CLC would like to thank Isabel Coman for her work as Industry Sponsor for Next Generation Delivery from 2023 to 2026.**

## Digitalising Planning and Building Control 2026 Objectives



Our strategic priorities for 2026 as a workstream are:

- Recruit a new Industry Sponsor for the Digitalising Planning and Building Control workstream, and establish an initial strategy and programme of work.
- Drive alignment between Ministry of Housing, Communities and Local Government and the Building Safety Regulator about the benefits of a dual-led effort to coordinate efforts to digitalise both of the core regulator systems that govern design and construction in the UK.
- Work with bodies across industry, including RTPI, ICE, CIC, RICS RIBA, CIOB and other CLC members to ensure alignment on shared standards and objectives for digitalisation of both systems.
- Encourage industry – and particularly public sector clients – to demand and drive adoption of existing digital planning tools and platforms.
- Continue to accelerate the Information Management Initiative, with a focus on marketing and micro / SME business support.
- Advance Construct AI exploring funding opportunities for a new AI Lab.

### 3.4.1 Digital and Data

#### 2025 Achievements & Progress Summary

The CLC Digital and Data team has prioritised the Information Management Initiative and Construct AI:

- The Information Management Initiative has moved into implementation phase following its launch in November 2024, with 50 organisations responding to the call for action, and over 200 individuals – through nima membership – committing to its principles. The Initiative has been endorsed by the IM 4 Public Sector Group and a number of resources have been, and are being, developed to help, including IM Essentials Training, a Maturity Measurement Framework and IMI Methodology.
- Construct AI launched with over 20 organisations contributing to define high level outcomes. A workshop has framed opportunities in support of digital transformation of planning and building control.
- Across the wider CLC the role of data as an asset remains an imperative, with the following initiatives highlighted:
  - Alliance Data Standards – Aligning data standards across the lifecycle (BESA, CIBSE, NBS, RICS).
  - Manufacturers Innovation Hub – A single gateway for construction product manufacturers to share their data.
  - Industry Data Pool – BMF and NMBS initiative to create a centralised digital platform for product data exchange.
  - Lexicon – Construction Products Association and Construction Innovation Hub collaboration to standardise construction product data.
  - Bridge AI – Accelerating AI adoption across the construction industry, funding pilots and change management.



**Dr Anne Kemp OBE**

Chair of nima,  
Fellow and Technical  
Director, AtkinsRéalis



**Kevin Reeves**

Managing Director,  
KJR Digital

## Digital and Data 2026 Objectives

### Strategic Priorities For 2026

- IMI:150 organisations signing the IMI Call for Action; 50 establishing a compliant mandate; 50 achieving their first steps in implementation; Maturity and Benefits Framework launched.
- Digital Planning and Building Control: Assist in accelerating use of open data to increase productivity.
- Support for micro and small businesses in the RMI sector.
- 100 organisations taking part in Construct AI, knowledge hub launched.
- Evolve MHCLG digital planning and building control support, focused on the areas of collaboration outlined.
- Continue to accelerate the IMI initiative, with a focus on marketing and micro / SME business support.
- Advance Construct AI exploring funding opportunities for a new AI Lab.
- Support wider CLC workstreams aligned to overall CLC priorities (community development, comms & engagement).



# Case Study Information Management Initiative

Momentum is gathering behind the [Information Management Initiative](#), launched in November 2024 by nima and CLC to bolster the IM Mandate which sits within IPA's [Transforming Infrastructure Performance: Roadmap to 2030](#), and required by the HM Government [Construction Playbook](#) (September 2022) and the private sector construction playbook, [Trust and Productivity](#) (November 2022). Run by nima, the IM Initiative is championed by over 200 individual [members](#), with nearly 50 organisations now committed to the [Call for Action](#).

Two international organisations, a consultancy and a contractor – AtkinsRéalis and ALEC Engineering & Contracting – have been able to progress through the requirements of the Initiative and are now sharing and assisting other signatories to do the same.

Clients are getting behind the initiative, understanding that procuring services from organisations demonstrating commitment in improving their information management practices leads to improvements in delivery, and realisation of the outcomes that

they require – such as more efficient running of their operations, better information to inform critical decisions and gain competitive advantage, complimenting better environmental, societal and business outcomes. IM4PS have endorsed the IM Initiative, encouraging their collective supply chains to respond to the Call for Action.

**Karen Alford, Chair of the IM4PS group of the Environment Agency, says:**

“Government clients have been at the forefront of advancing standard methods in how information is managed across the asset lifecycle. Transforming an industry is no small feat, but through collaboration, collectively we’ve demonstrated how these approaches are foundational to deliver digital transformation including the application of artificial intelligence.”

**Andy Boutle, Head of Digital Construction at ALEC, says:**

“At ALEC our core construction business and MEP business hold BIM Kitemark certification to ISO 19650, demonstrating our existing maturity in information management practices. We became a signatory of the IMI to make a group-level commitment to further refine our approach and stretched targets. This will also help us to provide clear direction and performance measures for some of our related business verticals which have varying levels of capability & capacity for information management using BIM, and often work as package subcontractors under ALEC Construction as the main contractor.”

## 3.5 Business Model Reform



### Context & Purpose

Following a strategic review of the CLC's priorities in 2025 and early 2026, the 'Next Generation Delivery' priority will now be split into two separate priorities, reflecting where we believe the industry can see maximum benefit from transformation at pace.

These are '**Digitalising Planning And Building Control**' and '**Business Model Reform**'. For details of 'Digitalising Planning And Building Control', please see section 3.4.

Business model reform has been a focus of the CLC for many years; but with limited progress. This is not due to a lack of effort – it requires holistic transformation of the industry's culture around procurement, commercial practices and payments.

Looking at 2026 and beyond, it has become apparent that the effort requires fresh senior sponsorship, focus and impetus. Too many supply chain companies face economic uncertainty and instability driven by unfair allocation of risk through construction projects.

Programmes and initiatives like the Construction Playbook and Project 13 have driven limited improvement but fundamentally the industry operates largely as it has done for the past thirty years.

Recent primary legislation and consultations – the Procurement Act 2023 and the more recent late payments and retentions consultation – are steps in the right direction, but clients, tier one contractors and others must transform how they operate if we are to see a meaningful improvement.

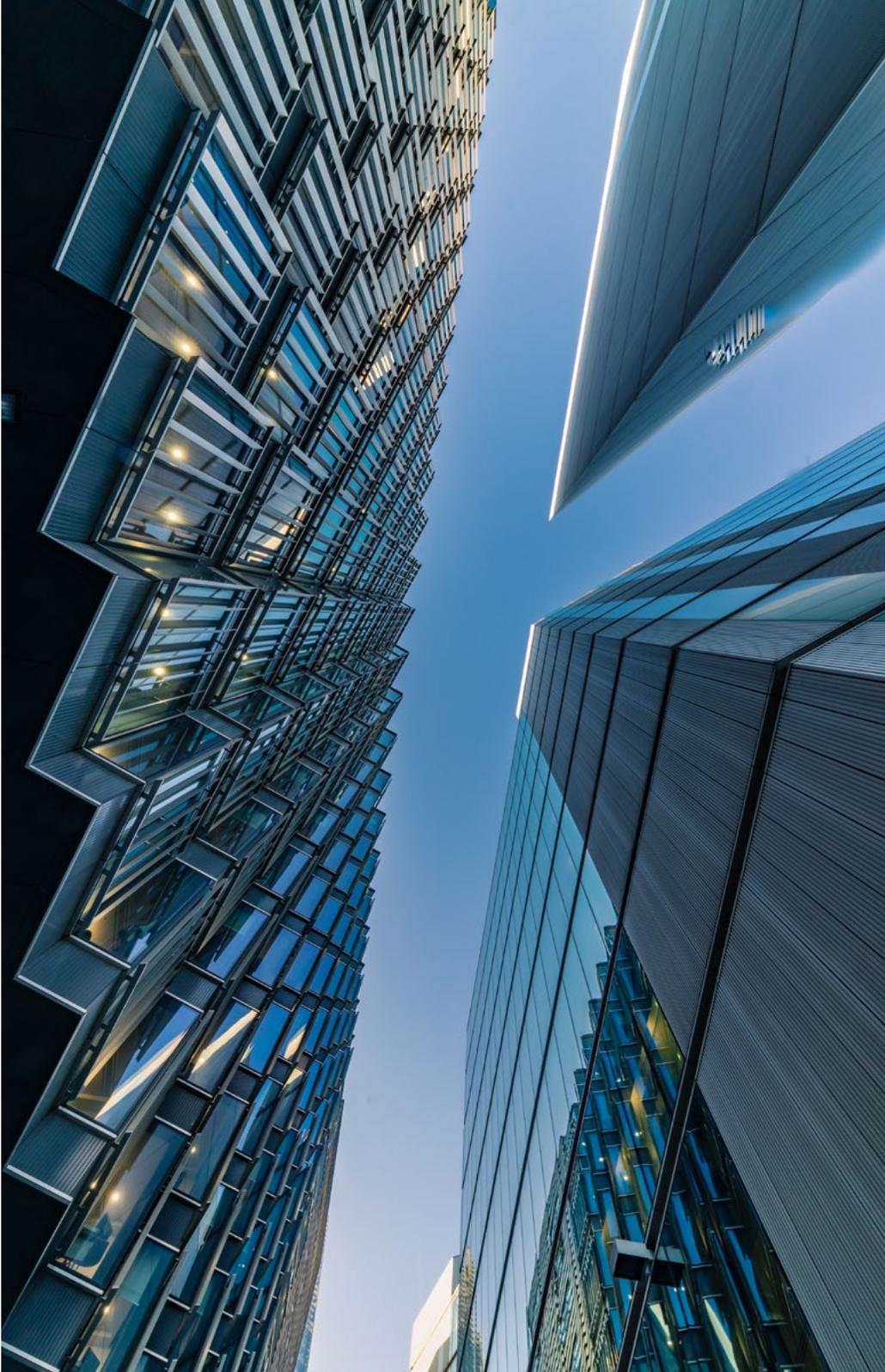
In 2025, the Business Models and Fair Practices sub-workstream achieved significant progress toward improving payment practices and supporting better procurement processes.

Key changes to the legislative framework this year provided a clear opportunity to provide guidance on how to navigate procurement evaluation challenges and the new payment reporting requirements for retentions.

Our ambition is that with the appointment of a new Industry Sponsor and the adoption of a new strategy to drive culture change, we'll be able to more effectively convene stakeholders from across the sector.

The achievements of 2025 demonstrate what is possible when industry and government work together, and the objectives for 2026 set out a roadmap for continued progress. We invite all stakeholders to engage with this work, share best practice, and help shape the next generation of delivery

## Business Model Reform 2026 Objectives



Our strategic priorities for 2026 as a workstream are:

- Recruit a new Industry Sponsor for the Business Model Reform workstream, and refresh the workstream strategy and programme of work.
- Feed into the upcoming refresh of the Construction Playbook, aligned with Cabinet Office, NISTA and other stakeholders across Government.
- Deliver an initial scoping project with other CLC workstreams on the adoption of more fit for purpose business models and insurance/surety markets as well as build on the Construction Playbook to establish a productive, high quality and sustainable sector.
- Convene and facilitate effective engagement and coordination between the Government, key stakeholders and industry on the implementation plan for legislative proposals to address late payments including the deduction and withholding of retention payment under construction contracts.



**Steve Bratt**

Group Chief Executive,  
Electrical Contractors' Association

### 3.5.1 Business Models and Fair Practices

#### Context & Purpose

2025 saw further steps taken to improving payment practices, with the introduction of improved reporting requirements and completion of the Late Payments consultation.

In 2026, work will focus on implementing the outcome of the consultation and developing a more strategic approach to driving positive change in the way we procure and deliver construction projects.

#### 2025 Achievements

##### Public Sector Procurement Guidance

- Publication of CLC guidance on potential solutions to common evaluation issues faced by clients in the built environment sector and industry webinar. The new Procurement Act 2023 came into force on 24 February 2025. Procurers now have more discretion about how to design and evaluate public procurements. This publication sets out best practice, points out the potential unintended consequences of certain approaches, and addresses common misperceptions that may be driving behaviour. It also offers very practical and detailed advice on market engagement, evaluation methodology and ensuring that contractors deliver.

#### Proof of Concept for a Quality Metric

- The CLC worked with Actuate UK and the Get It Right Initiative (GIRI) to develop and test a proposal for a quality metric as a viable alternative to the withholding of cash retentions as a form of insurance against defects. GIRI funded the research project by the Centre for Design Engineering (C4DE) at Cranfield University. A report was published on the pilot project.

#### The Reporting on Payment Practices and Performance (Amendment) Regulations 2025

- The Regulations came into force in March 2025. Qualifying businesses and LLPs are now required to publish certain information with respect to retention clauses in any qualifying construction contracts with suppliers. The CLC worked with the Department for Business and Trade to update supporting guidance and increase industry awareness of the specific new retention clause metrics.

#### The Late Payments Consultation

- Ran roundtables with industry representatives and communicated widely to increase awareness and participation in the 12 weeks consultation. The significance and success of this work was seen in the high number of responses received from the construction sector. This was supported by a letter summarising the CLC's position being submitted.

## Business Models and Fair Practices 2026 Objectives

### Late Payments Legislative Proposals

- Following the Government response to the Late Payments consultation, the CLC will convene and facilitate effective engagement and coordination between government, key stakeholders and industry on the implementation plan, to support awareness, understanding and action in the sector.

### Changing the Construction Business Model

- Work with other CLC workstreams to identify how to utilise wider industry developments to drive a positive change to the current construction business model. These changes include new payment arrangements, a revision of the Construction Playbook, procurement and contractual changes connected to new building safety regulations, developments in skills and competence areas and work being done on insurances. The aim will be to promote a more fit for purpose business model which improves the delivery of outcomes and fairness for the supply chain.





“This group provides valuable insights into market conditions and is amongst the first to highlight changes or key concerns through timely statements, which are based on data and direct experience.”



**Peter Coplehorn**

Chief Executive,  
Construction Products Association



**John Newcomb**

Chief Executive,  
Builders Merchant Federation

## 3.6 Industry-Led Groups

### 3.6.1 Materials Supply Chain Group

#### Context & Purpose

The Material Supply Chain Group brings together senior executives from across the various sectors of UK construction – manufacturers, merchants, large and SME housebuilders and contractors – to not only flag immediate issues relating to supply and capacity, but also to raise broader concerns that could compromise industry growth or project delivery.

The issues discussed range from trade and tariffs to financial matters such as credit, cash flow, and insurance, as well as the increasing changes in culture, competence, standards and practices required by the Building Safety Act, the Future Homes Standard, and various building and product regulations.

The Group also receives representatives and input from the Department for Business and Trade, the National Infrastructure and Service Transformation Authority, as well as key government clients such as Homes England and National Highways, who monitor these discussions in order to brief their respective teams and officials.

#### 2025 Achievements & Progress Summary

##### Communicating to Industry

- Consistent, clear communication regarding Group discussions is a key objective. Regular press releases, developed by Builders Merchant Federation, are distributed broadly through media channels, reaching key government contacts, CLC members and, importantly, SMEs across UK construction who might otherwise feel disconnected. This approach has been well-received and has successfully raised the CLC’s profile.
- Within the CLC, the meetings and subsequent press releases have helped the Council’s leadership to better understand the issues and agree key messages and responses, helping to prevent mixed messages to both industry and government.

##### Collaboration

For many participants, 2025 was a year of unmet expectations for growth, with market conditions proving quite difficult for some. A consistent message throughout the year from the Group has been to urge all parties across UK construction – especially clients, contractors, and supply chain partners – to work collaboratively to address issues that may otherwise have given rise to adversarial behaviours, such as cost and price rises; forecasting; planning and delivery, and late payments.

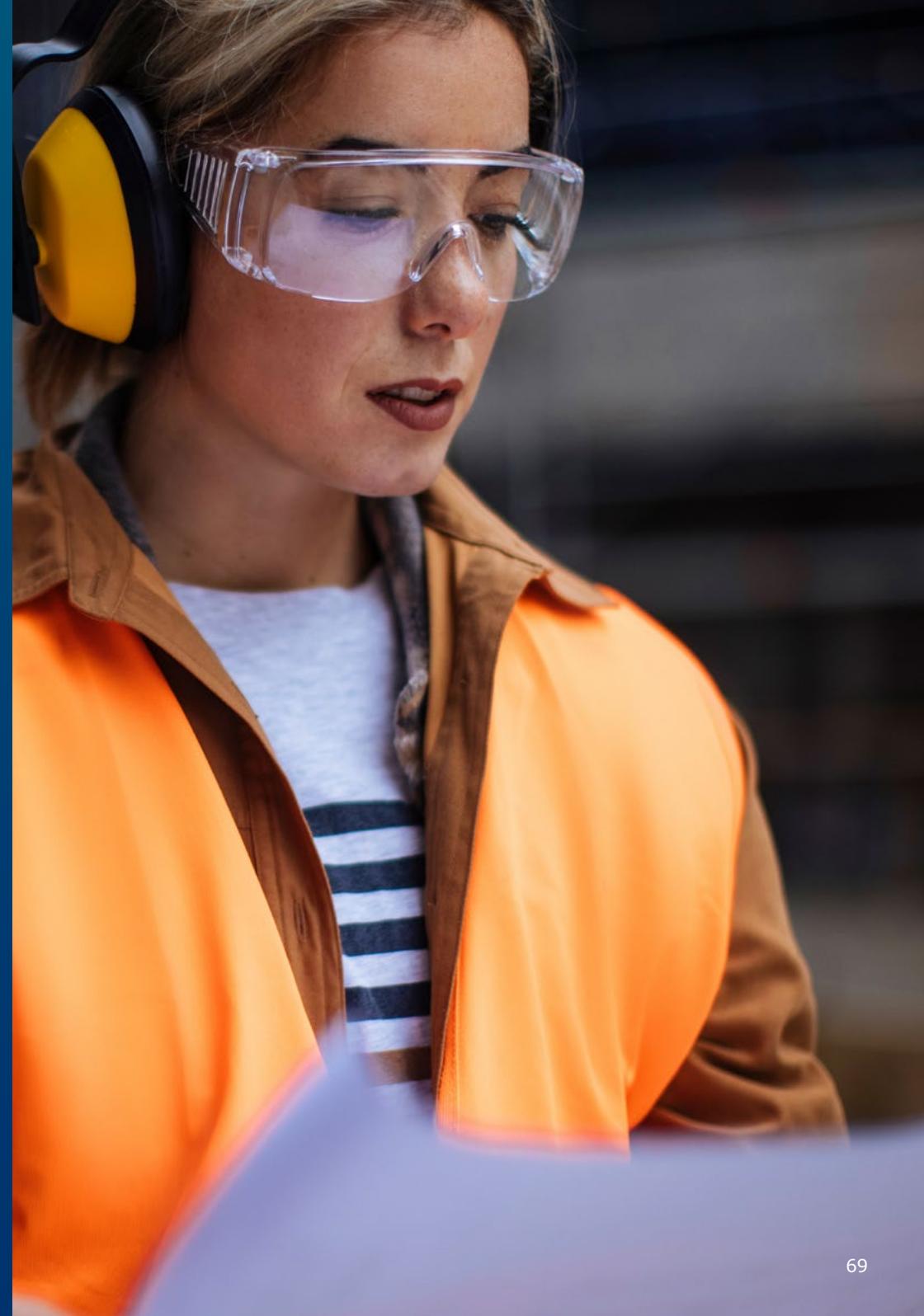
## Materials Supply Chain Group 2026 Objectives

### **Clear Collective Communications**

This will likely remain the most important output from the Group, as the views and findings from the meetings are shared across government and industry leaders, and with thousands of SME businesses across the UK who utilise this market intelligence.

### **Shared Forecasting**

Many participants in these meetings have cited the value of sharing their respective forecasts as openly as possible, to allow others to plan accordingly. This has been especially beneficial in discussions around the new build housing sector, where manufacturers and housebuilders otherwise struggle to understand each other's expectations on supply and demand.



## 3.6.2 Regulatory Standards Alignment Group

### Context & Purpose

This workstream has been in existence for several years. Its prime objective is to bring together wide industry consultation on particular issues affecting the supply chain and in particular around products. It counts in its regular attendees, several representatives from various Government Departments but in particular DBT and MHCLG. This enables complex or concerning topics to be fed back directly and efficiently.

Its initial task was a review of implicit divergence caused by the Brexit agreement. Since that time, it has looked in detail at the wider effect of EU standards and Regulations. Considerable attention has also been paid to CE/CA marking and its effects on industry.

**Aim:** To work in collaboration with Government, regulators, and industry experts to support the development, delivery and adoption of a construction products regulatory regime that is proportionate, effective, and fit for purpose.



Peter Caplehorn

Chief Executive,  
Construction Products Association

### 2025 Achievements & Progress Summary

- Working with Government on the key issues and recommendations from the Grenfell Public enquiry – Primarily in the development of the Green Paper on Construction Products. This work has not been published but is wide ranging feedback and industry insight across all the product related issues and connections shared with the Ministry of Housing, Communities and Local Government.
- Response to the Government’s Green Paper on Construction Products Reform – Development and submission of a detailed industry response to the Green Paper. Supported by workshops representing the breadth of the supply chain, with focus on key topics:
  - > Definitions and products critical to safe construction;
  - > Living with Europe;
  - > Certification and testing;
  - > Verification and marking; and
  - > The role of digitization and a construction library.
- Guidance on Products Critical for Safe Construction – Publication of industry guidance for designers, specifiers and installers on the selection of products on the correct specification and installation of products critical to safe construction. Developed by the CIOB, in collaboration with the CPA, CCPI, IStructE and RIBA.
- Workshops on BS476 – Two workshops held between the industry and the BSR to address concerns around withdrawing the National Classes fire testing standards from ‘Approved Document B’ that will end the dual classification system that has operated since the early 2000s in favour of the European standard (BS EN 13501). The focus therefore was to develop a plan, agreed with the regulator, to ensure that industry can still function, and a process of transition that is implemented to allow for all the changes needed and yet not adversely impact the manufacturers or products directly affected. Some parts of the sector will be impacted significantly if a smooth transition plan is not agreed.

## Regulatory Standards Alignment Group 2026 Objectives

- **Construction Products Reform White Paper** – Following on from the publication of and response to the Green Paper continue to work with the Government and the Office for Product Safety and Standards (OPSS), the CLC will convene and facilitate effective engagement and coordination between Government, key stakeholders and industry on the issues to be addressed in the White Paper. Specific focus on definitions and products critical to safe construction, interaction with Europe, certification and testing and verification and marking.
- **Interconnection with wider BS regime and Grenfell Inquiry recommendations** – Working with Regulators and Government to ensure deliverability and positive impact from BSR changes, HRB BC regime, single construction regulator, construction library and digitalisation.
- **Engagement and collaboration with Regulators and Government** - Ongoing regular dialogue on construction products with the OPSS and the BSR. Focus on key issues including construction products and the interaction with the whole built environment, HRB Building Control Approval Applications status and the impact on supply chain.
- **CLC Guidance** – Coordination and collaboration with Building Safety Regime portfolio to develop HRB Building Control and inoccupation guidance.
- **Products Surveillance** – Helping Government with its ambitions around greater surveillance and communicating progress and identifying where sanctions have been applied.
- **PAS 2000** – Assisting with the development of PAS 2000 a standard to help with the development of safe products and how they are brought to market.



### 3.6.3 Movement of People

#### Context & Purpose

The purpose of the Movement of People workstream is to help construction employers understand, engage and navigate the Points Based Immigration system (PBIS); support the industry by getting essential occupations on the temporary shortage list, provide industry feedback on challenges with the immigration system; and to provide industry insight on skills shortages the sector faces.

#### 2025 Achievements

- Updated the *Movement of People – What Should You Know?* CLC guidance following the first changes set out in the Immigration White Paper coming into effect including to inform businesses of the potential impact to their currently employed workforce and plans to recruit skilled labour from outside the UK.
- Reconvened a refreshed, expanded Movement of People Working Group following the Home Secretary's request that the Migration Advisory Committee (MAC) review the Temporary Shortage List.



**David Bishop**

Project Director,  
Build UK



**James Butcher**

Deputy Chief Executive,  
NFB



## Movement of People 2026 Objectives



- The Movement of People Working Group will coordinate the industry's response to the second stage of the Migration Advisory Committee's review of the Temporary Shortage List to ensure that those construction occupations, which are vital to deliver the Government's Modern Industrial Strategy and delivery of Critical National Infrastructure, remain on the TSL.
- Updating the Movement of People – What Should You Know? CLC guidance when the second tranche of changes set out in the Immigration White Paper come into effect.

The Co-Chairs would like to thank the industry members of the group for their participation and Stuart Young from DBT for his efforts in supporting the group since its inception. In addition, the group would like to recognise the significant contribution and hard work of Karen Wood from DBT, who has been integral to leading the industry's latest engagement with the Migration Advisory Committee.

# INDUSTRY WORKING GROUPS

## 4.1 Infrastructure

### Context & purpose

Building on the excellent work led by the Infrastructure Client Group, this workstream will be led by the ICE from 2026.

As the home of infrastructure and as part of our public benefit purpose, the ICE represents civil and infrastructure engineers working for clients, consultants and contractors in the UK and globally who deliver the infrastructure that society needs. The gap between the infrastructure that we have and the infrastructure that we need is huge.

New infrastructure to support economic growth, ageing infrastructure, the pressing issue of infrastructure resilience and the pace of technological change mean that industry must continue to make the strongest possible case for investment. The government's ten-year infrastructure strategy outlines £725Bn in public funding for infrastructure. In addition to investment in assets, it is essential to invest in skills, decarbonisation, adaptation and improved productivity.

The ICE works with and hosts a number of groups working on these themes including the Infrastructure Client Group, Project 13 and the Enabling Better Infrastructure programme. We also use our global network and our seat on the World Federation of Engineering Organisations to share best practice, learn from others and advocate for policy and legislative changes to improve infrastructure delivery.



Janet Young

Director General,  
Institution of Civil Engineers



Jason Tucker

Chair,  
Infrastructure Client Group  
Workstream Lead 2025



Alice Courteney-Harris

Infrastructure Client Group Manager,  
Workstream Lead 2026

## 2025 Achievements & Progress Summary

The Infrastructure Client Group grew to 23 organisations, with Gatwick Airport, Great British Energy, Sizewell C and United Utilities joining the Group. The full list of ICG members is included in the acknowledgement of contributors at the end of this section.

The following is a summary of the ICG's achievements in 2025:

### ICG Climate Task Group

#### Concrete Decarbonisation

**Accelerator:** Following the successful completion of Stage 1, 'Seven ways UK infrastructure clients are speeding up concrete decarbonisation', Stage 2 of the project is underway. The output will be new best practice based on implementing the seven commitments, to be shared across a wider group of client organisations.

**Nature Accelerator:** This programme coordinates nature-positive actions by mapping natural assets, aligning strategies, and influencing policy to form a UK strategic nature network.

**PAS 3090 – Adaptation Pathways for Infrastructure Systems:** ICG supports the ICE in the development of this new PAS to be published by BSI.

### ICG Data and Digital Task Group

#### Data Integration Accelerator:

The Integration Accelerator Group is addressing the challenge of integrating data between design, construction, and project management. It will produce useable products including a blueprint for integration across the delivery cycle and a framework of digital maturity levels.

#### Chief Data Officer (CDO) Research:

Exploratory research in the public and private sectors will support members in creating the best CDO for their company and operating model.

### ICG People Task Group

**Setting the agenda:** This newly formed group focuses on workforce planning and development; health, safety and wellbeing; knowledge-sharing and collaboration; diversity and inclusion; and visibility and engagement. It will map existing initiatives to align and amplify their impact, benchmark best practice, share success stories across the sector and target gaps in resources or best practice for focused action.

### ICG Productivity Task Group

#### Infrastructure Productivity

**Routemap:** Outlines key productivity drivers and a clear path for sector-wide improvement over the next decade, developed using a systems approach.

#### Infrastructure Productivity Maturity

**Model:** Assesses the capability of project teams and organisations; based on National Highways' Smart Motorways Programme Alliance pilot.

#### Barriers to adoption of technology

**research:** Considers the barriers to improving technology selection and implementation in infrastructure projects.

**Supporting PAS 4010 Standard:** ICG supports the ICE in the development of this new PAS to be published by BSI.

### Project 13

**Project 13 Network:** Over 6,400 members globally.

**Contract guidance:** Guidance on applying the New Engineering Contract (NEC) and Framework Alliance Contract-1 (FAC-1) contracts within Project 13 enterprise models.

**Integration guidance:** Guidance and benefits of breaking down silos and improving collaboration.

**Leadership Programme:** Development of a new leadership programme to share experience from established enterprises on managing large-scale transformation.

## Infrastructure 2026 Objectives

### Standards

Industry needs clarity and simplicity. A consistent set of rules, and guidance on how to apply them reduces duplication and provides a level playing field. A priority for this workstream is to plug gaps in know-how so that clients and supply chains can deliver efficiently with more repeatability between projects.

#### Key initiatives for 2026 are:

- Publishing PAS 3090 Adaptation Pathways for Infrastructure Systems and supporting guidance, equipping practitioners with rules and case studies that provides a flexible, cross-sector framework for adaptation.
- Progressing development of PAS 4010 – Maximising productivity in infrastructure design and delivery and supporting Guidance.
- Developing a communications and engagement programme to brief practitioners on these new standards, in addition to maintaining our focus on embedding PAS 2080 Carbon Management in Infrastructure.

### Innovation

Infrastructure systems are more complex and inter-dependent than ever before. The sector needs to keep innovating and technological developments, such as AI, will play a part in this. Key initiatives for 2026 are:

- The Infrastructure Client Group will progress its three Accelerators: concrete decarbonisation, nature and data integration and publish findings to date.
- In collaboration with NISTA, ICG will report on its Built Environment Systems Review. This will provide evidence for more investment in systems approaches within the UK's built environment, leading to better value over the lifetime of assets.
- Project 13 will publish guidance on using an NEC contract and framework alliance contract FAC-1 in an enterprise context.

### Insights and Advocacy

Public policy, legislation, how infrastructure is paid for, and the support and engagement of the public are crucial factors for successful delivery and maintenance of infrastructure. It is essential that the sector shares its expertise and insights with policymakers to optimise infrastructure decision making. Key initiatives for 2026 are:

- ICE will support the All Party Parliamentary Group on Infrastructure to highlight the importance of economic infrastructure in the UK amongst parliamentarians, government and industry.
- ICE will influence public policy with papers on public engagement, resilience to climate change and technology. It will publish its State of the Nation report. This annual publication provides an insight into the state of infrastructure and what needs to be done.
- The ICE will input into key consultations and investigations including the Competition and Market Authority's review of the efficiency and effectiveness of the UK's civil engineering sector and the consultation on the Single Construction Regulator.

## 4.2 Housing

### 2025 Achievements & Progress Summary

Although the Housing Group has not met formally during 2025, housing policy has remained a strong and consistent priority across the Construction Leadership Council (CLC). Activity has focused on close collaboration across the CLC to address issues where a coordinated, cross-industry approach can add value to the work already being undertaken by individual trade bodies and professional associations.

A key area of collective engagement has been the challenges and delays developers are experiencing with the Building Safety Regulator (BSR). In response, the CLC worked in partnership with the BSR and industry experts to develop a comprehensive guidance suite, which was published in July 2025 and updated in December. The guidance sets out baseline principles to support those involved in preparing and assessing Building Control Approval applications



Neil Jefferson

Chief Executive,  
Home Builders Federation

at Gateway 2. While primarily designed for new-build Higher-Risk Buildings (HRBs), many of the principles are equally applicable to existing HRBs, providing wider benefit across the sector.

Another significant area of collaboration concerned the Government's proposal to abolish the reduced rate of Landfill Tax. Research commissioned by the Home Builders Federation indicated that the proposed change could have increased costs by an average of £15,000 per plot, with serious implications for scheme viability and housing delivery. At the Autumn 2025 Budget, the Chancellor of the Exchequer, Rachel Reeves, confirmed that following representations from the housebuilding industry the proposal would not be taken forward.

While this decision was welcomed by the sector, the Government also made clear that it considers the current lower rate to be too low. The Chancellor confirmed that the reduced rate will increase in line with the cash increase applied to the standard

rate, which itself will be updated annually in line with the Retail Prices Index (RPI). This represents an increase of approximately 475% and poses a further challenge to development viability.

Housing interests have also been actively represented within the CLC's Skills Mission Board, with representation provided by Jennie Daly, Chief Executive Officer of Taylor Wimpey. This has helped ensure that the specific skills and workforce challenges facing the housing sector are fully reflected in the CLC's wider skills strategy.

Finally, a continued lack of effective demand remains a major constraint on housing delivery. In recognition of this, the CLC's Budget representations to HM Treasury included a call for the introduction of a new equity loan scheme for first-time buyers, aimed at supporting demand and enabling greater housing supply.

## Housing 2026 Objectives

Building on the success of the CLC's 2025 approach to housing matters, the housing workstream will formally transition in 2026 into a dedicated Housing Network. This evolution reflects the value of a more flexible, collaborative forum that can respond effectively to a fast-changing policy and market environment.

The Housing Network will bring together senior representatives from across the house building and wider construction industry. Its primary purpose will be to keep members informed of the key market, regulatory and policy challenges facing the home building sector, while also identifying emerging areas of shared interest where a coordinated, cross-CLC approach can add real value. Where appropriate, the Network will also agree and take forward collective activity, such as coordinated engagement with Government on issues like Landfill Tax.

The Network will be chaired by Neil Jefferson, Chief Executive of the Home Builders Federation. Its more informal and agile structure will enable a stronger strategic focus, helping to ensure that the CLC concentrates its efforts on those areas of housing policy where it can make a tangible and meaningful difference for the industry.

Looking ahead to 2026, the Housing Network is expected to focus in particular on the ongoing pressures affecting development viability, as well as persistent concerns around the lack of effective demand, especially among first-time buyers. These challenges are likely to remain central to the Network's work, alongside wider efforts to support sustainable housing delivery and long-term market resilience.



## 4.3 Domestic Repair, Maintenance and Improvement (RMI)

### 2025 Achievements & Progress Summary

#### Strategic Leadership & Coordination

During 2025, the CLC Domestic Repair, Maintenance and Improvement (RMI) Taskforce provided coordinated leadership across a fragmented but delivery-critical part of the construction sector. Chaired by NHIC, the Taskforce convened structured collaboration across the main Taskforce and five specialist working groups covering competence and compliance, consumer protection, carbon and energy efficiency, financial protection, and skills. This activity brought together trade associations, certification bodies, manufacturers, training providers, building control professionals and government departments, generating over 2,000 hours of expert input. This sustained engagement strengthened alignment across policy, standards and delivery and ensured that the RMI sector was represented coherently within wider CLC and Construction Skills Mission Board (CSMB) discussions.



**Anna Scothern**

Chief Executive,  
National Home Improvement Council

### Installer Engagement and Delivery Insight

A major focus in 2025 was grounding policy development in real-world delivery insight. The Taskforce delivered a three-day Housing Knowledge Hub at InstallerSHOW, reaching more than 300 installers and practitioners through curated content on competence, skills, consumer confidence and mental health. This was complemented by a two-day programme at elementaLONDON delivered in partnership with Innovate UK, including practitioner roundtables shaping future approaches to innovation adoption and everyday repairs. These events provided direct insight into the barriers facing SMEs and sole traders, particularly around workforce capacity, confidence to invest, access to training, and the practical implications of emerging policy. This installer-led insight has been critical in ensuring that proposed solutions are credible, scalable and deliverable at pace.

### Workforce Readiness and Policy Contribution

Building on this engagement, the Taskforce developed a consolidated RMI Workforce Readiness Proposal for the CSMB, setting out eight delivery-ready interventions aligned to all five national skills pillars. These proposals focused on enabling SME participation through brokerage models, micro-credentialing, local training hubs and clearer progression pathways, reflecting the realities of a highly fragmented, self-employed workforce. The proposals were informed by over 25 industry submissions and a series of Installer Voice roundtables co-delivered with Innovate UK. This work positioned the RMI sector as workforce-ready ahead of the publication of the Warm Homes Plan, ensuring that domestic retrofit and repair considerations were embedded in wider skills and delivery discussions including the implications for delivery across both publicly funded and self-funded markets.



### **Competence, Compliance and Consumer Protection**

The Competence, Compliance and Quality Working Group published the Protect What Matters report, providing a robust evidence base on competence, financial protection and consumer confidence in the domestic RMI market. The report advanced understanding of assurance mechanisms, including the role of insurance-backed guarantees and Condition 17, and set out practical recommendations to strengthen trust and reduce risk. A Ministerial response confirmed that the findings had been shared across relevant departments and agencies and are informing ongoing policy discussions linked to building safety, retrofit delivery and consumer protection. This work has helped shift the focus from purely regulatory compliance towards outcomes-based assurance and confidence in delivery.

### **Digital Engagement and Reach**

Throughout 2025, NHIC-led digital platforms supported behaviour change across both trade and consumer audiences, reaching over one million users through targeted guidance, explainers and thought leadership. This digital reach amplified Taskforce outputs and ensured consistent messaging on competence, quality and workforce readiness across the sector.

## Domestic RMI 2026 Objectives

### Supporting Delivery of the Warm Homes Plan

In 2026, the CLC RMI Workstream will focus on supporting effective delivery of the Warm Homes Plan by ensuring that workforce capacity, competence and confidence in the domestic RMI sector are aligned with policy ambition. Given the scale of activity required across both publicly funded and self-funded markets, the Workstream's priority will be enabling delivery readiness among SMEs and sole traders, who make up the majority of the domestic workforce. The Workstream will continue to act as a bridge between government policy, national skills frameworks and on-the-ground delivery, ensuring that emerging delivery models are practical, scalable and responsive to market conditions.

### Workforce Readiness and Skills Alignment

A central objective for 2026 is to progress the eight workforce interventions developed in 2025 through the Construction Skills Mission Board. While these proposals remain at development stage, the RMI Workstream will work closely with DESNZ, DfE and delivery partners to shape implementation pathways aligned to the Warm Homes Plan.

This will include:

- Supporting local and regional brokerage models that give SMEs confidence to recruit and train;
- Promoting modular and micro-credential approaches that reduce barriers to upskilling;
- Improving visibility of progression pathways into and within domestic RMI careers.

Through the CSMB RMI Skills Working Group, the Workstream will ensure that RMI workforce needs are embedded across all five national skills pillars and reflected in wider construction skills planning.

### Competence, Assurance and Consumer Confidence

In parallel, the Workstream will focus on strengthening competence and assurance mechanisms that underpin trusted delivery at scale. Building on the Protect What Matters report, priorities for 2026 include translating evidence into practical tools and guidance that support both installers and consumers.

This includes contributing insight to ongoing discussions on assurance models in the non-regulated domestic market, supporting proportionate use of financial protection mechanisms, and promoting clearer expectations between homeowners and installers. The aim is to reduce risk, improve consistency and rebuild confidence as delivery volumes increase.

### Innovation, Retrofit Delivery and Market Confidence

The Workstream will continue to connect innovation with real-world delivery through structured engagement between innovators, manufacturers, certification bodies and installers. InstallerSHOW 2026 and elementalLONDON 2026 will act as national anchor points for showcasing innovation pathways that are installable, maintainable and trusted.

In partnership with Innovate UK, the Workstream will support the continuation and evolution of the Everyday Repairs programme, using live research, co-design pilots and testing environments to ensure that innovation funding aligns with delivery capability and workforce capacity.

### Digital Engagement and Behaviour Change

Digital engagement will remain a core enabler in 2026. The Workstream will expand use of trusted digital platforms to support behaviour change across trade and consumer audiences, with clearer KPIs around reach, engagement and learning outcomes. A CLC-aligned communications toolkit will be developed to support schemes and trade bodies in delivering consistent, practical messaging linked to competence, quality and workforce readiness.



### Ongoing Coordination and Governance

Through continued coordination of the Taskforce and its four standing Working Groups, the CLC RMI Workstream will maintain a strong and coherent industry voice across policy, skills, assurance and delivery. By aligning workforce readiness, competence frameworks and innovation pathways with the Warm Homes Plan, the Workstream will help ensure that domestic RMI can deliver outcomes that are scalable, trusted and sustainable.

Together, these priorities will support confident, coordinated delivery at scale across the domestic RMI sector as policy ambition accelerates.

### Supporting Framework or References

The work of the CLC RMI Workstream during this reporting period has been informed and guided by a range of established frameworks, policy positions and evidence bases, including:

- The Construction Leadership Council’s priorities on competence, building safety and productivity, with a specific focus on the domestic repair, maintenance and improvement sector.
- The Building Safety Regulator (BSR) framework and emerging regulatory expectations, particularly as they relate to competence, assurance and consumer protection in higher-risk and existing buildings.

- The Competence, Compliance and Quality (CCQ) principles developed through the CLC RMI Workstream, supporting consistent expectations across certification, assurance and delivery.
- The NHIC Impact 2030 strategy and 3Rs framework (Reduce, Respect, Rebuild), providing a structured lens for addressing poor practice, workforce capability and consumer confidence.
- Evidence and insights from Innovate UK-supported research, including installer engagement and “Everyday Repairs” activity, ensuring policy and delivery proposals are grounded in real-world SME experience.
- Outputs from the CSMB RMI Skills Working Group, aligning workforce development, training pathways and funding considerations with wider government skills and retrofit objectives.
- Relevant government policy and programmes, including DESNZ-led housing, retrofit and workforce initiatives, and the direction of travel set by the Warm Homes Plan.

Together, these frameworks ensure that RMI Workstream activity is evidence-led, delivery-focused and aligned with both regulatory requirements and practical realities across an SME-led sector.

“I’m pleased to give you an update on the new workstream that has replaced the Buildings and Places Working Group; we are now called Place, Commissioning & Assets Implementation Group (PCA). Our focus will remain on engaging with clients and the professional advisors they employ to create the foundation to improve the construction industry”



– Mark Robinson, Industry Working Group Chair, CLC



**Mark Robinson**

Group Chief Executive,  
Scape Group Ltd

## 4.4 Place, Commissioning and Assets

### Overall Direction

The group leads the CLC industry client group for Property & Construction:

- Liaising with the CLC infrastructure client workstream
- Co-ordinating effort across the industry
- Focus on implementation and feedback within place-making, commissioning and asset management disciplines
- Directly influence other areas of importance across CLC and Government

### 2025 Achievements & Progress Summary

#### Transitioning to Place, Commissioning and Assets Implementation Group 2025

During 2025 the Buildings and Places workstream continued to encourage members to support and implement the key improvement areas being championed by the CLC. The greatest effort was applied to the adoption of the public and private construction playbooks, supporting the development of the Net Zero Carbon Industry Standard and Green Construction Board’s work on biodiversity and the wide-ranging reform required in fair payment practices, alternatives to retentions and focus on removing outstanding work and defects at the point of handover into operational use.

During the second half of the year, we have looked at how we can improve our reach to influence more clients and the professionals that support them.

We have identified three areas we can leverage to raise the profile of the CLC workstreams, their guidance and tools to improve more efficient, safe and sustainable construction delivery:

#### Meetings Structure and Events

Widening attendance at our meetings to include greater client representation and the professional advisors that support them. This will include webinar events on key themes. The creation of the Reaching Occasional Clients Focus Group to find the best means to make companies and business owners aware of their client duties and leadership required of them. This group includes representation from established client and professional bodies.

#### Industry Awards

The construction industry has a good number of annual awards celebrating exemplar construction projects in a wide range of complexity, value and social value to the places created. Our work being carried into 2026 will be focused on achieving a common approach to evaluate “how” they were achieved, drawing upon and citing the principles of the guidance and tools developed by the industry workstreams within the CLC.

#### Case Study Library

Development of a valued “Industry Case Study Library” as the go to place to find worked examples of exemplar projects, populated by the various awards entries in a user-friendly format that invites user exploration.

## Place, Commissioning and Assets 2026 Objectives



### Areas of Focus

The group will have three strategic goals:

**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** – To give clear direction & guidance to clients and commissioning organisations on effective commissioning and procurement practices, supported by examples of good practice.

**Assets** – To give asset owners tools and techniques to help them manage their asset portfolios efficiently and effectively. Adopting the principles of Playbooks and measuring progress. Identifying good examples to share utilising members' links to specific areas of good practice in action.

This implementation group will harness the network of organisations including Government, client, advisors, industry partners, bodies and associations to help improve construction from a client perspective. We believe clients set the culture, standards and outcomes the industry needs to perform against, so this implementation group is critical to not only the success of CLC, but wider industry ambitions.

# Case Study

## Top Wighay – Placeshaping and Regeneration

### Overview

For over 15 years, Top Wighay Farm was considered unviable for development due to significant infrastructure costs and access constraints. Although identified in local planning policy for future housing and employment use, the site remained stalled without the essential enabling works and funding needed to bring it forward.

Unlocking the site's development potential required a coordinated regeneration strategy, securing funding, delivering critical infrastructure and establishing a viable route to market.

**arcpartnership**

### Our Approach

Managed through the Regeneration and Major Projects workstream, Arc Partnership acted as both an enabler and deliverer, coordinating design, construction and funding partners, and drawing on the strength of our local supply chain.

Drawing on our in-house capability, we provided project and cost management to coordinate design, construction and funding partners as well as lead multidisciplinary teams including Via East Midlands, Balfour Beatty, SCAPE and their delivery partners, and our wider supply chain.

This collaboration demonstrates the benefits of public sector-led regeneration, using in-house expertise to deliver value and pace, transforming long-term ambitions into deliverable regeneration outcomes for Nottinghamshire County Council.

### Delivering real value, together

The Top Wighay regeneration demonstrates how Arc Partnership's integrated model brings together estate strategy, design, project delivery and funding expertise, turning long-term ambitions into deliverable, high-impact projects.

Together, we have:

- Unlocked public sector land for development that the market long considered unviable.
- Delivered enabling infrastructure on time and within funding requirements.
- Secured £8.8m of external grant funding from Homes England and D2N2 LEP, alongside direct Council investment
- Delivered a multimillion-pound BREEAM Excellent gateway office building to act as a catalyst for economic growth.
- Enabled delivery of 805 new homes and new employment land.
- Supported local growth, job creation and sustainable transport connections.
- Creation of over 1,000 full time jobs.
- Up to £873m in economic output over ten years.





**Henrietta Frater**

Head of HSSEW,  
The Crown Estate



**Karl Whiteman**

Divisional Managing Director,  
Berkeley Group



**Mike Thomas**

Technical Support and Engagement  
Team 2, Health and Safety Executive



**Stuart Young**

Head of Stakeholder Engagement,  
DBT Construction Team

## 4.5 Health, Safety and Wellbeing



### Context & Purpose

The CLC Health, Safety and Wellbeing (HSW) workstream exists to help the construction sector embed a new era of people centred leadership. Its purpose is to shift the industry's collective mindset: from one that historically prioritised compliance and incident response to one that recognises health, safety and wellbeing as fundamental enablers of productivity, talent retention and long term resilience. The strategy responds directly to the sector's most pressing challenges – including mental health, fatal accidents, and workforce experience – and positions HSW as a core contributor to the UK's wider economic and social objectives.

The strategic vision is underpinned by three mutually reinforcing pillars:

- **Integrate**, by ensuring HSW is not only treated as a non-negotiable factor in business decisions, project planning and organisational culture but as a critical success factor to successful organisations and a successful sector.
- **Convene**, by bringing together the diverse voices of industry and key stakeholders, identifying pockets of excellence and amplifying these to promote learning and consistent higher standards.
- **Elevate**, by setting clear expectations that raise industry standards and create a coherent, joined up approach to risk management.

This vision was endorsed by Government at the July 2025 Summit, where the Minister for Industry highlighted the direct relationship between a healthier workforce and national ambitions such as delivering 1.5 million homes and sustaining economic growth. The message was clear: improving HSW is not only a moral obligation but essential to creating the conditions for a high performing and attractive industry.

To support delivery, the CLC has established a refreshed HSW governance model. A new Health, Safety and Wellbeing Group now reports directly to the CLC Council, providing a mechanism to surface industry-wide insights, and ensure communication and sharing across workstreams. The governance structure is deliberately collaborative. It brings together partners such as HSE, CONIAC, the Tier 1 Contractor Forum and Trade Associations, enabling greater transparency and alignment on shared priorities. This approach also facilitates cross sector learning, particularly with industries that have achieved transformational gains in their own safety performance.

In summary, the HSW workstream is designed to convene the industry around a unified direction, embed stronger and more consistent leadership behaviours, and build the foundations for a more resilient, healthier and higher performing construction sector.

## 2025 Achievements

2025 was a pivotal year for advancing the CLC's Health, Safety and Wellbeing ambitions. Two major programmes gained significant momentum: the national mental health project and the July 2025 Health & Safety Summit.

Following the July summit, mental health emerged as a priority requiring targeted and systemic intervention. Construction workers remain four times more likely to die by suicide than the national average, and evidence from workers' organisations, academics and charities continues to highlight the prevalence of psychosocial risks such as long hours, low job control, fragmented leadership and inconsistent support mechanisms. In response, the CLC launched a national consultation in September 2025. Led jointly with many Tier 1 contractors, Mates in Mind and the University of

Warwick, the consultation involved focus groups across England and an open call for evidence from workers, employers and experts. The aim was to identify the root causes of poor mental health and co design practical, industry specific interventions. Findings will underpin the first ever Joint Code of Practice for Managing Mental Health in Construction.

The July 2025 Summit itself was a milestone in convening industry leaders behind the new HSW strategy. Representatives from across the supply chain – including contractors, clients, trade bodies and regulators – endorsed the imperative for systemic change. The summit highlighted three urgent themes: reducing fatal accidents, strengthening occupational health (particularly respiratory health), and addressing mental health and suicide risk. These discussions helped cement

a sector wide commitment to act collectively rather than in silos.

The Tier 1 Contractor Group also advanced work on fatal risks throughout 2025, including preparing for analysis of serious near misses and strengthening consistency in critical risk controls across major contractors. The year also strengthened collaboration across groups such as HSE, CONIAC, HCLG and various industry forums. These partnerships reinforce the strategy's intention: to remove duplication, share insights more openly and coordinate industry-wide action.

Overall, 2025 laid the foundations for a more unified, informed and proactive national approach to health, safety and wellbeing – ensuring that progress in 2026 and beyond is built on credible evidence, shared responsibility and strong leadership commitment.

## Health, Safety and Wellbeing 2026 Objectives

In 2026, the CLC will focus on embedding the strategic foundations established in 2025 and moving into a phase of practical delivery and measurable impact. The first major milestone will be the publication of the Joint Code of Practice (JCOP) for Managing Mental Health in Construction. Developed from extensive consultation and research, the JCOP will give employers clear, practicable expectations for identifying and mitigating psychosocial risks. Its intent is to create consistent, proportionate and prevention led standards that can be adopted across organisations of all sizes, improving workforce wellbeing and reducing long term harm.

Alongside mental health, fatal risks remain a central priority. The Tier 1 Contractor Group will continue to advance work on eliminating life changing and fatal incidents by strengthening data-sharing, deploying AI analytics and embedding consistent critical risk controls. This forms part of a broader ambition to reduce serious incidents across the sector and build a culture where risk controls are universally understood and consistently applied.

Respiratory health is another important focus area. With dust, silica and air quality continuing to affect thousands of workers each year, 2026 efforts will include promoting “designing out risk” methodologies and accelerating industry adoption of the new standards such as ISO19650 6:2025 standard for digital health and safety information management. This aligns with the CLC’s broader aim of using data, digital tools and design-stage influence to reduce harm before work begins.

Finally, 2026 will prioritise communicating the HSW strategy more widely including promoting construction organisations to adopt HSW strategies that consider the positive impact their leadership can have on the broader sector, with a ‘beyond our walls’ mindset. By elevating visibility, the CLC aims to maintain momentum, inspire leaders at all levels and reinforce the message that health, safety and wellbeing are central to the construction sector’s long term success.

# ACKNOWLEDGEMENTS

### CLC Council

Mark Reynolds, CBE	Group Executive Chairman, Mace
Tim Balcon	CEO, Construction Industry Training Board
Richard Beresford	CEO, National Federation of Builders
Brian Berry	CEO, Federation of Master Builders
Steve Bratt	Group CEO, Electrical Contractors' Association
Peter Caplehorn	CEO, Construction Products Association
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Milda Manomaityte	CEO, Association for Consultancy and Engineering
Anne Kemp	Fellow and Technical Director, AtkinsRéalis
John Newcomb	CEO, Builders Merchants Federation
Suzannah Nichol	CEO, Build UK
Peter Payne	Department for Business and Trade, CLC Secretariat
David Pinder	Executive Chairman, Mixergy / Chair Green Construction Board
Emma Ramell	Director of External Affairs, Home Builders Federation
Anna Scothern	Chief Executive, National Home Improvement Council
John Simons	Chair of the National Association of Construction Frameworks and the LGA Construction Committee
Mike Thomas	Head of Construction, Health and Safety Executive
Hannah Vickers	CO <sub>2</sub> nstructZero Co-lead
Graham Watts	CEO, Construction Industry Council

### CLC Council

Stuart Young	Head of Stakeholder Management, Department for Business, and Trade and CO <sub>2</sub> nstructZero Co-lead
James Butcher	Deputy Chief Executive, National Federation of Builders
Matt Mahony	Policy & Public Affairs Manager, Construction Industry Council
Joao-Pedro Zambardino	AtkinsRéalis
Gladstone Pereira	Policy Advisor, Department for Business and Trade
Richard Seston	AtkinsRéalis

### CLC Board

Mark Reynolds, CBE	Group Executive Chairman, Mace
Mark Farmer	CEO, Cast Consultancy
Clare Gibbs, OBE	Director at the Cabinet Office & Senior Commercial Specialist
Fergus Harradence	Deputy Director, Construction, Logistics, Airports & Water, Department for Business and Trade
Neil Jefferson	Chief Executive, Home Builders Federation
Matt Palmer	Executive Director, Lower Thames Crossing
Mark Robinson	Group Chief Executive, Scape
Anna Scothern	CEO, National Home Improvement Council
Karl Whiteman	Divisional Managing Director, Berkeley Group
Becky Wood	CEO, National Infrastructure and Service Transformation Delivery
Janet Young	Director General, Institution of Civil Engineers
Stuart Young	Head of Stakeholder Management, Department for Business, and Trade and CO <sub>2</sub> nstructZero Co-lead

### CLC Industry Sponsors

Mark Farmer	CEO, Cast Consultancy	People and Skills
Matt Palmer	Executive Director, Lower Thames Crossing	Net Zero and Biodiversity
Karl Whiteman	Divisional Managing Director, Berkeley Group	Building Safety
TBC	Business Model Reform	
TBC	Digitalising Planning and Building Control	

### CLC Advisors (stood down in 2025)

Mark Reynolds	Group Executive Chairman, Mace
Richard Robinson	President – Asia, Middle East & Australia, AtkinsRéalis
Chris Carr	MD, Carr & Carr Builders
Vince Clancy	Chairman and Chief Executive, Turner and Townsend
Fergus Harradence	Deputy Director, Construction, Logistics, Airports & Water, Department for Business and Trade
Andy Mitchell	CEO, Thames Tideway
Simon Rawlinson	Head of Strategic Research, Arcadis
Mark Robinson	Group Chief Executive, Scape
Jason Tucker	Director Water Recycling at Anglian Water
Jon Vanstone	Independent Chair, NHIC
Becky Wood	CEO, NISTA
Mike Woolliscroft	Chief Strategy Officer, Vistry Group
Stuart Young	Head of Stakeholder Management, Department for Business and Trade, and CO <sub>2</sub> nstructZero Co-lead

### CLC Devolved Advisors

Mark Reynolds	Group Executive Chairman, Mace
Catherine Griffiths-Williams	CE Wales
Peter Reekie	CEO, Scottish Futures Trust
Mark Spence	MD, Construction Employers Federation, Northern Ireland
Anne-Marie Smale	MD, Powell Dobson Architects
Stuart Young	Head of Stakeholder Management, Department for Business and Trade, and CO <sub>2</sub> nstructZero Co-lead

### CLC Young Ambassador

Lydia McGuinness	Wates, People and Skills
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### Green Construction Board

David Pinder (Chair)	Mixergy
Louise Clarke	Berkeley
Martina Girvan	Arcadis
Ahsan Khan	XRI Digital
Robert Lambe	Melius Homes Limited
Chris Newsome	The UK Water Partnership
Robert Pearce	Haskoll Architects & Designers
David Riley	Anglian Water
Lynne Sullivan	LSA Studio
Jane Thornback	Construction Products Association
Olu Fasan	Secretariat, Department for Business and Trade

<b>CO<sub>2</sub>nstructZero</b>	
<b>Programme Board</b>	
Michelle Agha-Hossein	
Kathryn Ambrose	Sellafield Ltd.
Joseph Daniels	Project Utopia
Jane Dawson	Electrical Contractors' Assc.
Graham Edgell	Morgan Sindall Group
Oli Henshall	Powell Dobson Architects
Darren James	Aureos
Sarah Linnell	Cundall
Ed Lockhart	Broadway Initiative
Johnny Mateparae	StrucLock Limited
Chris Mattock	Mace
Rossella Nicolin	Laing O'Rourke
Matt Palmer	LTC
Katerina Papavasileiou	Hermes Investment
David Partridge	
Mike Pitts	UKRI
Sarah Prichard	Buro Happold
Dave Raval	LoftZone
Peter Reekie	Scottish Futures Trust
Andrew Roberts	Roberts Group
John Russon	Environment Agency
Rachel Skinner	WSP
Drew Strongman	Low Carbon Materials

<b>CO<sub>2</sub>nstructZero</b>	
<b>Programme Board</b>	
Paul Allman	M & J Evans Construction
Charlene Caten	Accelar
Andrew Carpenter	Constructing Excellence Midlands
Louise Clarke	Berkeley Group
Catriona Jordan	BE-ST
Joanna Gilroy	Balfour Beatty
Noushin Khosravi	Mineral Products Association
Robert Lambe	Melius Homes
Adam Locke	Laing O'Rourke
Zlatina Loudjeva	PriceWaterhouseCoopers
David Pinder	Mixergy / Green Construction Board
Barry Rust	Tata Steel
Lynne Sullivan	LSA Studio
Lance Taylor	Gallagher Group
Hannah Vickers	Co-lead CO <sub>2</sub> nstructZero
Robert Wall	BPF
Catherine Walker	Building Controls Industry Association
Stuart Young	Co-lead CO <sub>2</sub> nstructZero, Department for Business and Trade
<b>Advisory Board</b>	
Hannah Vickers	
Noreen Winhall	Crown Commercial Services
Stuart Young	Department for Business and Trade
Lara Young	Redevco
David Partidge	Chair of the Governance Board, UK NZC Buildings Standard

## Building Safety

Andrew Almond	Vistry West London
Al Beevers	Grey Area Consulting
Faye Burnett	Mace
Peter Caplehorn	Construction Products Association (CPA)
Hanna Clarke	Construction Products Association (CPA)
Matt Coleman	WSP
Gill Hancock	Association for Product Management (APM)
Lilly Gallafent	Cast
David McCulloch	CIC
Suzannah Nichol	Build UK
Ben Oram	Buckley Gray Yeoman
Gladstone Pereira	Department for Business and Trade (DBT)
Samantha Peat	VIC Holdings
Mark Reynolds	Mace
Aman Sharma	Totus Digital
Anthony Taylor	Resolve Group
Martin Taylor	LABC
Brendan Twomey	Berkeley Group
Nicola Walters	Department for Business and Trade (DBT)
Graham Watts	Construction Industry Council (CIC)
Karl Whiteman	Berkeley Group

## People and Skills

Competence	
Faye Burnett	Mace Group
Ian Burnett	CONSTRUCT
Rosie Canty	CONSTRUCT
Neville Grunwald	Wates
Ross MacKenzie	Kier
Iain McIlwee	FIS
Mike Smith	Actuate UK / EBSSA
Culture	
Rebecca Lovelace	Construction Industry Council, EDI Committee
Machel Bogues	BE Inclusive
Lorraine Gregory	CECA
Mark Harrison	BE Inclusive
Dana James-Edwards	Supply Chain Sustainability School, FIR Programme
Anthea Marris	Construction Inclusion Coalition
Jenny McLaughlin	Equitable Safety Initiative
Nadine Pemberton Jn Baptiste	CITB
Marsha Ramroop	Building People CIC
Gill Thomas	D&I Forum: Construction and Infrastructure
Jessica Williams	D&I Forum: Construction and Infrastructure
With thanks to the Supply Chain Sustainability School, the Construction Inclusion Coalition and to the members of the BE Inclusive partnership that funded the 2025/2026 Secretariat function.	

<b>People and Skills</b>	
<b>Routes into Industry</b>	
Aled Williams	University of the Built Environment
<i>Thematic Leads</i>	
Apprenticeships – Leanne Land	CITB
Further Education – Claire Barker	AoC
<b>Skills for a Modernised Industry</b>	
John O'Connor (Workstream Lead)	Laing O'Rourke
Clare Allen	Laing O'Rourke
Maria Coulter	Construction Coach
Holly Hampton	Mishcon de Reya LLP
Robert Illes	Opal Flame Consultancy
Tercia Jansen van Vuuren	University of Cambridge
John Slaughter	Future Homes Hub
Martin Turner	CITB
Aled Williams	University of the Built Environment
Jan Wojtecki	University of Cambridge

<b>People and Skills</b>	
<b>Construction Skills Mission Board supporting working group</b>	
Zoe Corbin	CITB
Tim Balcon	CITB
Mark Crosby	CITB
Mark Reynolds	Mace
Faye Burnett	Mace
Alasdair Reisner	Mace
Iain MciIwee	Finishes and Interiors Sector
Karen Wood	Department for Business and Trade
Stuart Young	Department for Business and Trade
Mark Farmer	Cast Consultancy
Sean Kearns	CSCS
Aled Williams	University of East Midlands
Ruth Devine	SJD Electricla
David Nash	ECITB
Jonathan Shipman	mhclg
Gill Kiy	DESNZ
Andrew Hockey	ECITB
Jemma Carmody	CECA Yorkshire
Olivia Vandenberg	DfE
Anne Ferrari	DWP

## Next Generation Delivery

### Business Models and Fair Payment Practice

Steve Bratt	Electrical Contractors' Association
Rob Driscoll	Electrical Contractors' Association
David Frise	Building Engineering Services Association
Marie-Claude Hemming	Association for Consultancy and Engineering
Debbie Petford	Building Engineering Services Association
Rebecca Rees	Trowers & Hamlins
Cliff Smith	Get It Right Initiative
Nicola Walters	Department for Business and Trade

## Materials Supply Chain Group

Peter Caplehorn	Construction Products Association (CPA)
John Newcomb	Builders Merchants Federation (BMF)

## Product Standards and Regulatory Alignment Group

Brett Amphlett	Builders Merchants Federation (BMF)
Nick Boulton	Timber Development UK
Peter Caplehorn	Construction Products Association (CPA)
Joanne Cavey	Ministry of Housing, Communities and Local Government (MHCLG)
Hanna Clarke	Construct Products Association (CPA)
Paul Donald	UK Accreditation Service (UKAS)
Jonathan Ducker	Kingspan
Justin Furness	C-A-B
Emma Gange	Construct Products Association (CPA)
Hardy Giesler	British Board of Agrément (BBA)

## Product Standards and Regulatory Alignment Group

Caroline Hamilton	Safety Assessment Federation (SAFED)
Simon Hamlet	BSI Group
David Hancock	NISTA
Jeremy Hodge	BCA UK
David Hughes	Ministry of Housing, Communities and Local Government (MHCLG)
Duncan King	Construct Products Association (CPA)
Alison Lyon	Ministry of Housing, Communities and Local Government (MHCLG)
Patricia Massey	BEAMA
Douglas Masterson	Guild of Architectural Ironmongers (GAI)
Iain Mcilwee	The FIS
Paul McSoley	PMCSTech Consult
Nick Mead	Laing O'Rourke
Jane Owen	Ministry of Housing, Communities and Local Government (MHCLG)
Chris Pateman	Engineered Panels in Construction (EPIC)
Nick Ralph	Rockwool
Paul Reeve	Electrical Distributors' Association (EDA)
Ian Richardson	BSI Group
Ian Rochester	Wood Panel Industries Federation (WPIF)
Niall Rowan	Association for Specialist Fire Protection (ASFP)
Matthew Sexton	BMI Group
Christopher Smith-Wong	BSI Group
Simon Storer	Insulation Manufacturers Association (IMA)
Andrew Taylor	Association for Specialist Fire Protection (ASFP)
Jane Thornback	Construct Products Association (CPA)
Kevin Underwood	British Woodworking Federation

### Product Standards and Regulatory Alignment Group

Mike Ward	Association for Specialist Fire Protection (ASFP)
Mike Wharton	Mineral Products Association (MPA)
Mark Wilkinson	Construct Products Association (CPA)
Lorna Williams	British Adhesives & Sealants Association (BASA)
Stephen Wise	Knauf Insulation
Mike Wood	Glass And Fire Consultancy Ltd
Tim Yates	BRE Group

### Movement of People Group

David Bishop	Build UK
James Butcher	National Federation of Builders
Karen Wood	Department for Business and Trade
Stuart Young	Department for Business and Trade

### Mental Health

David Bucksley	BAM
Samantha Downie	Mates in Mind
Henrietta Frater	The Crown Estate
Cass Humble	The Crown Estate
Kari Sprostranova	Heathrow
Carla Toro	University of Warwick
Stuart Young	Department for Business and Trade

### Health Safety and Well-Being Group

Michael Thomas	HSE
Henrietta Frater	The Crown Estate
Stuart Young	Department for Business and Trade
Kari Sprostranova	Heathrow
Peter Cullen	GKR Scaffolding
Tony Sidwell	ECA
Sophie Bloye	Constructing Excellence
Barry Oliver	Berkeley Group
David Bucksley	BAM
Neil Rosiak	Tilbury Douglas
Keith Prince	Sizewell C
Dylan Robert	Skanska
Richard Byrne	GIST Limited
Alasdair Lambe	MCLH
Antoinette Campbell	Constructing Excellence

<b>Infrastructure</b>		
<b>ICE Community Forum Leads</b>		
Decarbonisation Community Forum	Rachel Skinner	WSP
	Lewis Barlow	WSP
Engineering Excellence Community Forum Leads	Darren James	Aureos
	Andy Alder	Anglian Water
Resilience Community Forum Lead	Fiona Barbour	Mott MacDonald
	David Smith	Stantec
<b>ICG Members</b>		
Anglian Water	NHS England New Hospital Programme	
Atomic Weapon Establishment	Northumbrian Water	
East West Rail	Openreach	
Environment Agency	Scottish Water	
Gatwick	Sellafield	
GBE – Nuclear	Sizewell C	
Heathrow Airport	Tideway	
HS2	Transport for London	
National Grid	UK Power Networks	
National Highways	United Utilities	
NDA	Yorkshire Water	
Network Rail		
<b>ICG Organisational Structure</b>		
ICG Chair	Jason Tucker	Anglian Water Services
ICG Manager	Alice Courtney-Harris	Infrastructure Client Group
ICE Knowledge Services Director	Carol Brooks	Institution of Civil Engineers
Climate Task Group Chair	Rachel Skinner	WSP
Data and Digital Task Group Chair	Ashleigh Monagle	Allora

<b>Infrastructure</b>		
Data and Digital Task Group Chair	Mark Enzer	Mott MacDonald
People Task Group Chair	Sahil Chaini	Transcend
Productivity Task Group Chair	Ed McCann	Expedition Engineering
Project 13 Chair	Dale Evans	Allora
	Rick Lennard	NHS New Hospitals Programme
Project 13 Adopters and Suppliers Chairs	Laura Doughty	Sellafield
	Steve Hudson	Sir Robert McAlpine

<b>Housing</b>		
Neil Jefferson	HBF	
Emma Ramell	HBF	
Stuart Young	Department for Business and Trade	

## RMI

Jon Vanstone	Chair of the National Home Improvement Council UK
Anna Thompson	Director at Turner & Townsend
Chris Beedel	Head of Government Advocacy & Stakeholder Relations at Glass and Glazing Federation
Sandy MacGregor	Chairman of Educational Trust at National Home Improvement Council UK
Anna Scothern	Chief Executive Officer at National Home Improvement Council UK
Faisal Hussain	Non-Executive Director at National Home Improvement Council

## Place, Commissioning and Assets

Sam Bensted	BPF
Alan Bunting	British Land
James Butcher	NFB
Ian Fletcher	BPF
Marie-Claude Hemming	ACE
Kate Jennings	ACE
Alison Nichol	CE
Gren Tipper	CCLG
Stuart Young	Department for Business and Trade
Helen Sturdy	Procure 23 NHS

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