

# Construction Leadership Council Annual Review & Plan for 2022



Construction  
Leadership  
Council



Department for  
Business, Energy  
& Industrial Strategy

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# Ministerial & Co-Chair Foreword

As the Construction Leadership Council (CLC) Co-Chairs, we are delighted to publish the Construction Leadership Council's 2021 Annual Review and Plan for 2022.



**Lee Rowley MP**  
Minister for  
Construction



**Andy Mitchell CBE**  
CLC Co-Chair

The events of the last two years have demonstrated the value of engagement and collaboration between Government and the construction industry. As a contributor of 9% (£155bn) to the UK economy, and employing over 3.1 million people, the construction sector is fundamental to the UK's economic prosperity. Across 2021, the CLC has worked in partnership with Government, driving and leading engagement with the construction sector on key issues.

Climate change was a priority for CLC action in 2021, with the aim of the industry contributing to a successful COP26 and taking meaningful steps to reduce its carbon footprint. The CLC's launch of CO<sub>2</sub>nstructZero, has enabled the sector to measure its progress towards net zero, with quarterly public progress update reports. We have been delighted with how industry has welcomed and supported CO<sub>2</sub>nstructZero, building on the strong collective desire across the political spectrum, society and business to adapt to the challenge of climate change.

The Council has also been actively involved in government discussions to improve the safety of new and existing buildings. By working in partnership, and using industry's expertise and knowledge, we can help to deliver safer, high-quality buildings for all who live and work in them. We will continue to provide industry leadership, collaboration, ownership and action in core building safety principles and drive tangible culture change.

The Council had several successes across 2021, including the publication of the first sector-wide five-year Industry Skills Plan. Supported by Government and industry, it sets out the key skills challenges facing the sector, together with a series of actions and commitments for how we can work together to meet the industry's future needs. The CLC's work, through its Product Availability Group, on leading the industry's response to the Government's Supply Chain work was another successful example of expert evidence and intelligence informing Government policy discussions.

During 2021, the industry demonstrated its ability to adapt to manage the ongoing challenge of COVID-19, and also its willingness to improve, and to start to tackle the need to transform the sector so it can consistently deliver better-performing, safer and more sustainable buildings and infrastructure. However, we can't rest on our laurels. We will continue to face challenges during 2022. Only by working together collectively, will we continue to meet these challenges, and truly build back better, faster and greener for future generations.

We would like to thank all those who have given their time so freely and willingly, including members of the CLC's Task Force, Senior 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 2022.



# Executive Summary

The Construction Leadership Council is a cross industry voluntary organisation that brings together all parts of the construction industry in a unique partnership with Government to tackle the short- and long-term challenges of industry and drive transformational change in performance.

The industry collectively delivers the UK's entire built environment, including; homes, commercial buildings, public service facilities such as schools, hospitals and prisons, and economic infrastructure networks such as transport, utilities and flood defence.

Government and the industry have a shared objective for the sector to improve productivity, increase financial stability and build international competitiveness so that we can deliver projects and programmes more sustainably, efficiently and effectively.

Addressing the combined challenges of the UK's exit from the EU, de-carbonisation, building safety and COVID-19 has had a unifying effect on industry and enabled the CLC to continue to act as the leading force working with the Government, not only to maintain performance through the pandemic and EU transition, but also to lay the foundations for improved performance in the future through application of the Construction Playbook.

**The CLC has continued to support the industry through the COVID-19 pandemic during 2021 and maintain its focus on improving efficiency, particularly in the areas of digital applications, carbon performance, off site manufacturing and skills development which is likely to prove crucial to the future delivery of projects and programmes across the whole UK economy as we face the challenges of sector inflation and volatility in the supply markets.**

## Achievements

In 2021 the CLC has built on the vital work in the previous year to respond to COVID-19, using this as a platform to respond to some of the biggest issues the sector faces.

- **Carbon** – The CLC – through the Green Construction Board (GCB) – has also developed a draft low carbon concrete routemap, and created a group to revise the PAS 2080 standard for managing carbon on infrastructure projects. This built on the publication of a seven-year-on report into the Infrastructure Carbon Review. The GCB has also published a routemap to Zero Avoidable Waste.
- **CO<sub>2</sub>nstructZero** – Alongside the work of the GCB, in May 2021 the CLC launched CO<sub>2</sub>nstructZero, a single industry campaign to drive carbon out of our industry's' activities and processes. The work of CO<sub>2</sub>nstructZero was highlighted with a high-profile presence at COP26 in November. A robust performance framework has been developed with input from across the sector to measure the impact of this work. 77 businesses from across the sector have stepped up as CO<sub>2</sub>nstructZero Business Champions, firms that are showing leadership by reporting their own progress and sharing the good practice with the wider industry.
- **Building Safety** – The CLC has been actively working to maximise effective links between the Council and the work of the Building Safety Programme, regulators and industry initiatives. Leadership and collaboration, is being driven through the new CLC Building Safety Challenge Panel and Industry Co-ordination Group. Targeted work has included an industry-wide survey on access to Professional Indemnity Insurance (PII), and the costs for firms – an issue that is acting as a barrier for companies delivering Building Safety improvement projects - and to support work undertaken by Government on this issue. A Code for Construction Product Information has been developed with CLC support, helping to ensure that clear, up-to-date, accurate and unambiguous information is available about the safety performance of building products.
- **Data & Digital** – The digital workstream has supported activities across the whole of the CLC, including development of a maturity matrix and technology roadmap for the repair, maintenance and improvement sector, creating an outline framework to incorporate health and safety data into wider frameworks, and produced guidance on the digital aspects of contractual best practice.
- **Manufacturing & Performance** – The CLC has worked with the Construction Innovation Hub (CIH) to develop the technical solutions, processes and policies needed to increase adoption of offsite and manufactured approaches to construction. It has also developed key metrics to measure the transformation of the industry, including support for the development of CIH's Value Toolkit.
- **People & Skills** – In March 2021 the CLC published the first ever Industry Skills Plan for the whole UK construction sector. Since publication the CLC has made progress in delivering the plan's priorities. This has included the launch of Talent View Construction, a single platform for all new entrant roles in construction. The CLC has also worked closely with the Department for Education's Construction Skills Delivery Group to promote apprenticeships and further education, including the expansion of a pledge function to share unused Apprenticeship Levy, and an extension of a £3,000 bonus payment for employers taking on an apprentice.
- **Health, Safety & Wellbeing** – In 2021 the Construction Industry Advisory Committee (CONIAC) was established as the lead for the CLC's health, safety and wellbeing work. It has embedded experts into the other CLC workstreams to provide advice. It has also produced guidance for small employers on asbestos in homes, supported development of an advanced signal slinger course for lifting operations, and worked with tier 1 contractors to develop better data on dust management.



- **Business Models** – One of the wider impacts of COVID-19 has been concern about the commercial implications of the pandemic on projects and companies. In 2021 the CLC - through its Business Models workstream – has revised and relaunched its comprehensive COVID-19 contractual guidance, including updates to cover impacts under NEC3 & 4 contracts. It has also responded to the Government’s publication of the Construction Playbook in late 2020, leading work to promote this important document to industry. Eleven webinars covering the key themes of the Playbook have taken place, while the CLC has continued to support the Cabinet Office with its wider implementation plan.
- **Exports & Trade** – Responding to the UK Government’s activity to promote trade, the CLC has provided insight from industry as part of the work to establish agreements with Australia, New Zealand, India, Canada and Mexico. It has also supported the Department for International Trade for engagement with Gulf Cooperation Council. Several UK companies have secured Government-to-Government contracts and work is continuing to establish further opportunities across the globe.
- **Product Availability** – 2021 saw supply chain constraints cause severe difficulties with product availability. A ‘sprint’ product availability group has coordinated cross-sector work to respond, building data about availability issues. This has allowed publication of a monthly CLC Product Availability Statement, to inform industry and stakeholders. The group has also explored potential solutions including greater flexibility on logistics and contractual issues regarding materials availability.
- **Standards & Regulatory Alignment** – The roll-out of the UK Construction Products Regulations create new requirements for industry in terms of testing and certification. The CLC has established a group to understand and mitigate any challenges associated with the new regulations. It has been instrumental in securing a delay to the transition to the new regulations, which was due to take place on 1 January 2021.

This transition will now need to have occurred by the beginning of 2023. The group has worked to address remaining challenges including the severe shortage of testing capacity for some products as the sector moves from CE to CA marking.
- **Infrastructure** – The CLC Infrastructure Workstream, led by the Infrastructure Client Group (ICG) has focused on delivery models, digital transformation, carbon reduction and improving productivity in 2021. It launched the Project 13 Network, a growing 2,000-member community that is looking at embedding enterprise-based delivery models, as well as Digital and Carbon Adopter Programmes to accelerate the sharing and adoption of best practice and a productivity initiative to improve performance across project lifecycles.
- **Domestic Repair, Maintenance & Improvement (RMI)** – This group has developed the National Retrofit Strategy, which outlines plans make 28 million homes greener and more efficient, alongside detailed research on the skills needed to deliver such a programme.
- **Housing** – In 2021 the CLC’s housing group has considered issues relating to supply with a focus on planning. It has supported the CLC’s response to the Planning White Paper, while also working to unlock a ‘planning freeze’ linked to nutrient neutrality requirements for new home developments.
- **Building & Places** – Like the housing group, the Building & Places group has focussed on planning issues in 2021, and has developed proposals for a ‘fourth regeneration zone’. It has also provided insight ahead of the launch of the UK Infrastructure Bank.



## Plans for 2022

In 2022 the CLC will build on its achievements. This document provides detailed action plans for each of our workstreams for the year to come.

The CLC has identified four areas of particular focus:

- 1. CO<sub>2</sub>nstructZero** – The CLC will publish a quantitative quarterly performance reporting of progress against the nine priorities based on data from across the sector. It will also conduct sprints to accelerate action in areas requiring cross-sector collaboration such as sustainable supply of HVO fuels and consistent standards for the measurement of carbon.
- 2. Building Safety** – The CLC will increase activity in 2022 to drive the process of improving building safety and the culture change needed across the industry to meet the demands of the new legislation and regulations that will ensure building safety. This will include driving implementation of competence frameworks across all twelve sectors, as well as initiatives including the Code for Construction Product Information, Building a Safety Future Charter and deployment of digitalisation through ‘BSI Identify’ and ‘LEXICON’, which will provide clarity, certainty and openness of product performance. A second Professional Indemnity Insurance survey is planned, along with an industry awareness building safety communications campaign and progress measurement framework.
- 3. People & Skills** – The CLC is targeting efforts to get apprenticeship start rates back up to pre-COVID (2018/19) levels and increase achievement rates to 65% using funding, collaboration, influence and policy. It will also improve alignment between further and higher education sector and industry while ensuring courses reflect the needs of a modernising industry.
- 4. Construction Playbook** – The CLC will continue to provide training for industry to ensure that it is up to speed on the requirements of the Construction Playbook, while also working with the Infrastructure & Projects Authority to ensure the sector’s views are incorporated into any future revisions of the document.

The CLC will also maintain vigilance regarding emerging threats to the sector, establishing sprint groups where needed to respond. Existing sprint groups on product availability and standards & regulatory compliance will continue their important work.

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

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# Introduction

1.0



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

**1.2** In 2020 this unique partnership demonstrated its vital role for the sector as it led construction's response to the COVID-19 pandemic. A dedicated taskforce was quickly established to ensure a single, unified, and authoritative response to tackle the impacts of coronavirus on the sector. The taskforce included representation from the Department for Business, Energy and Industrial Strategy, and Infrastructure & Projects Authority, as well as the industry's leading trade bodies.

**1.3** On behalf of the CLC Build UK continued to update and publish the Site Operating Procedures, which were supported by the Branch Operating Procedures and other industry guidance – critical documents that helped companies protect their industry workforce while ensuring that activity could continue where it was possible to do so safely. This allowed construction to support the UK economy at a time when other sectors were locked down.

**1.4** The CLC continued to monitor and action the Industry Recovery Plan (published 30 June 2020), supporting the sector to grow and thrive despite the continuing challenges it has faced. This plan dealt not only with the immediate threats associated with the virus, but also set out a medium- and long-term approach to build back a better, more productive industry.

**1.5** As a result, the CLC is now established as the clear point of engagement between the UK Government and industry, with regular ministerial engagement and work to inform policy across Whitehall including 10 Downing Street, HM Treasury, Cabinet Office, Department for Education, and the Department for Levelling Up, Housing and Communities.

**1.6** In 2021 the CLC has built on this success. Across 60 meetings the taskforce has worked collectively to identify, discuss and act on the major issues faced by the sector.

**1.7** This work has included continuing work to respond to COVID-19, ensuring that industry guidance is in full alignment to the Government's pandemic response.

**1.8** Beyond COVID-19, 2021 has also been the year that the world's eyes turned to Glasgow for COP26, the UN's climate change conference. The CLC led UK construction's work ahead of the event, launching CO<sub>2</sub>nstructZero, a sector-wide plan to drive carbon out of the sector.



**1.9** Another key theme for the year was the emergence of supply chain challenges that affected the availability and pricing of key materials and components. Again, the CLC picked up the baton, developing rich data on product availability to inform actions to mitigate effects, while providing visibility to companies to allow them to plan for any impacts.

**1.10** The CLC has also worked to support the UK's transition out of the European Union. In 2021 this included addressing challenges relating to future testing regimes as the UK moves to the new CA mark for construction products. In August, in response to CLC advice, the UK Government extended the implementation period for recognition of existing EU CE marking to allow further time for the roll-out of the new testing approach.

**1.11** This Annual Review is intended to provide an overview of these actions, as well as the wide range of other activities that the CLC has engaged in over the last year to deliver its mission, leading and co-ordinating the sector.

**1.12** It also sets out the CLC's plans for 2022, demonstrating how the CLC will continue to grow its support for the UK's construction sector.

**“Over the last year the sector continued its collaboration and kept working when the country needed it most. In return the Government has recognised the value of construction and sees the industry as a critical partner in the economic recovery from COVID-19.”**

Suzannah Nichol MBE  
Chief Executive, Build UK



# Structure and governance

2.0

# Structure and governance

The CLC comprises of volunteers across the entire built environment sector with significant support from BEIS who provide secretariat support and leads the co-ordination with Government. The CLC governance structure was updated in November 2020 to reflect the role of the Task Force, which continues to meet weekly.

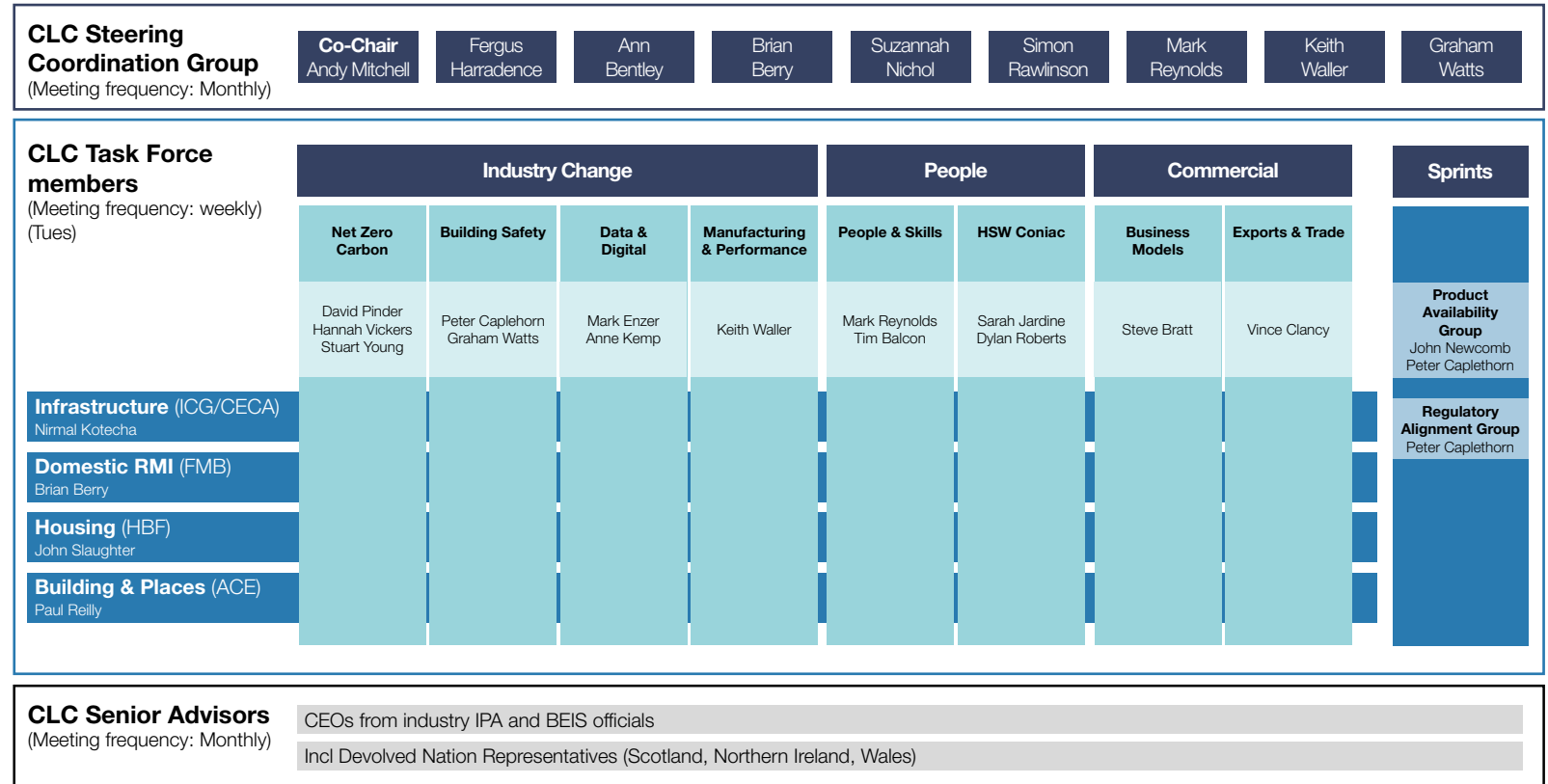
The role of the CLC Task Force is to lead and coordinate day-to-day matters of the CLC. It supports all activities and issues relating to the short and medium-term needs as the convening and representation group for the CLC and the wider industry and it's activities. Task Force members lead and contribute to Workstream activities that comprise of Sector Working Groups and Industry initiatives.

The support and contribution of the many individuals and groups who participate in the several 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 Senior Advisors Group has provided "Non-Executive" guidance to the CLC Steering Coordination group and Task Force. They contribute with strategic guidance, advice and support on issues that affect the industry in the short, medium and long term.

The Steering Coordination Group meets monthly and is responsible for the strategic direction, policies and scope of activity of the CLC.

The chart below illustrates the CLC structure published in November 2020, which has remained in place throughout 2021.



# Workstream achievements and plans for 2022

3.0

## 3.1 Net Zero Carbon

**Delivering net zero carbon, and other sustainability goals, requires a two-pronged approach: the knowledge and expertise of what is needed to change within the industry, and the campaign across the industry to accelerate the necessary change.**

The CLC addresses both, through the Green Construction Board which provides knowledge, expertise and thought leadership, and through CO<sub>2</sub>nstructZero, which launched in March 2021 as the campaign to accelerate industry change.

### 3.1.1 Green Construction Board

#### Introduction

The purpose of the Green Construction Board is to provide knowledge, expertise and thought leadership to industry and government on Net Zero Carbon and other sustainability objectives to accelerate the transition to a sustainable built environment.

**“The pledges and commitments to achieve Net Zero and other sustainability goals made by many across the construction industry must be implemented on the basis of the best available knowledge and expertise; we have no time to lose.”**

David Pinder  
Chair of the Green Construction Board

# 3.1



## 3.1 Net Zero Carbon

### Green Construction Board Achievements

The GCB has utilised its industry leading expertise to support CLC groups and several government policy teams across a range of subject areas seeking to deliver net zero carbon and wider sustainability goals. Industry leading routemaps have been published as well as extensive input to CLC and wider industry stakeholder groups on key policy areas. Highlights are noted below.

- 1. Infrastructure** – The GCB cross-industry working group has been successful in bringing together many separate initiatives to form a cohesive approach to lowering carbon in infrastructure projects. It has:
  - Published [the Infrastructure Carbon Review 7 year report](#) identifying important lesson learning and promoting it across industry through webinars hosted by BSI and the Concrete Centre.
  - Bought together a coalition of industry and government to pursue the revision of the groundbreaking PAS2080 on managing carbon in infrastructure projects.
  - A [draft Low Carbon Concrete Routemap](#) has been developed on an inclusive cross-value chain basis. An [executive summary](#) was jointly published with the Institution of Civil Engineers (ICE) on 1 November 2021 and a draft routemap for consultation was formally published jointly with ICE on 29 November 2021.

- 2. Resources and Waste** – The GCB Expert Working Group, in collaboration with Defra and BEIS, brought to publication [the Routemap to Zero Avoidable Waste \(ZAW\) in Construction](#). The routemap builds on the work in 2020 which published a [definition/interpretation of ZAW](#).

- 3. Digital** – The GCB, working closely with the CLC Digital workstream and wider stakeholders, has progressed work in the following areas:

- Revision to the Digital Maturity Index survey to better suit the RMI supply chain.
- Retrofit Digital Enablement – development of a nation-scale Integrated Stock and Network Model to enable the deployment of Building Retrofit Passports/Plans (BRP).
- Initiated a 3DStock model of all buildings in Wales focusing on the Cardiff Capital Region and initiated working groups with Distribution Network Operators and Welsh Government to support network model integration.
- Developed novel methods for urban ortho-thermographic reconstruction from both road and unmanned aerial vehicles to enable mass-scale thermal-loss characterisation and geometric reconstruction at 2cm accuracy to support scale-up of manufactured fabric-first measures.
- Supported the development of the Green Finance Institute's Building Retrofit Plans framework.

- 4. Housing, Retrofit and Commercial Buildings** – GCB's expertise has been utilised across a range of CLC and industry initiatives, as well as advising government policy teams, with the aim of seeking alignment, coherency and robustness between them. This included:

- **Retrofit:** GCB expertise contributed extensively to the development of the CLC National Retrofit Strategy (versions one and two) drawing on previous [GCB Retrofit 'Mission' recommendations](#); presenting on the NRS to various parliamentary sessions including APPG on Healthy Homes and Buildings, to No.10, Treasury and BEIS, and to the Climate Change Committee, the UKGBC Roadmap, CIBSE. The GCB represented GCB/NRS perspective to the LETI Climate Emergency Net Zero Design Guide published October 2021.
- **CO<sub>2</sub>nstructZero Performance Framework** - Drawing on GCB Buildings Mission task group recommendations, GCB contributed on high level targets for the framework – calling for the need to point forwards to net zero carbon, and the need for space heating demand and EUI metrics.
- **New Build:** GCB represented the CLC on the Steering Group of the UKGBC Whole Life Carbon Roadmap, inputting specifics to modelling and policy recommendations on new build reflecting [GCB Buildings Mission work](#) previously published. It also presented brief summary of Buildings Mission recommendations to HBF's Housing and Environment Strategy.

- 5. Environmental Net Gain and Biodiversity** – A new working group was established to improve industry practice to deliver Environmental Net Gain and Biodiversity with the aim to deliver an industry a roadmap setting out the principles, guidance, standards, accreditations, and tools.

## 3.1 Net Zero Carbon

### Green Construction Board Plan for 2022

Enabling CLC priorities	Evidence-based policy advice	Specific thematic actions	
<p>Analyse recent HMG policy interventions, mapping against the nine priorities to identify policy gaps benefitting from HMG policy development/industry action</p> <ul style="list-style-type: none"> <li>Step up engagement with CLC members on sustainability issues, responding to CLC request for clarity on the specific actions their organisations should take to drive sustainability.</li> <li>Provide technical expert input to the CO<sub>2</sub>nstructZero and specifically to seek to continuously improve the performance framework</li> <li>Work with core CLC National Retrofit Strategy Group to engage with industry stakeholders to promote the need for investment in Leadership through a National Retrofit Task Force</li> <li>Engage with CLC members to make progress in delivering Zero Avoidable Waste objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to engage with Department for Business, Energy and Industrial Strategy (BEIS) Clean Heat and EEL's teams to further develop the Heat and Buildings' Strategy objectives and to seek to close the policy gaps highlighted by the GCB.</li> <li>Continue engagement with the Department for Environment, Food and Rural Affairs (DEFRA) on resources and waste to further policy aims of the Government's Waste Prevention Programme.</li> </ul> <p><b>Wider industry engagement</b></p> <ul style="list-style-type: none"> <li>Bring greater coherency and connectivity to the many initiatives on sustainability taking place across the construction industry to avoid duplication and confusion. Continue work with the UKGBC Low Carbon routemap and the Committee on Climate Change to highlight shortfalls in delivery of emissions reductions.</li> </ul>	<p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>PAS 2080 - Complete work on the revision, launch and promote the revised PAS.</li> <li>Low Carbon Concrete Routemap – review consultation responses and finalise.</li> <li>LCC Routemap launch event on 15 February - Working with ICE create a launch event at ICE and (potentially) at Future Build.</li> </ul> <p><b>Resources and Waste</b></p> <ul style="list-style-type: none"> <li>Emerging waste streams: Develop a high-level assessment of likely waste streams arising from the emerging policies on carbon reduction (e.g. gas boiler replacement, windows replacement, etc) and the ways this material can be dealt with.</li> <li>Construction waste data: Review data and highlight opportunities and actions to reduce this large waste stream by application of the waste hierarchy; understand what still goes to landfill and why.</li> <li>Provide input to DEFRA work on the use of timber in construction.</li> </ul>	<p><b>Digital</b></p> <ul style="list-style-type: none"> <li>Achieve enhanced monitoring and performance evaluation of the BEIS Social Housing Decarbonisation Fund programme with BEIS and local authorities.</li> <li>Develop a medium- and long-term roadmap for the digital enablement of the RMI sector to enhance productivity through digital capability and analytics.</li> <li>Demonstrate an end-to-end scalable retrofit targeting and validation ecosystem at nation-scale.</li> </ul> <p><b>Building Mission</b></p> <ul style="list-style-type: none"> <li>Work with BEIS/MHCLG on issues identified by them for 'beyond the Future Homes Standard' and convene task groups as required eg Performance Gap/BPE, Whole Life Carbon / Embodied Carbon.</li> </ul> <p><b>Environmental Net Gain and Biodiversity</b></p> <ul style="list-style-type: none"> <li>Initial roadmap to be completed by April 2022. Work will start on the other activities (funding, maintenance and delivery and environmental net gain pathways) in the New Year.</li> </ul>



## 3.1 Net Zero Carbon

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

#### Introduction

CO<sub>2</sub>nstructZero was launched in March 2021 as the construction sector's industry change programme to accelerate action towards net zero. It responds to the Prime Minister's 10 Point Plan for a Green Industrial Revolution and is underpinned by nine priorities drawn from the 6th Committee for Climate Change's report.

The scope of the programme covers the following three areas:

- **Performance Measurement:** Establish a suite of milestones, metrics and targets which businesses and the industry as a collective can use to monitor their progress.
- **Signposting & Support:** Provide signposting to the relevant initiatives aligned to the nine priorities for businesses, supporting industry learning through events and speaking opportunities, using business champions to build up 'businesses like mine' learning materials.
- **Communications & Engagement:** Government, client, consumer and industry engagement to share the sector's story and champion the policy change required to deliver net zero.

“We believe that the CLC does have a critical role to play in bringing people together to consolidate collective actions and plans for the sector.

“We can help drive change by helping to share innovative solutions and set transparent goals and clear actions that everyone can help to achieve.”

Hannah Vickers  
Chief of Staff, Mace

# 3.1



## 3.1 Net Zero Carbon

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

#### 1. Performance Measurement

- Hosted a public consultation on its proposed performance metrics, attracting over 2,500 comments.
- Published a Performance Framework, bringing together a set of 28 metrics under the nine priorities against which the sector can collectively measure and monitor its progress to Net Zero.
- Published its first quarterly public progress update report (November 2021) setting out the sector's early progress against each of the 28 metrics.

#### 2. Signposting and Support

- Launched the CO<sub>2</sub>nstructZero website bringing together government policy announcements, industry initiatives and resources and Business Champions stories in a single place under each of the nine priorities as a free resource for businesses across the sector.
- Secured 78 CO<sub>2</sub>nstructZero partners from across and beyond the sector including all major trade associations, and Confederation of British Industry.

#### 3. Communications and engagement

- Delivered a programme of engagement at COP26 around CO<sub>2</sub>nstructZero, including a sold-out session on 'Construction and the Built Environment' at the COP26 Green Zone.
- Worked with 73 Business Champions to curate and publish their stories on progress to net zero.
- Produced a video in partnership with ITN Productions setting out how the sector is already driving net zero in communities across the UK.
- Delivered an event for young people in the run-up to the Youth COP summit in Milan.



## CO<sub>2</sub>nstructZero Plan for 2022

Performance measurement	Signposting and support
<ul style="list-style-type: none"> <li>Publish a quantitative quarterly performance report of progress against the nine priorities based on data from across the sector.</li> <li>Analyse recent HMG policy interventions, mapping against the nine priorities to identify policy gaps benefitting from HMG policy development/ industry action.</li> </ul>	<ul style="list-style-type: none"> <li>Utilise the Business Champions to undertake cross sector knowledge sharing around the 9 priorities through events and speaking opportunities.</li> <li>Work with CZ partners to conduct sprints to accelerate action in areas requiring cross sector collaboration such as sustainable supply of HVO fuels, consistent standards for the measurement of carbon.</li> </ul>
	Communications and engagement
	<ul style="list-style-type: none"> <li>Provide advocacy on behalf of the sector through the CZ Advisory Board and Business Champions.</li> <li>Engage and influence Government through close collaboration and sponsorship from the Construction Minister.</li> <li>Develop a CZ 2022 media and comms strategy which champions the sector's progress both internally and externally in the mainstream media.</li> </ul>

### The Framework is based on measuring performance against the nine priorities



Transport		
<p><b>1</b> Accelerating the shift of the construction workforce to <b>zero emission vehicles and onsite plant</b></p>	<p><b>2</b> Optimise the use of <b>Modern Methods of Construction</b> and improved onsite logistics, in doing so reducing waste and transport to sites</p>	<p><b>3</b> Championing <b>developments and infrastructure</b> investments that both <b>enable connectivity with low carbon modes</b> of transport and design to incorporate readiness for zero emission vehicles</p>
Buildings		
<p><b>4</b> Work with Government to <b>deliver retrofitting</b> to improve energy efficiency of the existing housing stock</p>	<p><b>5</b> Scale up industry capability to deliver <b>low carbon heat solutions in buildings</b>, supporting heat pump deployment, trials of hydrogen heating systems and heat networks</p>	<p><b>6</b> Enhancing the <b>energy performance of new and existing buildings</b> through higher operational energy efficiency standards and better building energy performance</p>
Construction activity		
<p><b>7</b> Implementing <b>carbon measurement</b>, to support our construction projects in making quantifiable decisions to remove carbon</p>	<p><b>8</b> Become world leaders in <b>designing out carbon</b>, developing the capability of our designers and construction professionals to design in line with circular economy - shifting commercial models to reward measurable carbon reductions</p>	<p><b>9</b> Support development of innovative <b>low carbon materials</b>, as well as advancing low carbon solutions for <b>manufacturing production processes and distribution</b></p>

## 3.2 Building Safety

### Lessons must be learnt from the tragedy of the Grenfell Tower fire, and Government and industry must continue to work together to ensure the safety of all buildings in which people live and work.

Building safety is a key priority for the Construction Leadership Council because:

- All buildings must be safe for those people who live and work in them.
- The construction industry must take ownership now and work towards restoring trust and integrity; and
- The CLC has a prominent and proactive role to play in communicating, coordinating and challenging the industry to change for the better.

The Building Safety workstream aims to ensure effective links between the CLC and the work of the Building Safety Programme, Regulators and the Department for Levelling Up, Housing and Communities (DLUHC) - led Industry Response Group.

This includes targeted work to support key building safety principles, supporting the delivery of key elements of the programme such as those focused on competency and product safety, and promoting cultural change and leadership in the sector.

The workstream does not seek to duplicate what others are doing, instead the focus is on the contribution that the CLC is best placed to make, and those areas where we can add value to the wider Building Safety Programme.

# 3.2

**“Providing effective and meaningful leadership in construction is critically important to change the culture of the industry in terms of improving building safety.**

**“We have been focussing our efforts on co-ordination, communication and challenge to ensure that the timely progress of cross-industry improvements is maintained and, where necessary, accelerated.”**

Graham Watts  
Chief Executive, Construction Industry Council



## 3.2 Building Safety

### Achievements

The Building Safety workstream has undertaken significant work to date and continues to target work to support key building safety principles and wider issues. Work has been captured under five main pillars: competence, product safety, professional indemnity insurance, golden thread and leadership and culture change.

#### 1. Professional Indemnity Insurance

The working group undertook an industry-wide [survey](#) on access to PII, and the costs for firms. This has enabled the Building Safety workstream to support work undertaken by the Department for Levelling Up, Housing and Communities (DLUHC).

#### 2. Competency

The Competence Steering Group (CSG) has continued to meet regularly and engage with the construction, building owner and fire safety sectors to set higher standards of competence through the activity of its twelve working groups and through liaison with BSI over the development of Publicly Available Standards (PAS) for the Principal Designer, Principal Contractor and Building Safety Manager.

#### 3. Construction Products

The construction products sector has worked to develop and publish a [Code for Construction Product Information \(CCPI\)](#), which is now being implemented across the industry. It has also worked closely with DLUHC on the forthcoming legislation relating to construction products, and how this will be implemented, in addition to taking forward work on [LEXICON](#).

#### 4. Golden Thread

The Golden Thread has been developed in collaboration with the Building Regulations Advisory Committee working group which has created a definition and is working on guidance to link and coordinate with the other BS work streams activities.

#### 5. Engagement

The workstream has sought to increase awareness among the industry about key announcements and initiatives from both industry and Government, through the regular news updates on the CLC website, and has also provided a [library](#) of key documents and relevant publications on building safety.

This has been recently underpinned by a revised governance structure to add support momentum and challenge. A set of guiding principles will be published in due course.



## 3.2 Building Safety

### Building Safety Plan for 2022

The CLC will increase activity in 2022, to drive the process of improving building safety and the culture change needed across the industry to meet the demands of the new legislation and regulations that will ensure building safety. The Building Safety Challenge Panel will set out how the industry can improve its competency.

Construction products will need to meet the higher safety requirements that the new regulations will require, both in terms of how they are produced, manufactured but also how they are tested and certified as safe, distributed and placed on the market, and what information is produced about products and the format in which this is provided.

The sector will need to upskill its workforce significantly to meet the requirements of the new regulatory regime, but also go further by improving standards of competency across the whole industry.

Competency	Product safety	Progress measurement framework
<ul style="list-style-type: none"> <li>Implementation of the competence frameworks across all twelve sectors through liaison with the Interim Industry Competence Committee, established as part of the proposed Building Safety Regulator.</li> <li>Supporting the BSI in the completion of the PASs' for the Principal Designer, Principal Contractor and Building Safety Manager (accountable roles under the Building Safety Bill).</li> <li>Establishing a new governance structure for the Competence Steering Group in tandem with the evolving relationship with the Building Safety Regulator and the Interim Industry Competence Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Through a number of initiatives the performance of the product sector will be lifted in line with the new regulations. The Code for Construction Product Information, The Building Safety Charter and deployment of digitalisation through 'BSI Identify' and 'LEXICON' will provide clarity certainty and openness of product performance.</li> <li>Close liaison will continue with DLUHC and Office for Product Safety and Standards as the regulations are developed, including taking in to account the recommendations from the Paul Morrell review that is expected soon.</li> </ul>	<ul style="list-style-type: none"> <li>In order to assess the progress the sector is making towards improving competency, safety and delivering cultural change, there needs to be a clear benchmark of the current situation and targets and key metrics for assessing progress against these. To that end, the CLC will produce an initial progress measurement framework.</li> </ul>
		<h4>Communications and engagement campaign</h4>
		<ul style="list-style-type: none"> <li>The CLC will launch a communications campaign in the first quarter of 2022. The initial phase will seek to raise awareness in the industry.</li> </ul>
		<h4>Professional Indemnity Insurance (PII) industry survey</h4>
		<ul style="list-style-type: none"> <li>The CLC will develop a second industry wide PII survey. The aim is to understand market conditions compared to the 2021 baseline survey and explore other current issues.</li> </ul>

## 3.3 Data and Digital

**The purpose of the CLC Data and Digital Network is to facilitate and accelerate Digital Transformation in the UK's built environment in order to improve performance and export potential. This is being achieved by connecting and coordinating the digital ambition and initiatives across the workstreams.**

As its name suggests, this workstream is all about the network – working to support the other workstreams in their own Digital Transformation. The Advisory group meets once a quarter and it has provided constructive feedback and guidance in relation to the work undertaken within the Data and Digital Network. The advisory group is represented by experts across industry and academia, to provide diversity in thinking.

The approach has been supportive, not directive, and is based on:

- Leadership and strategy – supporting Digital Leads in developing appropriate digital transformation plans/strategies for their workstreams
- Connecting and sharing – identifying good practice and sharing it across the workstreams and the wider industry
- Baselining and benchmarking – understanding the 'starting point' and being clear on progress

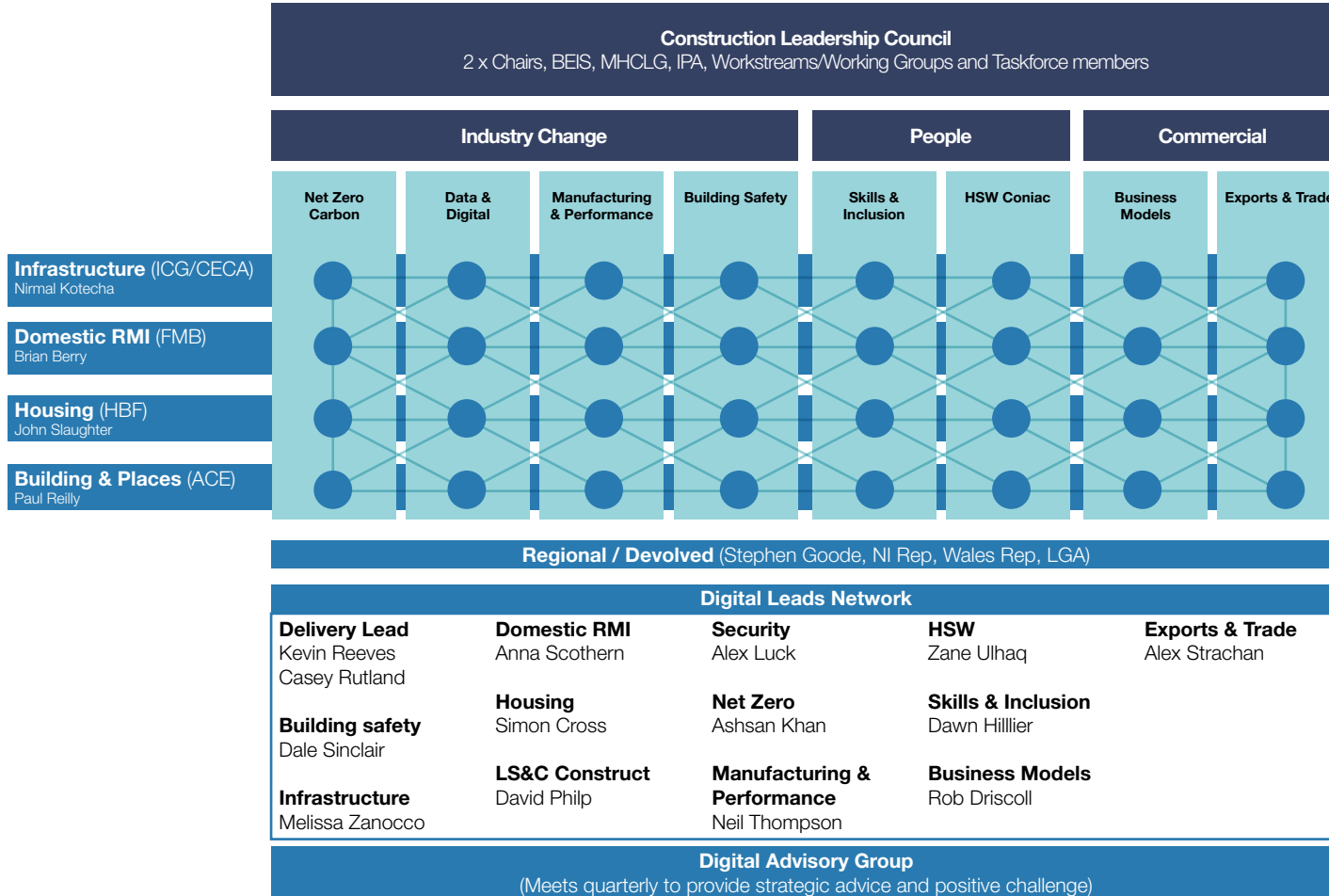
**“Every recent major policy document for the construction industry recognises that digital transformation is a key enabler of increased productivity and performance. Digital transformation is no longer optional. It's essential.”**

Mark Enzer  
Head of the National Digital Twin Programme at the Centre for Digital Built Britain

# 3.3



## How the CLC digital network is structured:



**Digital Leads Network** – a support network to help connect and coordinate the digital activities in the workstreams.

**Digital Advisory Group** – an oversight group to provide advice and positive challenge in the development and implementation of the workstreams' digital transformation strategies.



## 3.3 Data and Digital

### Achievements

Progress on the digital and data workstream over the last 12 months has been impressive, as shown by the following examples of key achievements, outlined under each relevant CLC workstream:

**1. Infrastructure** - Supported the development and sharing of 'enterprise digital transformation strategies' and launched the Digital Peer Review Programme to accelerate the sharing and adoption of best practice between clients to help bring consistency to the supplier ecosystem.

**2. RMI** - Developed the maturity matrix and prepared for a technology roadmap, which will be linked to the maturity matrix.

**3. Housing** - Formulated a path (with CITB assistance) for assisting digital strategies and tools for SME builders and the supply chain

**4. LS&C** - Created a digital working group to support workstream activities, leveraging the existing community within the Construction Innovation Hub.

**5. Net Zero** - Drove the digital enablement of Social Housing Decarbonisation Fund (SHDF), which includes enhanced monitoring and performance evaluation for the SHDF.

**6. Building Safety** - Built on existing work with the Construction Industry Council to develop the strategy around the golden thread.

**7. Manufacturing and Performance** - Built a network of people and organisations that will help align "inter-sectoral" efforts to enable a true understanding of whole-life performance of products and services.

**8. People and Skills** - Used the Data and Digital Network to help inform the requirements for a new digital skills and competency framework, which is part of a larger programme of work being led by the CITB, with collaboration across various skills bodies.

**9. HSW** - Developed an outline framework to incorporate health and safety data into wider frameworks (such as the UK BIM Framework).

**10. Business Models** - Delivered a revised suite of guidance and templates (Contractual Best Practice Group) and formulated a plan for improvement within the commercial landscape of construction (Payment Improvement Group).

**11. Exports and Trade** - Identified the digital objectives for the CLC Exports & Trade stream to focus on, including defining the UK construction digital brand.



### 3.3 Data and Digital

#### Digital and Data Plan for 2022

Alongside the ongoing support for each of the CLC workstreams, which will continue throughout 2020, the CLC Data and Digital Network intends to step up and become the key catalyst of Data and Digital Transformation in the industry.

The CLC is ideally placed to lead the genuine change required for digital transformation because it has the unique position of being able to convene the grass-roots construction industry and enable collaboration. This will require:

Roadmaps to focus on actual change	Measurement to track actual change	Leadership to support and drive change
<ul style="list-style-type: none"> <li>The 'actual change' will happen in the horizontal workstreams, which represent key sectors where real organisations do actual work (in other words, where existing good practice actually gets adopted). Therefore, each digital lead will work with the lead of their horizontal workstream to identify targets and plans that are relevant to that workstream and its priorities.</li> <li>There will be a focus on identifying/sharing/adopting the most relevant and valuable good practice (for example, driving the adoption of the UK BIM Framework in LS&amp;C). The digital lead and the workstream lead will convene their part of the industry to drive adoption.</li> </ul>	<ul style="list-style-type: none"> <li>The change must be measured, so each workstream will develop appropriate metrics that are relevant to them. For some workstreams, this might simply be a record of organisations that have been engaged. For other workstreams, it could be a fully competent digital maturity index that enables annual benchmarking. Over time, the metrics themselves should mature so that the construction industry can report on and have confidence in its advancing digital maturity.</li> </ul>	<ul style="list-style-type: none"> <li>Working closely with the workstream lead, the digital lead will have the authority to advance the digital transformation agenda in their particular workstream, and the workstream lead will be accountable for the support they provide to their digital lead. The CLC will visibly support Digital Transformation, so it will be a regular subject at the CLC top table, attended by the leaders of the Data and Digital Network.</li> <li>The Data and Digital Network will convene and coordinate the Digital Leads to ensure that relevant learning is transferred from one workstream to another. It will also connect with other relevant bodies such as GIIG, CSIC, UK BIM Alliance and the ICE to advance the agenda.</li> </ul>

## 3.4 Manufacturing and Performance

# 3.4

**The Manufacturing & Performance work stream aims to help the industry prepare for a more sustainable, productive and profitable future through the introduction of greater levels of offsite construction and measurement to drive continuous improvement.**

There are two separate working groups, each representing one of the two elements of the work stream: manufacturing and performance.

Members of the working groups are drawn from a diverse range of backgrounds in both the public and private sectors, with representation from contractors, consultants, advisers, representative bodies and academia to ensure the widest range of expertise can input to the groups' activities.

**“The construction industry must continue to transform itself to deliver a more productive, greener and safer future. In 2021 we saw significant progress through increased industry collaboration – but we must do more in 2022.”**

Keith Waller  
Programme Director, Construction Innovation Hub



## 3.4 Manufacturing and Performance

### Achievements

In the Manufacturing strand, over the past 12 months the group has focused on three main activities.

#### 1. Developing technical solutions and processes

In partnership with the Construction Innovation Hub's programme and other initiatives supported by the Transforming Construction Challenge - that enable offsite and manufactured solutions to be more adaptable, adoptable and interoperable allowing modern methods to be deployed and at scale and pace.

#### 2. Engagement with Government and policymakers

Working with Government and policymakers to help create the right enabling environment for manufactured solutions to play an increasingly important role in delivery through input to the Construction Playbook and the Transforming Infrastructure Performance Roadmap – and the action plans associated with their implementation.

#### 3. Identifying key skills and capabilities

Identifying the key skills and capabilities required in the market that will best support the sector's transformation, moving ever-increasing levels of activity away from the construction site into manufacturing and assembly facilities.

In addition to new skills in manufacturing, digital, assembly and logistics that will be increasingly in demand from manufactured

approaches, there is a parallel need to support firms to adapt their business models and processes to take advantage of the opportunities opened by new technical solutions and the supportive policy environment.

In the Performance strand, the group has focused on identifying key metrics that will support the measurement of the industry's transformation.

#### 4. Development of metrics and measurement

This work has included how modern methods of construction including manufactured platform solutions – are supporting more productive, lower carbon solutions.

For example, this has included supporting the development of the performance framework for the CLC's CO<sub>2</sub>nstructZero and identifying key metrics that will measure and support informed value-based decision making aligned with ambition set out in the Construction Innovation Hub's Value Toolkit, drive productivity gains and improved whole life performance.

It also incorporates working with the benchmarking activities associated with DfT's Transport Infrastructure Efficiency Strategy and their Living Lab programme as well as Scottish Futures Trust and their work on a National Metrics Library.

## 3.4 Manufacturing and Performance

### Manufacturing and Performance Plan for 2022

Manufacturing	Performance
<ul style="list-style-type: none"> <li>Developing technical solutions and processes – in partnership with the Construction Innovation Hub support the publication and adoption of the Platform Rulebook, together with processes for new product introduction, product data standards through a new Construction Product Quality Planning tool set.</li> <li>Working with Government and policymakers through the implementation working groups of both the TIP action plan and the Construction Playbook.</li> <li>Identifying the key skills and capabilities through production of a future skills for manufacturing report, aligned with the Skills work stream of the CLC, which will incorporate new skills for manufacturing, assembly and logistics.</li> </ul>	<ul style="list-style-type: none"> <li>Value Toolkit: Work with the CIH to help launch the Value Toolkit and the works associated with the Value Definition and Measurement and Evaluation work stream.</li> <li>National Metrics Library.</li> <li>CO<sub>2</sub>nstructZero: Continue to support the data collection for the Performance Framework and reporting.</li> <li>IPA Benchmarking Hub: A key forward activity is to build and strengthen the alignment of the group with the ambition and activity of the Infrastructure and Projects Authority’s Benchmarking Hub.</li> </ul>



## 3.4 Manufacturing and Performance

### Case study: The Value Toolkit

At its core, the Value Toolkit is an exemplar of what collaboration can truly achieve. It is the embodiment of our sector's ingenuity, its potential for innovation and, above all, its collective desire to do things better. This desire is what drove voices from across Government and industry to work on the development of the Toolkit.

In particular, the CLC has been instrumental in the Toolkit's journey, from creating its foundation to helping build momentum throughout industry.

Our aim in developing the Value Toolkit was to provide a user-friendly process to help close the gap between policy goals and what is happening on the ground.

Through the pilot process, we saw more than 140 organisations from industry and the public sector trained to test the Value Toolkit across a broad range of projects and programmes, covering both linear and social infrastructure.

Feedback from the pilot has been overwhelmingly positive, with industry leaders and government departments lauding the Toolkit's benefits and becoming key advocates for its adoption.

As we face the unprecedented challenges of the climate crisis as highlighted at COP26 and building back from an historic pandemic that brought the world to a standstill, we will continue to champion the collaborative ethos that was the hallmark of the Toolkit's development and refine this innovative tool while preparing the legacy model to underpin an industry-wide launch later this year.



**“Testing the Value Toolkit has allowed the trial projects to create a shared vision of the outcomes expected through the project.**

**When piloting the Value Toolkit the project teams have utilised the value profile and prioritisation of outcomes as a central point of focus through design development.**

**The Toolkit has helped inform the project’s strategic narrative and the team are enthused to continue its use and development.”**

Gareth Jones,  
Head of MMC and Technical Services, Ministry of Justice

## 3.5 People and Skills

### In March 2021, the CLC's People and Skills Network published the first sector-wide Industry Skills Plan for the UK Construction Sector 2021-2025.

The plan is being co-ordinated through dedicated working groups to progress six common goals:

1. Culture of Employment
2. Apprenticeships
3. Further Education & T Levels
4. Higher Education
5. Competence
6. Skills for a Modernised Industry

Throughout the last year these working groups have worked in collaboration with senior Government stakeholders through the Construction Skills Delivery Group.

“The last two years has been hugely challenging for our sector, but by working together the industry has supported its people, and is now showing positive signs of recovery; helping us to increase capacity and develop the skills for a more productive and sustainable industry.”

Mark Reynolds  
Chairman and Chief Executive, Mace

# 3.5



## 3.5 People and Skills

### Achievements

#### 1. Culture of Employment

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

- Promoting the use of the Fairness Inclusion and Respect assessment tool.
- Retaining Talent: The shared Construction Talent Retention Scheme (CTRS) launched early in the pandemic to protect jobs at risk of redundancy, to date 28,907 jobs have been posted.
- Signposting and Opening Opportunities: Talentview, launched in September 2021 is providing an industry wide, single platform for construction employers to list of their training, apprenticeship and first job vacancies.
- Supporting New Entrants: The Kickstart Scheme offers six-month jobs for young people aged 16 to 24 years old who are currently claiming Universal Credit and are at risk of long-term unemployment. A total of 3,100 construction jobs have been advertised and 580 jobs have been started through Kickstart - 19% of jobs advertised through Kickstart have been filled.

- Maximising Direct Employment: The group hosted a roundtable where senior leaders from across the construction sector identified the structural barriers to direct employment and made representations to Government departments to mandate direct employment through public procurement.
- Funding Apprenticeships: Secured a four month funding extension to the end of January 2022 of the £3,000 bonus payment for employers supporting new apprenticeship starts.

#### 2. Apprenticeships

This working group is focused on growing the number of construction apprentices and enhancing the routes to and through construction apprenticeships.

- Protecting Current Apprentices: To date, the CTRS has had a total of 4,318 apprenticeship vacancies entered.
- Widening Apprenticeship Access: All construction apprenticeship opportunities are now coordinated across government recruitment websites including Find an Apprenticeship, CTRS and Talentview to ensure maximum reach to job seekers.
- Improving the Apprenticeship Levy: Supported government to develop a new Apprenticeship Levy pledge function to allow unspent Levy to transferred to SME's to support construction apprenticeships with over £1.7m of pledges made between August and December 2021.





## 3.5 People and Skills

### 3. Further Education (FE) & T Levels

This working group is focused on strengthening the links between FE providers and construction employers, improving the pathways from FE into apprenticeships and employment.

- **New Routes:** Supported development and roll out of first construction traineeship (bricklaying) as part of government's sector-based traineeships. Of the 14 trainees who completed the course, nine secured an apprenticeship and a further four continued in a construction related FE course. In the academic year 2021-2022 traineeships will be established for carpentry and joinery, drylining, and painting and decorating.
- **T Level development:** Collaborating with Government and training providers to resolve the progression challenge around the Onsite Construction T Level. This will assist to support the sector with work ready capability with Level 3 skills.

### 4. Higher Education (HE):

This working group is focused on supporting HE providers and construction employers to deepen their engagement, and to ensure that HE graduates have the skills needed for the future of the industry linking FE and other routes, though the coming years.

### 5. Competence

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

- **Collaboration:** Established joint CLC Planning and Communications sub-group to drive forward development of installer competence frameworks.
- **Standards:** Finalised Key Principles for Installer Competence Frameworks document as basis for dialogue with sector groups.
- **Priority sectors:** Identified and began engagement with six priority installer sectors for competence framework 'pilots' - Dry-lining, Fire Detection and Alarms, Fire Stopping, Plumbing, Rainscreen Cladding, Roofing.

### 6. Skills for a Modernised Industry

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

- **Research:** Published comprehensive industry research on future skills needs for Smart Construction and net zero.
- **Influencing Policy:** Collated feedback from the sub-working group members for the proposed draft response from the Government's Construction Skills Delivery Group (CSDG) regarding 'Green Apprenticeships in Construction'.
- **Skills Roadmap:** Support the development of a roadmap identifying future skills requirements to enhance traditional delivery roles with digital, technical and net zero practices.
- **Procurement Practices:** Support Government and major clients to leverage procurement to encourage the use of Smart Construction methodologies.

### People and Skills Plan for 2022

Culture of Employment	Apprenticeships	Further Education & T Levels
<ul style="list-style-type: none"> <li>Build on the Fairness, Inclusion and Respect momentum to influence culture change within industry and use future skills focussed careers materials to attract the next generation into construction.</li> </ul>	<ul style="list-style-type: none"> <li>As quickly as possible get apprenticeship start rates back up to pre-COVID (2018/19) levels and increase achievement rates to 65% using funding, collaboration, influence, and policy.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to build closer alignment between supply &amp; demand industry models and bridge between colleges and employers to ensure that work placements are enabled and that the balance between academic and practical skills meets industry needs.</li> </ul>
Higher Education	Competence	Skills for a Modernised Industry
<ul style="list-style-type: none"> <li>Establish a plan for delivery of revised curricula to reflect practical experience, modern methods, digital and behavioural skills for the future.</li> </ul>	<ul style="list-style-type: none"> <li>Complete six installer competence framework pilots and roll out final guidance and lessons learned to support subsequent framework development across all installer occupations.</li> </ul>	<ul style="list-style-type: none"> <li>Work to ensure that the skills needed for the future are built into all areas of training for the current and future workforce and that the scale of the challenges ahead foster innovative new approaches to skills and training.</li> </ul>

## 3.5 People and Skills

### Case study: A new route from further education into construction

Currently only 41% of FE construction leavers join the industry either in an apprenticeship or a job. The CLC People and Skills Group has been working with CITB, Department for Education and Industry to improve the FE route into construction. We have developed a new 'occupational traineeship' to ensure learners have the site-ready skills needed to progress into work. The occupational traineeship provides a structured programme for learners to complete during their FE course, with classroom learning on work-ready skills and an employer placement to develop practical skills.

To ensure the training is high-quality and relevant, a CITB Training Standard will be developed for each occupational traineeship. The training content will be aligned to apprenticeship standards allowing the learner to speed up completion of their apprenticeship.

In 2022, we will scale up delivery of the bricklaying occupational traineeship and develop a further three programmes in carpentry and joinery, drylining and painting and decorating. Our aim is to get 8,000 learners through a construction traineeship by 2025.

In 2021, a successful bricklaying occupational traineeship pilot took place at Hartlepool College. Learners trained in a working environment, building a bungalow and garage, and then joined a local employer placement on a live construction site. Of this first cohort, 64% of learners secured an apprenticeship and a further 29% continued in a construction related FE course.

"It's fantastic to see trainees in Teesside getting the skills they need to take on in-demand apprenticeships in the local construction industry. Traineeships are a brilliant way for young people to get on the career ladder and help them get the skills, experience and confidence they need to enter work."

Alex Burghart MP  
Minister for Skills



## 3.6 Health, Safety and Wellbeing

**For the first time CLC has a defined advisor on health and safety in construction – the Construction Industry Advisory Committee (CONIAC). CONIAC is a tripartite committee which exists as a strategic health and safety delivery partnership of industry, unions and the Health and Safety Executive (HSE) ensuring that both employers and employees are represented.**

CONIAC aims to support the furthering of CLCs priorities by enhancing efficiency and innovation alongside embedding excellence in health and safety management. The Health and Safety risks in construction are well understood and there needs to be further emphasis on design, site set up, planning, and agreeing safe and healthy ways of working with the workforce.

Our experience through 2021 demonstrates clearly that every part of the construction industry needs to change its approach and follow and apply the hierarchy of prevention rather than defaulting to Personal Protective Equipment (PPE).

CONIAC will, during 2022, further increase the emphasis on managing risks as far as possible at the design stage. We firmly believe that health and safety must be an integral part of the business process at every level in every organisation rather than the final consideration on the day the work activity takes place.

**“Good health and safety management is a key component of every successful construction project – however large or small. The CLC has a key role to play in leading the drive to improve, coordinate and consolidate good health and safety practices throughout the industry.”**

Sarah Jardine  
Chief inspector of Construction,  
Health and Safety Executive, CONIAC Chair

# 3.6



## 3.6 Health, Safety and Wellbeing

### Achievements

#### 1. Integrating health and safety into CLC workstreams.

Establishing CONIAC as the health and safety workstream within the CLC took place in March 2020. Since then, we have sought to give advice to other workstreams where we have identified health and safety issues in their portfolio as well as highlighting the benefits of effective health and safety management in achieving the wider CLC innovation and efficiency objectives.

During this first year of the relationship, members of CONIAC have been embedded in most of the other workstreams to act as on the spot advisors for health and safety. These points of contact have been asked to assess the key health and safety priorities for each of the other workstreams to enhance the support and advice CONIAC can give to the wider CLC membership.

Specific examples of CONIAC input into the strategy and delivery plans developed across the CLC workstreams include sharing research on design risk education for incorporation into the People and Skills plan and advising on asbestos mitigation for the Net Zero workstream.

CONIAC representatives have in particular supported work in the Digital, Domestic RMI and the Building Safety Workstreams. The CONIAC digital lead contributed to a [Health and Safety White Paper - Digitising H&S in Construction](#). It looks at the challenges faced

by the industry as it sets out on this digital journey and covers programmes and projects which are leading the way including Discovering Safety.

#### 2. The Construction Playbook and the Value Toolkit (Client Tool).

CONIAC provided the expertise to provide assessment of proposals and content to include to ensure the structure of the documents had occupational health and safety weaved through the instructions and requirements. Health, safety and wellbeing became one of the priority objectives of the Playbook.

#### 3. Supporting the CONIAN.

CONIAC supports the CONIAN (Construction Industry Advisory Network) – a bi-annual conference intended to be the leading discussion forum on developing issues in construction health and safety. The pandemic has meant that this event has moved online.

A single CONIAN webinar took place this year highlighting the role out of CLC's Construction Playbook and Value Toolkit and the way these new initiatives support the development of health and safety good practice across the industry.

HSE, in conjunction with Government Construction Board (GCB) and Infrastructure Projects Authority (IPA) provided support and content for the inclusion within the Transforming Infrastructure Projects (TIP 30) strategy. This support will continue as the TIP is rolled out.

#### 4. Support for small employers within construction.

CONIAC has brought out several pieces of targeted guidance designed to assist small employers manage risk. This includes the new Construction Stress Talking Toolkit and an asbestos guidance document at the RMI sector highlighting where asbestos might be found. The CLC is hosting the asbestos guidance and launched it across the industry in December 2021



### Health, Safety and Wellbeing Plan for 2022

Communications and engagement – new branded CONIAC website	Insight and analysis – supporting improved health & safety performance	Adoption of technology – new products promoting health & safety	Supporting other workstreams
<ul style="list-style-type: none"> <li>To develop a high-profile web presence and supporting communications plan alongside the evolving CONIAC/CLC occupational health plan. Many of our planned actions relate to the improved circulation of refreshed guidance and the foundation of this – along with a proper communications plan – is to have an industry supported web presence.</li> </ul>	<ul style="list-style-type: none"> <li>CONIAC’s objective is to provide other CLC workstreams with the latest insights arising from analysis of health and safety performance data. CONIAC through HSE have been working alongside the Thomas Ashton Institute in Manchester University to develop research on Sharing Data, Saving Lives – Data Sharing for Safer Design in Construction.</li> <li>This project is a partnership between HSE, Atkins, Open Data Institute (ODI) and Metis Digital. It aims to develop specific proposals to increase the sharing of health and safety risk data in the construction sector. The project will deliver a demonstrator to test and develop proposals for data sharing. This open-learning framework will support how regulators and industry can collaborate better, enabling industry to meet regulatory requirements including the Construction (Design Management) Regulations 2015 (CDM) on design risk management.</li> </ul>	<ul style="list-style-type: none"> <li>To influence health and safety behaviours in construction using techniques that do not rely on interventions from the regulator. CONIAC is planning to develop new products, including one to support domestic clients as they contract construction work. This aligns with CLC’s priority to continue to professionalise the industry over the coming year.</li> </ul>	<ul style="list-style-type: none"> <li>Advise on the health &amp; safety implications of a national retro-fit strategy particularly with reference to potential increases in non-licensed asbestos work in the domestic setting.</li> <li>Take opportunities to embed BIM within the industry as the norm through work with the Digital Workstream.</li> <li>Assist in the embedding of new building safety legislation and the setting up of the new Building Safety Regulator by joint working with the Building Safety workstream.</li> </ul> <p><b>Aligning with the new HSE strategy for GB health and safety</b></p> <ul style="list-style-type: none"> <li>The HSE is due to publish its new strategy for health and safety in Great Britain in early 2022. CONIAC will ensure that the principles and themes set out in the new strategy become part of CLC’s thinking for the industry.</li> </ul>

## 3.7 Business Models

**The Business Models Workstream was immediately established at the start of the pandemic to help industry find collaborative contractual solutions to the commercial challenges caused by COVID-19.**

As we learn to live with the virus, the Business Models Workstream has expanded to address ongoing issues in how our industry works via improvements in procurement and delivery approaches such as those outlined in the Construction Playbook.

The workstream seeks to move industry towards a more collaborative approach, with fairer working practices which will benefit all, and in doing so will improve quality, drive innovation, increase productivity and achieve acceptable levels of profitability.

“The workstream was rapidly established in March 2020 to address the immediate challenges we were all experiencing as COVID-19 took hold across the UK.

Protecting the health of our workers and the general public was paramount and as such clients and the wider supply chain needed support and reassurance in understanding how they could continue to deliver projects within the contractual challenges of a global pandemic.

Now we are learning to live with COVID-19, the workstream has begun to address the wider challenges our industry faces in terms of how it is structured and how we behave.”

Steve Bratt  
Group CEO, ECA

# 3.7



## 3.7 Business Models

### Achievements

#### 1. Provision of free issue advice and guidance

Free to use [guidance](#) documents with model letters, recommended clauses and templates pre-designed to help reach and record collaborative decisions for those at different stages of their contracts were produced in quarter two of 2020.

Following close industry monitoring, enhancements to the guidance were added later in 2021 which included working with NEC to co-produce guidance for dealing with the effects of COVID-19 under NEC3/4 Contracts and a simple toolkit to demonstrate the high-level impact of COVID-19 disruption for use in collaborative discussions.

The guidance achieved widespread penetration across the industry. Research carried out directly by the CLC and through Constructionline indicated high awareness levels (83%) of the guidance, with high utilisation rates from supply chain parties and many employers/contractors adopting the suggested future-proofing clauses as the standard approach to collaboratively managing the impact of COVID-19.





### Business Models Plan for 2022

Retentions	Payment Improvement	Onerous Contractual Clauses	Procurement working group
<ul style="list-style-type: none"> <li>The overall aim of this group is to support the CLC's position of wanting to see retentions abolished by 2025.</li> <li>A subgroup has been established to look at options that provide alternatives to cash retentions by building on work done by the Get it Right Initiative (GIRI).</li> <li>This includes developing a framework for measuring, publishing and rewarding businesses able to meet and maintain benchmark levels of defects at practical completion.</li> <li>A pilot is being developed to test this approach.</li> <li>Work also continues with the International Underwriters Association to develop alternative forms of surety.</li> </ul>	<p>A group is working to identify ways to improve payment performance. It will focus on:</p> <ul style="list-style-type: none"> <li>Considering whether Payment Reporting Regulations could measure value as well as volume;</li> <li>Opportunities arising from digitalisation; and</li> <li>Development of a GAP analysis of existing legislation and initiatives which will be used to identify potential areas for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>This group is developing a wider guide on contractual best practice. The objective is to prevent the use of onerous clauses, improve levels of collaboration and in turn improve the quality of outcome.</li> <li>This work will be closely integrated with other related initiatives, including the Construction Playbook and the Value Toolkit. It will also look to support best practice in areas of payment.</li> </ul>	<ul style="list-style-type: none"> <li>This group will aim to address the concerns of the 'race to the bottom' by considering how to move the focus away from lowest cost by understanding the impacts of relative pricing models.</li> <li>It will also support the introduction of collaborative procurement approaches, including the Construction Playbook and the Value Toolkit as well as contribute to the work of the CLC Building Safety workstream.</li> </ul> <div data-bbox="1659 654 2204 692" style="background-color: #e0f2f1; padding: 2px;"><b>Digitisation</b></div> <ul style="list-style-type: none"> <li>Work is underway to identify technology-based solutions capable of overcoming barriers to collaboration within the construction industry. Once identified, consideration will be given to promoting and implementing them.</li> </ul>

## 3.8 Exports & Trade

# 3.8

**The Exports and Trade Initiative (ETI) workstream is responsible for supporting an increase in exports across the UK construction industry by promoting a joined-up approach between industry and government bodies tasked with promoting exports.**

In a year where the globe's attention was on COP26, the ETI workstream:

1. Assisted the Department for International Trade (DIT) and Foreign and Commonwealth Office (FCO) to promote UK professional services overseas in trade deals and other international engagements.
2. Supported the Department for International Trade (DIT) to bring together best practice for Green Buildings.
3. Assisted with the organisation of pre-COP26 events.

**“2021 saw a huge amount of progress as the CLC worked closely with stakeholders across industry and Government to promote the crucial role of the UK’s world-leading expertise in construction and project delivery in our national export strategy. We look forward to building on this success in 2022.”**

Vince Clancy  
Chairman and Chief Executive, Turner and Townsend



## 3.8 Exports & Trade

### Achievements

#### 1. Promotion of UK expertise

The DIT has established a number of cross-government Expert Trade Advisory Groups (ETAGs). ETAGs enable the Government to draw on external knowledge and expertise to ensure that the UK's trade policy is backed up by evidence at a detailed level. Working with the ETAGs we have:

- participated in trade workshops in Australia and New Zealand, and for the India, Canada and Mexico trade deal in August.
- worked with the DIT on engaging the Gulf Cooperation Council and with the FCO on the provision of UK business-to-government training on key areas of infrastructure delivery, such as digital, asset management and project development tools such as the Infrastructure and Project Authority Routemap.

#### 2. Supporting UK DIT green capability

At the start of 2021, ETI collaborated with DIT to support their Green Building Initiative. The aspiration of the initiative was to promote UK corporate expertise aboard within the sustainable homes sector, showing off the UK as a leader in the decarbonisation of the built environment. In partnership with the DIT, ETI aided the creation of a high-level guide and easy-to-read reference was produced that could be used by DIT staff to engage with overseas government officials and others, as well as providing an initial response to enquiries as to the UK's capability.

ETI group worked with CLC member organisations to form a working group focused on policy, design, construction, asset use and repurposing. ETI facilitated a workshop with DIT and other CLC workstreams to reach a consensus on the UK's greener buildings offer. The group worked with DIT to translate this offer into a UK Green Buildings guide, completed in May of this year and handed over to the DIT, who welcomed the final product and rolled it out in advance of COP26.

The CLC ETI group has also assisted DIT by providing "Deep Sector Knowledge" briefings. These were recorded presentations on key topics such as the use of retrofit and digital to support sustainable outcomes.

We also supported the production of DIT's 'Low Carbon Toolkit', through the provision of subject matter experts to DIT. This included sourcing technical and case study content, demonstrating applications of the tool. Most recently, we have shown off UK expertise in collaboration with DIT on their "e-mission on Sustainability" with the Chilean Chamber of Commerce.

#### 3. COP26

Prior to COP26 in Glasgow, the ETI has been leading the organisation of events to promote the UK's approach to driving the net zero agenda and showcasing how the UK has actively engaged young people. This started with working with the Department for Business, Energy & Industrial Strategy (BEIS) on a successful bid to lead the pre-COP26 youth event in September.

The ETI workstream also assisted DIT in hosting a roundtable debate for Singapore Climate Action week, focusing on the alignment of UK climate change initiatives (e.g., education, policies and planning) with the UN's Sustainable Development Goals.

Finally, ETI has supported DIT's ongoing initiative of embassy talks around sustainability and digital. This included providing local UK corporate expertise overseas to promote professional services in these areas within embassies and providing collateral to DIT to engage overseas governments.

### Exports & Trade Plan for 2022

Engagement with Department for International Trade	Engagement with the Centre for Digital Built Britain
<ul style="list-style-type: none"> <li>ETI will continue supporting DIT in raising the brand of UK construction in overseas markets via collaboration with Department of Trade and Industry (DTI) and FCO.</li> <li>We will work in partnership with DIT on their pipeline of activities post-COP26 and set joint milestones for 2022, also including IE:UK and BEIS to ensure alignment of activities and consistent messaging.</li> </ul> <p>We have already created a working group for promoting expertise for financing overseas infrastructure to support a G7 taskforce meeting.</p>	<ul style="list-style-type: none"> <li>We have continued to work with the Centre for Digital Built Britain (CDBB) in promoting Britain's leadership in digital in targeted overseas markets and are working with them as part of the CLC Digital Workstream to assess opportunities to create a proposition for DIT.</li> <li>ETI is currently supporting scoping sessions with CDBB and the Construction Innovation Hub to shape how ETI can assist the two organisations' international efforts in 2022, with a series of co-hosted workshops set out.</li> <li>The outcome of this will be the creation of a UK digital identity and offer in the global construction and infrastructure sector, as well as specific outputs including a DIT Digital Guidebook and a UK Digital Construction Exports Playbook. The CLC ETI workstream will assist in the sourcing of expertise to shape the guidance documents and facilitate their effective implementation.</li> </ul>



## 3.9 Sprints

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

### 3.9.1 Product Availability

The Product Availability Group brings together the entire construction eco system with a common objective to ensure the continuous supply of building products and materials to all sectors of the market.

The Group has progressed from its initial brief, to monitor the distribution of materials to meet the needs of builders and contractors in the early days of the coronavirus pandemic. The continuing impact of COVID-19 is just one of several factors affecting availability. The overall picture is more complex.

**“Despite the diverse challenges experienced over the last 18 months, which have at times led the supply chain to creak at the seams, the collaborative spirit fostered by the Product Availability Group has succeeded in its main objective, to ensure a continuous supply of building products and materials to keep Britain building.”**

John Newcomb  
Chief Executive, Builders Merchants Association

# 3.9



## 3.9 Sprints

### Product Availability Achievements

#### 1. Regular, accurate and transparent communication

Regular, accurate and transparent communication throughout the supply chain to the end client has been a vital part of the process to enable all parties to recognise the extent of the extraordinary challenges we are experiencing and adopt a flexible and collaborative approach to finding solutions.

The monthly statements published by the Group are widely reported in the trade media and have informed a far broader audience through their use in reports in national and regional print, broadcast and on-line media, helping to foster understanding of the reasons behind potential delays and co-operation in resolving issues arising.

#### 2. Collaborative solutions to shared challenges

The Product Availability Group has also explored solutions to alleviate some of the issues experienced by different sectors within the construction industry, including:

- the ability to accept deliveries outside of normal opening hours.
- possible changes in the contractual position of JCT contracts to allow flexibility on material costs.
- supporting the Road Haulage Association in its discussions with the Department of Transport to address the HGV driver shortage.
- sharing projected volumes for major infrastructure projects, to provide greater clarity and confidence regarding the industry's ability to deliver these as well as all other projects.

The Product Availability Group will continue to bring together the construction eco system to share relevant information, build an understanding of the bigger picture and work together for the benefit of all.

### Product Availability Plan for 2022

Regular meetings and engagement	Ongoing and future monitoring
<ul style="list-style-type: none"> <li>• It is intended that the Product Availability Group will continue until members feel it is no longer filling a need. Presently meetings are monthly and are set to continue throughout 2022, increasing or decreasing this frequency to suit emerging circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>• Being alive to the potential impact of new related issues such as the implementation of the new UK CA Mark and the UK Registration, Evaluation, Authorisation &amp; Restriction of Chemicals (REACH) regulations, and reporting on these as a key principle.</li> <li>• Embarking on horizon scanning to flag up potentially disruptive issues, harnessing the Group's industry-wide perspective to identify medium term problems that can be mitigated by an agreed, planned response.</li> </ul>

## 3.9 Sprints

### 3.9.2 Standards and Regulatory Alignment Group

The Standards and Regulatory Alignment Group was created following the more general work of the CLC on BREXIT. When the main activities of the transition had been agreed, one of the key relevant areas for construction was the roll out of the UK Construction Products Regulations (UKCPR).

To bring focus and pan sector involvement on these and the potential for divergence of key regulations, the group was created at the start of 2021. The focus has been on addressing the differences in the UK version of the CPR and how practically these can be addressed for the UK construction products sector.

The UK system renames Harmonised Standards to become Designated Standards and the creation of Approved Bodies. The operation of testing and certification is governed by a number of international standards and the system known as AVCP (Assessment and Verification of Consistency of Performance). This places practical constraints over how the UK can operate its version of the CPR. The group has spent some considerable time working through all of these constraints using the significant practical experience from members.

The group has worked to identify all of the key issues around testing and certification capacity in the UK, the interconnection of the related standards for products, testing and certification bodies, and the related complexities of product standards including the AVCP system.

The regulations require all products currently with a CE mark to move to a CA mark. To do this, the product must be retested and certified through a UK based body. The UK testing sector is a tenth of that in the EU, it also does not currently cover all the needed product areas. Consequently, a lack of capacity and capability has been created. The addition of the time constraint making full compliance for the sector almost impossible.

The transition was due to be complete by the 1 January 2021. The group's representation that this was impossible significantly helped the Government to move this date to the 1 January 2023.

**“While the UK ambition as a separate trading nation is clear, the need to understand the part that global supply chains play is essential for construction products. Many of the key characteristics are governed by common standards; if these diverge, a split in the market that is not helpful or even commercially unviable may occur.”**

Peter Caplehorn  
Chief Executive, Construction Products Association

# 3.9



## Standards and Regulatory Alignment Group Achievements

### 1. Guidance and monitoring

The group has produced in draft and not yet formally published:

- a transition roadmap, continuously updated;
- a living document giving examples of issues concerns and implications, and;
- a scenarios document demonstration implications of the proposed regulations.

### 2. Collaborative working with certification bodies

Encouragement has been given to the creation of a UK group of certification bodies that is now meeting regularly to seek solutions in response to the regulations

## Standards and Regulatory Alignment Group Plan for 2022

Regular meetings and engagement	Ongoing and future monitoring	Contingency planning
<ul style="list-style-type: none"> <li>• Meetings to continue fortnightly until members agree they are not required.</li> </ul>	<p>The group has also a number of additional areas for ongoing monitoring and engagement. These include:</p> <ul style="list-style-type: none"> <li>• New product regulations will emerge under the Building Safety Bill</li> <li>• additional pressure on the UK testing and certification sector due to the requirement for EU manufacturers to have their products CA marked.</li> <li>• UK REACH the UK version of the European Chemicals safety regulations.</li> </ul> <p>Capacity of the UK testing and certification industry to be established.</p> <p>All products requiring CA mark by the deadline to be identified in a smooth transitional roadmap.</p>	<ul style="list-style-type: none"> <li>• Contingency plans to be produced.</li> </ul>



# Industry Working Groups

4.0

## 4.1 Infrastructure

The Infrastructure Client Group (ICG) was asked to lead the Infrastructure Industry Working Group (IWG) in the recognition that clients need to play a leading role in industry transformation.

The ICG leads the transformation by focusing on the things that only clients can truly lead on and are the levers to bring about the greatest change. It works in partnership with Government and industry to ensure consistency across its supplier ecosystem.

“The ICG has welcomed a number of additional client members during the year and has continued to gain traction with its flagship Project 13 workstream, whilst also launching two new workstreams in carbon and productivity.

The ICG recognises the importance of its relationship with Government and the broader construction industry ecosystem and in this respect has benefited from the association with the CLC, which has helped it to reach a much broader community.”

Nirmal Kotecha  
Chair of the Infrastructure Client Group

# 4.1



## 4.1 Infrastructure

### Achievements

#### 1. Productivity improvement

The ICG launched its Productivity initiative in September 2021. Two strands of work look to be emerging: pre-construction and manufacturing / construction. The Task Group is ensuring alignment with other industry and Government initiatives, including the Institution of Civil Engineers, Construction Productivity Taskforce and the Rail Supply Group.

#### 2. Whole life Infrastructure Carbon reduction

The ICG Infrastructure Carbon initiative has been meeting since November 2020 and launched an Adopter Programme in September 2021. The first workshop was on the topic: 'measuring with purpose' to identify a common set of metrics against which the clients can benchmark themselves and use to track progress towards their Net Zero targets.

#### 3. Embed delivery models that better deliver outcomes (Project 13)

With the publication of Transforming Infrastructure Performance: Roadmap to 2030 (TIP) and other Government documents like the IPA Routemap, Project 13 is moving from being best practice to common practice with increased adoption.

The [Project 13 Network](#), a web-enabled community where practitioners, experts and innovators can connect with each other to openly share lessons, good practice,

common principles and ideas to accelerate the transformation of the industry, was launched on the 9 March and is fast approaching 2000 members.

#### 4. Digital transformation of Infrastructure:

Progress as measured by the Digital Transformation Task Group Smart Infrastructure Index annual benchmarking report. There was an increase in [digital maturity of 20% in 2020](#). The survey for 2021 closed at the beginning of December with the results expected in February 2022.

Launch of the Digital Peer Review Programme to share best practice across the clients to increase the speed of adoption and therefore consistency for the supplier ecosystem.

#### 5. Wider engagement with industry stakeholders

To aid with the creation of the right enabling environment, the ICG had a member of the Management Board sitting on the Steering Committee for [Our Vision for the Built Environment](#), published in April 2020, to represent infrastructure. ICG members also sat on the drafting teams for IPA's [TIP: Roadmap to 2030](#) and the ICG programme for 2022 is aligned to the relevant TIP focus areas and themes.

The ICG had a member of the Management Board sitting on the Steering Committee for Our Vision for the Built Environment, published in April 2020, to represent infrastructure. ICG members also sat on the drafting teams for IPA's [TIP: Roadmap to 2030](#) and the ICG programme for 2022 is aligned to the relevant TIP focus areas and themes.



## 4.1 Infrastructure

### Infrastructure Plan for 2022

Project 13	Digital Transformation	Carbon	Productivity	People
<ul style="list-style-type: none"> <li>• <b>Research into the behavioural economics of commercial models:</b> Developing a clearer representation of how behavioural economics can inform the development of commercial models across the wider supplier ecosystem to drive the right behaviours. Test and develop behavioural levers within commercial models and contracts.</li> <li>• <b>Demonstration of benefits from Early Adopters:</b> Produce products that demonstrate, to potential Adopters, Government and industry, the actual benefits already realised by the Early Adopters from adopting the Project 13 Principles.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Annual Digital Maturity Report:</b> The results will be published in Q1 of 2022. The DTTG will work with the clients to aid them with translating the results into their business planning and with understanding how they can help with achieving the vision in <a href="#">TIP</a>, including accelerating digital transformation across the industry in a coordinated fashion.</li> <li>• <b>Collateral from the Digital Peer Review Programme:</b> The Programme was launched in 2021 and has been incredibly successful for sharing learning between the ICG members. To accelerate the adoption across the industry, collateral like videos, blogs and case studies will be produced from the workshops, which take place every six weeks. The collateral will be hosted on the <a href="#">Project 13 Network</a>.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Adoption of the <a href="#">Low Carbon Concrete Routemap</a>:</b> The Routemap is due to be published in February 2022 and Task Group will assist with encouraging adoption.</li> <li>• <b>Carbon Adopter Programme:</b> The Task Group has identified a list of priority areas where jointly agreed changes will accelerate progress on climate action (both net zero and resilience). The Adopter Programme will identify the key levers and best practice within these areas where there is no detailed or agreed guidance currently in a series of seven workshops.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Framework to Benchmark Productivity:</b> Input to the ICE initiative to create a framework to benchmark productivity across programmes and create a project toolkit.</li> <li>• <b>Establish Client forum to share best practice:</b> Establish protocol and platform for sharing productivity best practice.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Equality, Diversity &amp; Inclusion (EDI):</b> Support the work of the Major Projects Association and Supply Chain School to create a database to collect consistent EDI statistics from clients and their supplier ecosystem.</li> <li>• <b>Health, Safety &amp; Wellbeing:</b> Establish protocol and platform for sharing HSW best practice</li> </ul>

## 4.2 Domestic Repair, Maintenance & Improvement (RMI)

# 4.2

The Domestic Repair, Maintenance and Improvement (RMI) Working Group brings together all the major bodies who operate in the RMI sector. The Working Group is also supported by leading academics in the RMI sector.

The RMI market is worth an estimated £27bn to the UK economy. The Working Group has focused its attention on the need for a National Retrofit Strategy to make our existing homes greener and more energy efficient as part of the Government's commitment to create a net zero carbon economy.

“The repair, maintenance and improvement sector has traditionally been regarded as the Cinderella of the construction sector. This perception is changing with the inclusion of the RMI sector within the CLC strategy which recognises the importance of the RMI sector and the value it brings both to the construction industry and the wider economy.”

Brian Berry  
Chief Executive, Federation of Master Builders



## 4.2 Domestic Repair, Maintenance & Improvement (RMI)

### Achievements

#### 1. Industry cohesion

The Working Group has brought together a wide range of trade bodies and leading academics operating within the RMI sector and provided them with a direct link to the wider work of the construction sector. Monthly meetings have been held, as well as the creation of sectoral sub-groups to address communication, digital, and skills.

#### 2. National Retrofit Strategy

The Working Group produced the CLC-endorsed National Retrofit Strategy (NRS) to make the existing housing stock of 28 million homes greener and more energy efficient. It is one of the key recommendations of the CLC CO<sub>2</sub>nstructZero campaign. The NRS fed into discussions with BEIS, DLUHC, Cabinet Office and No.10. The Government's response was the publication of the Heat and Buildings Strategy which, in part, reflects aspects of the NRS.

#### 3. CITB & CLC Retrofit Skills Research Report

The Working Group linked with the CITB to produce a research report bringing together the latest thinking about how to boost retrofit skills to help create the retrofit market.

#### 4. Promotion

The Working Group's work on retrofit has attracted considerable media interest as evidenced by media coverage and requests to speak at industry webinars. Notably, retrofit was referenced in the CLC video, 'Building A Greener Britain', which was broadcast at the COP26 Conference in November 2021.

### Domestic Repair, Maintenance & Improvement Plan for 2022

#### Develop the Heat & Buildings Strategy

- The Working Group will work with industry and government to develop the strategy with a focus on delivery and creating the retrofit market.

#### Develop the recommendations of the CITB & CLC Retrofit Skills Research Report

- The Working Group will work with the CITB, industry and government to take forward the report's recommendations.

#### RMI Data

- The Working Group will explore the options to bring together RMI data together to give the sector a more powerful voice within government and the construction sector.



## 4.3 Housing

**The Housing Working Group has had a varied agenda during 2021, including looking at both the demand and supply side picture for housing delivery.**

**The Group initially expected work on demand side issues to be one of its priorities, but the unexpectedly strong housing market we have seen since the ending of the first COVID-19 lockdown in 2020 has meant the Group has not needed to undertake substantive work in this field.**

The supply side has been more of a focus, particularly planning reform and measures to improve the planning system and service. This reflects the fundamental importance of planning to housing delivery in controlling access to land for development.

**“Through the CLC, housing bodies are working more consistently together and building trust to make a difference on issues of common interest and concern.”**

John Slaughter  
Director of External Affairs, Home Builders Federation

# 4.3



## 4.3 Housing

### Achievements

#### 1. Planning

The Planning Sub-Group was established in 2021 and is chaired by Professor Tony Crook (CIC). The Sub-Group initially drew up the housing contribution to the CLC submission to the Planning White Paper consultation and, during 2021, made proposals for a CLC response to the Government consultation on an extension of permitted development rights.

During the autumn, the Sub-Group has considered the basis for a CLC position statement on planning resource and digitisation, given the need for an improvement in the planning service.

#### 2. SME developers

The SME Sub-Group, established in 2021 and chaired by Chris Carr from the Federation of Master Builders has been very active, meeting mainly monthly through the year. It has held substantive meetings on a range of issues, including looking at proposals for improving the planning system and policy to help SMEs, smart construction and MMC, Biodiversity Net Gain, the Bacon Review of Custom and Self Build and electric vehicle charging. The Sub-Group submitted position papers to Government contacts based on its discussions that made proposals on planning and a number of other issues.

#### 3. Net Zero

The Housing Working Group has looked at the Net Zero and wider environmental policy picture for housing. The Group has engaged with the work of the Future Homes Task Force and will engage with that of the Future Homes Hub – the independent delivery body being set up to implement the Task Force’s strategic plan.

#### Modern methods of construction

As a result of the restructuring of the CLC in 2020, the Housing Working Group now also oversees the activity of two working groups on smart construction which were formerly part of the CLC’s Innovation in Building workstream.

- **Demand aggregation:** The group on demand aggregation has met four times and had contributions from a wide sector of the industry and Government including a number of the Combined Authorities, Building Better, LHC, GLA, BEIS, and Homes England as well as clients, consultants, manufacturers and housing associations.

It has shared best practice and barriers in the area of bringing large clients together to aggregate demand for offsite construction systems in the UK. Good UK-wide engagement has been achieved, enabled by the use of online meetings and this approach will be maintained in 2022.

- **Smart construction:** The smart construction group on Housing Metrics, Demonstration and Business Case has also met regularly in 2021. It has:
  - deployed metrics across Homes England, Barratt, Bristol Housing Festival, Urban Splash and Peabody for case studies: between 3,000 and 5,000 homes are using the metrics.
  - Expanded membership to include clients, for example, Urban Splash, Vistry, Building Better and Bristol Council
  - Completed the third Smart Construction Dashboard
  - Created a marketing plan and budget for client metric collateral – to increase the number of clients
  - Created a PMV platform (via Cast) to digitally capture Pre-Manufactured Value
  - Completed a paper for digitalisation of the dashboard – with potential funding parties
  - Collaborated with the University of Cambridge on research into measures (see attached)





### Housing Plan for 2022

Health safety and wellbeing	Engagement with the Future Homes Hub	Planning reform	Guide to being a developer
<ul style="list-style-type: none"> <li>In the autumn of 2021, the Housing Workstream began work to develop a Health, Safety and Wellbeing (HSW) plan for Housing as part of the wider CLC HSW strategic plan. A dedicated Sub-Group is being set up to work on the Housing HSW plan with the aim that this can ensure a common approach to promoting better outcomes across the housing sector. Development of the initial plan will form an important area of work during the first part of 2022, with the focus then moving to implementation, monitoring and refinement of the plan.</li> </ul>	<ul style="list-style-type: none"> <li>Looking ahead to 2022 more widely, the Housing Working Group will engage with the new Future Homes Hub through regular discussions with the Hub team and help source expertise to contribute to the Hub's work programme. In turn the Working Group will feed the results of the Hub's work, including on metrics, into the development of CO<sub>2</sub>nstructZero.</li> </ul>	<ul style="list-style-type: none"> <li>Another expected area of work will be to assess the Government's revised proposals for planning reform following the review of the Planning White Paper proposals being undertaken by the new Secretary of State for Levelling Up. The Planning Sub-Group will provide an analysis and further proposals as necessary to help inform any CLC response to the Government's revised proposals.</li> </ul>	<ul style="list-style-type: none"> <li>The SME Sub-Group is developing a new user-friendly CLC-led guide for people looking to establish themselves as residential developers.</li> </ul>

## 4.4 Building and Places

The aim of the building and places workstream in 2021 was to identify and support actions which develop the local, social, and commercial markets to meet the following outcomes:

- Net Zero by 2050 (or sooner if targets have been set).
- Job creation/retention within the industry.
- Levelling-up growth across the UK in a sustainable way – to support regeneration.

“The transition to net zero, levelled up communities, and job opportunities, all form a vital part in ensuring successful and sustainable places. This group brings together parts of the sector that make that happen.”

Paul Reilly  
Managing Director, UK, Stantec

# 4.4



## 4.4 Building and Places

### Achievements

#### 1. National Infrastructure Bank

The Buildings and Places group authored a paper on the scope of the UK Infrastructure Bank which was successful in influencing the scope and priorities of the bank when announced during 2021.

We welcomed the interim CEO of the NIB to a group meeting of the Building and Places Group. The meeting was used as an opportunity to hear more about the aims and objectives of the Bank, raise awareness across the sector of the bank, and plan how the group can engage with the new CEO in 2022.

#### 2. Levelling up

In consultation with some members of the group, ACE has produced a report on levelling up exploring placed-based interventions. The report will form the basis for some of our discussions in 2022.

#### 3. Nutrients pollution

The group shared views as part of CLC engagement with Government to resolve the growing adverse impact on housing delivery caused by planning restraints arising from Nutrients pollution issues. This issue is of major concern for members of the Housing Working Group and has wider implications for the supply chain, jobs and the local economy in the areas affected. The geographical extent of the problem is growing, and so the overall impact on the industry is increasing, threatening SMEs in particular.

#### 4. Planning reform

The Group has continued to monitor the Government's planning reform agenda. We have promoted CLC proposals for a fourth regeneration zone and wider planning reform views.



## 4.4 Building and Places

### Building and Places Plan for 2022

Levelling Up	Planning Reform	Procurement
<ul style="list-style-type: none"> <li>In 2021, in consultation with the Building and Places Group, the Association for Consultancy and Engineering launched a report on levelling up (five principles for success). In 2022, the group will explore some of its findings and following publication of the Government's levelling up white paper, will engage with officials at DHLUC on delivering its ambitions. The group will analyse the white paper, with the focus then moving to implementation, monitoring and refinement of the plan.</li> </ul>	<ul style="list-style-type: none"> <li>In 2022, we will work with other groups to help assess the Government's revised proposals for planning reform following the review of the Planning White Paper proposals being undertaken by the new Secretary of State for Levelling Up. We will support any CLC response to the Government's revised proposals with analysis and key insights from members.</li> </ul>	<ul style="list-style-type: none"> <li>The Association for Consultancy and Engineering is currently outlining plans for a 'procuring for value' project, aimed at analysing interventions such as the construction playbook and value toolkit. We will work with the group to collaborate on this work and engage with members on how best to promote the initiatives.</li> </ul>
Net Zero	National Infrastructure Bank (NIB)	
<ul style="list-style-type: none"> <li>In 2022, we will work with other groups on net zero matters, but specifically, we will analyse, assess, and hear from stakeholders on how the Government's plans, announced before COP26, impact members and how we can effectively influence proposals.</li> </ul>	<ul style="list-style-type: none"> <li>In 2021, we welcomed the interim CEO of the NIB to a group meeting of the Building and Places Group. In 2022, we will meet again with the new permanent CEO to hear more current progress and the role for members in delivering the aims and objectives of the Bank.</li> </ul>	

# Acknowledgements

5.0

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### CLC Task Force Group

Simon Rawlinson*	Arcadis
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Sarah Beale	Construction Industry Training Board (CITB)
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Peter Caplehorn	Construction Products Association
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Brian Berry*	Federation of Master Builders (FMB)
Sarah Jardine	Health and Safety Executive (HSE)
John Slaughter	Home Builders Federation (HBF)
Stephen Dance	Infrastructure and Projects Authority (IPA)
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\* also member of CLC Steering Co-ordination Group

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### Green Construction Board

Adam Crossley	Skanska
Lynne Sullivan	Good Homes Alliance
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### Standards and Regulatory Alignment Group

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### Housing

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