DRAFT TRANSFORMATION ACTION PLAN: WORKING GROUP ACTIVITIES

NET ZERO

Vision

'Driving a just transition to being net zero in embodied carbon, industry operations and over the asset life cycles.'

Working Group Chairs

Stephen Good- BE-ST

Stewart McLeod- Faithful and Gould

Gordon Nelson- Federation of Master Builders

Priority Actions

The net zero focus will be across the following areas:

Strategic Connectivity

OUTCOME 10	INDICATOR OF CHANGE 10A-E	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We are a just transition pathway to bring net zero in embodied carbon, industry operations and over the life cycles of the assets we create, enhance, repair and manage.	A- Procurement processes are developed to reward investment in net zero outcomes and targets and workforce training. B-Apprenticeships and programme informed skills development are aligned to net zero outcomes. C-New technologies and tools are developed and embedded across the sector to support alignment to net zero targets and reporting, e.g. using Design for Manufacture (DfMA) and other Modern Methods of Construction (MMC) are used to provide a robust audit train and certification process, cradle to grave carbon calculators.	Support the development & delivery of a Net Zero Just Transition Plan for the Built Environment & Construction (Themes: Procuring for Value, Building a Skilled Labour Force, An Innovative, Internationally Competitive Industry, Delivering Consistent, Sustainable Standards, and Maximising the Manufacturing Base).	All work areas will contribute to the delivery of the published plan.	*Work Package 1 Q3 2023 (completed)* *Plan published Q4 2023* *Next Phase Q4 2024*	*STARTING* *UNDERWAY* *COMPLETED*

	D-Communication about purpose driven net zero marketplace helps to promote skilled jobs, a diversifying and retained workforce E-Consolidated resources are used across the sector to guide day-to-day net zero journeys.				

OUTCOME 10	INDICATOR OF CHANGE 10E	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We are a just transition pathway to bring net zero in embodied carbon, industry operations and over the life cycles of the assets we create, enhance, repair and manage.	Consolidated resources are used across the sector to guide day-to-day net zero journeys.	Establish Net Zero Working Group's role as "Strategic Coordination" group for Scotland's BE&C Net Zero activity. Objective is to de-clutter existing landscape by making it more transparent, connected, and navigable.	All Workstreams will support this activity. Partners across Industry, Academia, Government/Public Sector.	Initial phase Q4 2024	*STARTING 2024* *UNDERWAY* *COMPLETED*

OUTCOME 10	INDICATOR OF CHANGE 10E	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We are a just transition pathway to bring net zero in embodied carbon, industry operations and over the life cycles of the assets we create, enhance, repair and manage.	Consolidated resources are used across the sector to guide day-to-day net zero journeys.	Map current 'known' Net Zero activity at a strategic, tactical, and operational level.	Data Working Group Scottish Government	Initial scoping phase Q2 2024	*STARTING* *UNDERWAY* *COMPLETED*

Operational Delivery

OUTCOME 10	INDICATOR OF CHANGE 10E	INITIATIVE	COLLABORATION / POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We are a just transition pathway to bring net zero in embodied carbon, industry operations and over the life cycles of the assets we	Consolidated resources are used across the sector to guide day-to-day net zero journeys.	Scope & develop an enhanced *Knowledge Exchange Platform* to support better collaboration, sharing, and learning across BE&C Net Zero Ecosystem.		Launch Knowledge Exchange Platform. Q4 2024 Comprehensive & regularly updated programme of	*STARTING* *UNDERWAY* *COMPLETED*

create, enhance, repair and manage.				content/initiatives/events 2024-6	

OUTCOME 10	INDICATOR OF CHANGE 10E	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We are a just transition pathway to bring net zero in embodied carbon, industry operations and over the life cycles of the assets we create, enhance, repair and manage.	Consolidated resources are used across the sector to guide day-to-day net zero journeys.	Scope & develop a pragmatic Net Zero delivery Route Map for the Built Environment with a focus on Construction including clear links to regulatory and policy standards.	All Workstreams will support this activity.	Launch BE&C delivery Route Map Q4 2024 Establish methodology for deploying the Route Map Guidance, tools & resources Q4 2025	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME 10	INDICATOR OF CHANGE 10D	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We are a just transition pathway to bring net zero in	Communication about purpose driven net zero marketplace helps to promote skilled jobs, a	Develop a vehicle/campaign that focuses on honest, science based Net Zero	All Workstreams will support this activity.	Scoping Q2 2024	*STARTING* *UNDERWAY*

embodied carbon, industry operations and over the life cycles of the assets we create, enhance, repair and manage.	diversifying and retained workforce	messaging that will remove barriers.	CLF Communications team		*COMPLETED*

QUALITY

Vision

'Creating a sustainable quality culture and behaviours.'

Working Group Chairs

Colin Proctor- Scottish Futures Trust

Iain Kent- Morgan Sindall

Priority Actions

The quality focus will be across the following areas:

Embedding Culture and Behaviours

OUTCOME 9	INDICATOR OF CHANGE 9D	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We have a sustainable quality driven culture fit for a safety-critical industry.	Compliance with quality requirements across the industry is increased e.g. sign up to CQIC (quality culture), HSEQ in MMC.	Growing CQIC website potential/ developing action areas: increasing the resources (use of quality experiences, case studies for example) and establishing resource pool to assist with development.	All Workstreams will support this activity. CLF/ Accord networks	Q4 2023 -26	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME 9	INDICATOR OF CHANGE 9D	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We have a sustainable quality driven culture fit for a safety-critical industry.	Compliance with quality requirements across the industry is increased e.g. sign up to CQIC (quality culture), HSEQ in MMC.	Publish CQIC Guidance Material Including: Improving construction quality- guidance for clients, improving construction quality- site guidance for contractors, review of the appropriate use of Contractor Design Portions (CDP)- supported by initial survey-, Review of the Role of Independent Quality Assurance.	Co-ordination with procurement, MMC, Workforce and Skills workstreams.	Q1 2024	*STARTING* *UNDERWAY* *COMPLETED*

Awareness and Adoption

OUTCOME 9	INDICATOR OF CHANGE 9C	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
				Q4 2024	*STARTING*

We have a sustainable quality driven culture fit for a safety-critical industry.	Quality and Net Zero Targets are aligned and embedded across the sector.	Growing CQIC Charter adoption-using workshops to leverage capacity within representative groups (starting with Council's and professional membership bodies), supporting them to embed quality targets within their organisation across programmes and project levels.	All workstreams will support this activity. Co-ordination with Net Zero Workstream.		*UNDERWAY* *COMPLETED*

OUTCOME 9	INDICATOR OF CHANGE 9D	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We have a sustainable quality driven culture fit for a safety-critical industry.	Compliance with quality requirements across the industry is increased e.g. sign up to CQIC (quality culture), HSEQ in MMC.	Evidencing sector moves to embrace quality, using established local/regional networks , website and social media promotion and regional 'roadshows'.	All workstreams will support this activity.	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

CONSTRUCTION PROCUREMENT

Vision

'Reforming construction procurement practices and supply chain management.'

Working Group Chairs

Graham Porteous- Scottish Government

Stuart Parker- Morgan Sindall

Priority Actions

The procurement and supply chain focus will be across the following areas:

Supporting Industry

OUTCOME 1	INDICATOR OF CHANGE 1A	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We have successful, commercially sustainable and profitable construction and related businesses which	Criteria is reformed to reduce lowest cost reliance and drive innovation, skills and workforce development and quality.	Sustainable Pricing	All workstreams will support this activity.	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

are anchored in Scotland, forming local supply chains.					

OUTCOME 2	INDICATOR OF CHANGE 2A	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
Our Construction sector businesses are incentivised to innovate and invest in people to grow local economic benefits and create export opportunities.	Early engagement supports sustainable and local supply chains, collaborative working and strategic partnerships.	Collaboration- including partnering, early engagement & risk share.	All workstreams will support this activity.	*Graduated pricing mechanism identified and introduced.* Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

Setting up for Success

OUTCOME 1	INDICATOR OF CHANGE 1B	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
		Cashflow and retentions.		Q4 2024	*STARTING*

We have successful, commercially sustainable and profitable construction and related businesses which are anchored in Scotland, forming local supply chains.	Project assurance processes are made more robust to foster culture of quality		All workstreams will support this activity.		*UNDERWAY* *COMPLETED*

OUTCOME 1	INDICATOR OF CHANGE 1B	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We have successful, commercially sustainable and profitable construction and related businesses which are anchored in Scotland, forming local supply chains.	Project assurance processes are made more robust to foster culture of quality.	Project Budget, Timescale and Technical Considerations.	All workstreams will support this activity.	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME 1	INDICATOR OF CHANGE 1B	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We have successful, commercially sustainable and profitable construction and related businesses which are anchored in Scotland, forming local supply chains.	Project assurance processes are made more robust to foster culture of quality.	Determining the appropriate procurement route and preparation of quality, clear tender inquiries.	All workstreams will support this activity.	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME 1	INDICATOR OF CHANGE 1D	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We have successful, commercially sustainable and profitable construction and related businesses which are anchored in Scotland, forming local supply chains.	A transparent pipeline of work supports appropriate budgeting, enables programme working and long-term investment in MMC and innovation.	Funding/ Finance.	All workstreams will support this activity.	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

PIPELINE

Vision

'Developing and publishing transparent forecast pipelines of construction investment.'

Working Group Chairs

Paul Dodd- Scottish Futures Trust

John Gunn- Balfour Beatty

Priority Actions

The Pipeline focus will be across the following areas:

Scale & Adoption

OUTCOME 2	INDICATOR OF CHANGE 2B	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
Our customer sector businesses are incentivised to innovate and invest in people to grow local economic	Pipeline visibility supports investment in skills and innovation, more access to opportunities and sustainable supply chain planning.	Establish and publish 6 monthly updates to the Construction Pipeline Forecast Tool.	All workstreams will support this activity.	Q1/3 2024-26	*STARTING* *UNDERWAY* *COMPLETED*

benefits and create export opportunities.					

OUTCOME 2	INDICATOR OF CHANGE 2B	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
Our customer sector businesses are incentivised to innovate and invest in people to grow local economic benefits and create export opportunities.	Pipeline visibility supports investment in skills and innovation, more access to opportunities and sustainable supply chain planning.	Increase coverage and scale of the pipeline through engagement with construction clients and encourage adoption of the tool. Increase usage, value and benefits, Provide platform updates to improve user experience.	All workstreams will support this activity.	Q1 2024-26	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME 2	INDICATOR OF CHANGE 2B	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
Our customer sector businesses are incentivised to innovate and invest in people to grow local	Pipeline visibility supports investment in skills and innovation, more access to opportunities and sustainable supply chain planning.	Assess opportunity to develop and publish procurement policy note for Non- Departmental Public Bodies (NDPB) to adopt and contribute to the pipeline tool.	Scottish Government	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

economic benefits and create export opportunities.					

Supporting Insights & Collaboration

OUTCOME 1	INDICATOR OF CHANGE 1D	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We have successful, commercially sustainable and profitable construction and related businesses which are anchored in Scotland, forming local supply chains.	A transparent pipeline of work supports appropriate budgeting, enables programme working and long-term investment in MMC and innovation.	Support insight into potential pipeline for Modern Methods of Construction.	MMC Workstream	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

SKILLS

Vision

'Increasing the capacity, capability, and diversity of the workforce with a focus on future skills and industry attractiveness..'

Working Group Chairs

Elaine Ellis- SDS

Emma Dickson- Arcadis

Stephanie Lowe- SNIPEF

Priority Actions

The Skills and Workforce focus will be across the following areas:

Diversity and future skills

OUTCOME 6	INDICATOR OF CHANGE 6C	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We have a diverse workforce and pipeline of talent with capacity and competency fit for current and	Investment in innovation and workforce development is aligned to community benefits, net zero and other policy outcomes.	Drive forward cohesive, innovative and future focussed community benefits in public sector contracts- case studies/ embedding good practice that support the sector	Supply chain and procurement workstreams	Q4 2024 Q4 2026	*STARTING* *UNDERWAY* *COMPLETED*

future industry needs.		attract and create opportunities to build a diverse future workforce and support the current workforce develop skills needed for transformation.			

OUTCOME 7	INDICATOR OF CHANGE 7D	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
Our sector is attractive to a wide range of new entrants to the workforce.	The built environment/ construction sector is promoted as a whole, not as individual professions.	Optimise engagement with the potential 'talent pool'- designing an approach that builds on work done through "*Build Your Future*"- to raise awareness and positively interact across the wide range of career opportunities. Embed a "*brand construction*" message (capturing sector insights followed by longer term strategy) with a focus on who can be part of construction and the built environment as a positive career destination, ensuring we widen reach of engagement.	Communication workstream	Q4 2024 Q4 2026	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME 7	INDICATOR OF CHANGE 7C	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
Our sector is attractive to a wide range of new entrants to the workforce.	Appropriate communication is used to promote employee benefits, job quality and purpose-led roles across the sector as a whole.	Publish an engaging and ambitious thought piece that captures the sector ambition/potential for "Construction 2033" through the lens of skills development and talent attraction, engaging across new sector talent but also established Industry leaders to look at cultural perspectives.	Sectoral partners International examples	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME 6	INDICATOR OF CHANGE 6C	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We have a diverse workforce and pipeline of talent with capacity and competency fit for current and future industry needs.	Investment in innovation and workforce development is aligned to community benefits, net zero and other policy outcomes.	Apprenticeship frameworks are designed and updated in partnership with Industry to ensure vital skills needed to support positive transformation and drive to net zero are embedded.	Plumbing, HVAC and Stonemasonry sectors	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

Capacity and capability

OUTCOME 8	INDICATOR OF CHANGE 8C	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We maintain high standards of design to enhance Scotland's places, delivering products and services that are regulatory and specification compliant, and which maximise whole life-cycle value for money.	High quality industry-led apprenticeships are increased through investment.	Gather insights and publish recommendations to frame workforce competence- linking with CLC work across rest of the UK, CITB activity around Occupational Competence, and CICV knowledge base- that supports relevant partners work, removing barriers and constraints and addresses gaps and issues within specific areas of industry.	All workstreams will support this activity.	Q4 2024- 26	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME 7	INDICATOR OF CHANGE 7C	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
Our sector is attractive to a wide range of new entrants to the workforce.	Appropriate communication is used to promote employee benefits, job quality and purpose-led roles across the sector as a whole.	Establish a *skills network* by engaging across the public sector skills ecosystem to improve knowledge sharing and expertise on skills issues.	Public Sector partners	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME 6	INDICATOR OF CHANGE 6C	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We have a diverse workforce and pipeline of talent with capacity and competency fit for current and future industry needs.	Investment in innovation and workforce development is aligned to community benefits, net zero and other policy outcomes.	Assess skills implications across the sector with a spotlight across the workstreams e.g. Digital, Net Zero, MMC to feed into the new *skills network* that will help to drive ambition and change.	All workstreams will support this activity.	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

SUPPLY CHAIN

Vision

'Maximising opportunities for shortened and resilient supply chains.'

Working Group Chairs

David Littlejohn- Perth and Kinross Council

John Brown- Veitchi Flooring

Priority Actions

The supply chain focus will be across the following areas:

Supporting local economies

OUTCOME 2	INDICATOR OF CHANGE 2A	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
Our construction sector businesses are incentivised to innovate and invest in people to grow local economic benefit	Early engagement supports sustainable and local supply chains, collaborative working, and strategic partnerships.	Ensure Scottish supply chain opportunities are easily accessible and visible to project designers and specifiers - opportunity to link to existing databases e.g. Scottish Industry	Data workstream	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

and create export opportunities.		Directories and promote more effectively.			

OUTCOME 2	INDICATOR OF CHANGE 2A	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
Our construction sector businesses are incentivised to innovate and invest in people to grow local economic benefit and create export opportunities.	Early engagement supports sustainable and local supply chains, collaborative working and strategic partnerships.	Establish a Scottish supply chain marketplace and platform(s) to support the sustainable growth of the sector.	Data & Procurement workstreams	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

Supporting local communities

OUTCOME12	INDICATOR OF CHANGE 12A	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We are fully engaged with and contribute value to the communities in which we operate.	Community benefits are embedded within procurement and supply chain management.	Ensure business cases promote local social and environmental benefits that are given appropriate weighting when assessing the Most Economically Advantageous tender.	Procurement workstream	Q4 2025	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME 12	INDICATOR OF CHANGE 12A	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We are fully engaged with and contribute value to the communities in which we operate.	Community benefits are embedded within procurement and supply chain management.	Bring forward improvement (publishing details) to the reporting of social impact metrics and the auditing of these across the whole supply chain.	Fair work & Skills workstreams	Q4 2025	*STARTING* *UNDERWAY* *COMPLETED*

COMMUNICATIONS

Vision

'Engage and communicate effectively with the sector.'

Construction Leadership Forum Communications Group- including:

Scottish Government, BE-ST, Scottish Futures Trust and SELECT/CICV

Priority Actions

The communications focus will be across the following areas:

Engaging with the sector

OUTCOME All	INDICATOR OF CHANGE All	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
		Grow the Accord Network across all communications- using website/ CLF Minister/ social/ newsletter- including regional engagement.	**CLF**	Q1 2024-26	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME All	INDICATOR OF CHANGE All	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
		Promote initiatives/ key updates and messaging across the workstream areas of the Action Plan.	All workstreams will support this initiative	Q1 2024-26	*STARTING* *UNDERWAY* *COMPLETED*

Campaigns and Resources

OUTCOME 7	INDICATOR OF CHANGE 7C	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
Our sector is attractive to a wide range of new entrants to the workforce.	Appropriate communication is used to promote employee benefits, job quality and purpose-led roles across the sector as a whole.	Develop narrative for '*Brand Construction'* and the skills and workforce agenda.	All workstreams will support this initiative	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME 10	INDICATOR OF CHANGE 10D	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We are a just transition pathway to bring net zero in embodied carbon, industry	Communication about purpose driven net zero marketplace helps to promote skilled jobs, a diversifying and retained workforce.	Scope and develop a campaign that focusses on transformation ambition for Net Zero to overcome obstacles and establish	All workstreams will support this initiative	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

operations and over the life cycles of the assets we create, enhance, repair and manage.		leadership from/to sector/ CLF.			

OUTCOME All	INDICATOR OF CHANGE All	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
		Develop and deliver an awareness campaign for construction transformation (including a glossary of terms).	All workstreams will support this initiative	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME All	INDICATOR OF CHANGE All	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
		Develop the format and presentation for 'measuring success' for Transformation.	All workstreams will support this initiative	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

FAIR WORK

Vision

'Creating conditions for everyone in the sector to have a safe and rewarding career with high quality and fair work with reference to the Fair Work Convention Construction Industry Inquiry Report.'

Working Group Chairs

Lewis Hedge- Scottish Government

Fiona Harper- SELECT

Priority Actions

The Fair Work focus will be across the following areas:

Creating Conditions

OUTCOME 5	INDICATOR OF CHANGE 5A-D	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We provide high quality and fair work for everybody working in the sector and look after their	**INDICATOR 5A** MMC is used to create safe and comfortable factory-based working environments **INDICATOR 5B (also 3C)**	Review the Fair Work Convention Construction Industry Inquiry Report (2022) against the Accord and transformation agendas/ outcomes to gain	Skills & Workforce, Procurement and Communications workstreams	Q2 2024	*STARTING* *UNDERWAY* *COMPLETED*

physical and mental health, safety, and wellbeing	Investment is being made to improve diversity, conditions and pathways in workplaces to increase job quality and attractiveness **INDICATOR 3C (also 5B)** Investment is being made to improve diversity, conditions and pathways in workplaces to increase job quality and attractiveness **INDICATOR 5C** Clear pipelines of work are being used to identify and promote current and future opportunities within the workforce **INDICATOR 5D** Fair work reporting is embedded throughout the sector	partner/ stakeholder consensus on priorities.			

OUTCOME 5	INDICATOR OF CHANGE 5D	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We provide high quality and fair work for everybody	**INDICATOR 5D** Fair work reporting is embedded throughout the sector	Establish an appropriate mechanism that will draw together 'commitment' from across the industry to the	Skills & Workforce, Procurement and Communications workstreams	Q4 2025	*STARTING* *UNDERWAY*

working in the sector and look after their physical and mental health, safety, and wellbeing		fair work transformation agenda priorities as they are delivered. Employers using their networks and supply chains to share, champion and drive good practice in recruitment and retention, with a particular focus on diversity and inclusion.			*COMPLETED*

DIGITAL

Vision

'Increasing the take up of digital technology with a focus on SME's.'

Working Group Chairs

Lynsey Brydson- BE-ST

John McKinney- Build UK

Priority Actions

The digital focus will be across the following areas:

Increasing the Uptake

OUTCOME 4	INDICATOR OF CHANGE 4B	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We are digitally enabled industry, confident and skilled in using modern methods of construction.	MMC and digital are being used to increase productivity and quality to meet national and local outcomes.	Review and gain consensus to proceed with delivering the actions set out in the digital strategy for SMEs.	Data workstream	Q4 2023.	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME 4	INDICATOR OF CHANGE 4C	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We are digitally enabled industry, confident and skilled in using modern methods of construction.	Data literacy across the industry is being enhanced through targeted investment.	Establish a one stop shop digital skills hub which brings together content from multiple sources into one easily accessible area.	Skills and Data workstreams	Q2 2024	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME 9	INDICATOR OF CHANGE 9B	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We have sustainable quality culture fit for a safety critical industry.	Digital and data driven systems are in place to record and evaluate construction quality, e.g. materials database and supply chain overviews.	Scope the opportunities for digital strategy to enhance and support a culture of health and safety within the built environment.	Quality and Data workstreams	**Q4 2024**	*STARTING* *UNDERWAY* *COMPLETED*

MODERN METHODS OF CONSTRUCTION

Vision

'Increase the take-up of modern methods of construction and optimise Scotland's place in that emerging market..'

Working Group Chairs

Ryan Cossar – Scottish Futures Trust

Alex Goodfellow – Donaldson Offsite

Priority Actions

The Modern Methods of Construction focus will be across the following areas:

Improve Awareness

OUTCOME 1	INDICATOR OF CHANGE 1C	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We have a successful, commercially sustainable and profitable construction and related businesses which	Clients and industry are confident in using MMC and innovative approaches as business as usual.	Publish an article that outlines Scotland's current MMC capability and capacity, as well as the working group's focus on optimising offsite manufacturing and onsite assembly.	Skills; Supply Chain; Data workstreams	Q4 2023	*STARTING* *UNDERWAY* *COMPLETED*

are anchored in Scotland, forming local supply chains.					

OUTCOME 1	INDICATOR OF CHANGE 1C	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We have a successful, commercially sustainable and profitable construction and related businesses which are anchored in Scotland, forming local supply chains.	Clients and industry are confident in using MMC and innovative approaches as business as usual.	Publish an executive summary of the common themes, outcomes, and benefits of MMC from review of selected research and expert opinion post Farmer Review (2016>) to guide value appraisals.	Skills; Quality; Net Zero; Supply Chain; Data workstreams	Q1 2024	*STARTING* *UNDERWAY* *COMPLETED*

Support Delivery

OUTCOME 4	INDICATOR OF CHANGE 4B	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We are digitally enabled industry, confident and skilled in using	MMC and digital are being used to increase productivity and quality to meet national and local outcomes.	Identify metrics (min. 5no) that enable clients to undertake a value appraisal of MMC on each project.	Procurement; Supply Chain workstreams	Q2 2024	*STARTING* *UNDERWAY* *COMPLETED*

modern methods of construction.					

OUTCOME 4	INDICATOR OF CHANGE 4B	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We are digitally enabled industry, confident and skilled in using modern methods of construction.	MMC and digital are being used to increase productivity and quality to meet national and local outcomes.	Promote delivery model(s) that utilise MMC through offsite manufacturing and onsite assembly.	Procurement; Supply Chain workstreams	Q3 2024	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME 4	INDICATOR OF CHANGE 4B	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We are digitally enabled industry, confident and skilled in using modern methods of construction.	MMC and digital are being used to increase productivity and quality to meet national and local outcomes.	Develop marketplace tool(s) that facilitate decision making on MMC for clients, industry, and Government alike, as well as inform a future business model for offsite manufacturing / construction in Scotland.	Procurement; Pipeline; Quality; Digital; Net Zero; Supply Chain; Data workstreams	Q2 2025	*STARTING* *UNDERWAY* *COMPLETED*

DATA AND INSIGHTS

Vision

'Collating usable, high quality and meaningful data about the Scottish construction sector.'

Working Group Chairs

Douglas Morrison- BE-ST

John McKinney- Build UK

Priority Actions

The Data and Insights focus will be across the following areas:

OUTCOME 9	INDICATOR OF CHANGE 9B	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We have a sustainable quality culture fit for a safety-critical industry.	Digital and data driven systems are in place to record and evaluate construction quality, e.g. materials database and supply chain overviews.	Develop the *Construction Data Dashboard* to include additional metrics and measures in accordance with stakeholder demand, supporting construction Accord and Just Transition objectives alongside ongoing maintenance of the Built Environment	All workstreams will support this initiative	Q2 2024	*STARTING* *UNDERWAY* *COMPLETED*

		Workforce Development Portal.			

OUTCOME 11	INDICATOR OF CHANGE 11B	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We use natural resources sustainably and are a key part of a circular economy.	Digital and data-driven technologies are used to reduce waste in design and manufacturing.	Develop a holistic 'existing buildings' database-mapping and research-scoping the sources of relevant datasets. Database will be aligned to a common and interoperable data architecture for building information.	Digital workstream	Q4 2024	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME 4	INDICATOR OF CHANGE 4C	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS
We are digitally enabled industry, confident and skilled in using modern methods of construction.	Data literacy across the industry is being enhanced through targeted investment.	Promote data upskilling opportunities and support for construction businesses on an ongoing basis.	All workstreams will support this initiative	Q1 2024-26	*STARTING* *UNDERWAY* *COMPLETED*

OUTCOME All	INDICATOR OF CHANGE All	INITIATIVE	COLLABORATION/ POTENTIAL PARTNERS	MILESTONE/ KEY DATES	PROGRESS

		Provide continuous support across all workstreams in the provision of data, insight, and/or bespoke research requirements.	All workstreams will support this initiative	Q1 2024-26	*STARTING* *UNDERWAY* *COMPLETED*

ENDS