

Construction
Leadership
Forum

Transformation Action Plan

JANUARY 2024

Introduction

In October 2022, the Construction Leadership Forum (CLF) published its Scottish Construction Accord – setting out a shared vision to improve outcomes for industry and the public.

The Scottish Construction Accord			
For Business and the Economy	For Current and Future Workforce	For Customers and Users	For the Environment and Communities
<p>OUTCOME 1</p> <p>We have successful, commercially sustainable and profitable construction and related businesses which are anchored in Scotland, forming local supply chains.</p>	<p>OUTCOME 5</p> <p>We provide high quality and fair work for everybody working in the sector and look after their physical and mental health, safety and wellbeing.</p>	<p>OUTCOME 8</p> <p>We maintain high standards of design to enhance Scotland's places, delivering works, products and services that are regulatory and specification compliant, and which maximise whole life-cycle value for money.</p>	<p>OUTCOME 10</p> <p>We are on a just transition pathway to being net zero in embodied carbon, industry operations and over the life cycles of the assets we create, enhance, repair, and manage.</p>
<p>OUTCOME 2</p> <p>Our construction sector businesses are incentivised to innovate and invest in people to grow local economic benefits and create export opportunities.</p>	<p>OUTCOME 6</p> <p>We have a diverse workforce and pipeline of talent with capacity and competency fit for current and future industry needs.</p>	<p>OUTCOME 9</p> <p>We have a sustainable quality culture fit for a safety-critical industry.</p>	<p>OUTCOME 11</p> <p>We use natural resources sustainably and are a key part of a circular economy.</p>
<p>OUTCOME 3</p> <p>We are a productive industry contributing to inclusive economic and green growth.</p>	<p>OUTCOME 7</p> <p>Our sector is attractive to a diverse range of new entrants to the workforce.</p>		<p>OUTCOME 12</p> <p>We are fully engaged with and contribute value to the communities in which we operate.</p>
<p>OUTCOME 4</p> <p>We are digitally enabled industry, confident and skilled in using modern methods of construction.</p>			

These outcomes are to be achieved through a Transformation Action Plan (TAP) to be led by a Working Group Board of Co-Chairs.

This Transformation Action Plan sets out initiatives, each aimed at meeting one or more of the twelve outcomes.

Transformation Journey

Reframing the ambition set out in the Recovery Plan, this TAP provides the necessary visibility to ensure the sector can recognise its role in participating in the changes needed to realise the vision as well as providing the delivery tools for the sector to step forward and contribute.

The Commitments: Working Group agendas

CLF members [and the wider industry] were invited to nominate experienced working group representatives and the opportunity to be involved remains open by enrolling via the website. Each working group has presented initiatives that will be delivered through collaboration across the sector and to a range of timescales. Many are already underway and those about to start will publish updates in early 2024.

These initiatives will deliver for businesses, those working in the sector, the customers and users of the built environment that the industry creates and maintains alongside the environment and communities.

Evaluating Success

This is a live and dynamic plan shaped through the collaborative ambition of the working groups. As the Action Plan develops it will adjust to changing priorities.

The Board will continuously monitor initiatives to assess and improve the effectiveness of the activities and allow early progress to be demonstrated whilst still harnessing the ongoing efforts of the working groups. The outputs may lead to adapting and reframing activities to improve outcomes. Progress updates will be made regularly to the CLF and available on our webpages.

This initial plan focusses on creating the conditions for transformation, addressing barriers to change. As the plan develops, any gaps will be addressed and new areas developed to respond to the transformation programme.

Ambition and Alignment

Responses to the consultation confirmed the sector supported an 'ambitious' transformation that focussed on delivery and change.

The TAP board recognises that whilst the focus of the Accord and Transformation Action Plan is on key sector outcomes and the transformation of how the sector works, there are also external conditions the sector needs for success and short-term issues of industry-wide significance that arise from time to time. It is a key role of the Construction Leadership Forum to provide a route for the industry to engage with Government on these high-level enablers such as the funding and financing of its activity and planning policies as well as short-term and more specific areas such as cladding remediation and materials availability. This work of the CLF will continue in parallel to the industry transformation set out in this TAP.

A 'one sector' approach and voice across both the internal transformation and external agendas will be critical and essential in protecting the sector from unintended consequences. This collective voice will be crucial in supporting the profile and attractiveness of the sector, helping to address the skills and workforce challenges being faced.

The Transformation Board is delighted to present the Transformation Action Plan.

Details and updates on the Transformation Programme can be found on the Construction Leadership Forum website [constructionforum.scot](https://www.constructionforum.scot)



CONSTRUCTION PROCUREMENT

Vision

'Reforming construction procurement practices and supply chain management.'

Working Group Chairs

Clare Paterson - Scottish Government

Stuart Parker - Morgan Sindall

OUTCOME 1	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We have successful, commercially sustainable and profitable construction and related businesses which are anchored in Scotland, forming local supply chains.	Sustainable Pricing	Graduated pricing mechanism identified and introduced. Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 2	INITIATIVE	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.	Collaboration- including partnering, early engagement & risk share.	Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 1	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We have successful, commercially sustainable and profitable construction and related businesses which are anchored in Scotland, forming local supply chains.	Cashflow and retentions.	Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 1	INITIATIVE	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 Budget, Timescale and Technical Considerations.	Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 1	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We have successful, commercially sustainable and profitable construction and related businesses which are anchored in Scotland, forming local supply chains.	Determining the appropriate procurement route and preparation of quality, clear tender inquiries.	Q4 2024	TO START
			UNDERWAY
			COMPLETED



PIPELINE

Vision

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

Working Group Chairs

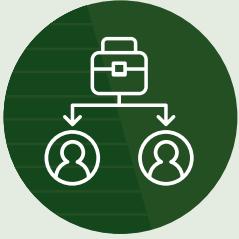
Paul Dodd - Scottish Futures Trust

John Gunn - Balfour Beatty

OUTCOME 2	INITIATIVE	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.	Establish and publish 6 monthly updates to the Construction Pipeline Forecast Tool.	Q1/3 2024-26	TO START
			UNDERWAY
			COMPLETED

OUTCOME 2	INITIATIVE	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.	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.	Q1 2024-26	TO START
			UNDERWAY
			COMPLETED

OUTCOME 2	INITIATIVE	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.	Assess opportunity to develop and publish procurement policy note for Non- Departmental Public Bodies to adopt and contribute to the pipeline tool.	Q4 2024	TO START
			UNDERWAY
			COMPLETED
OUTCOME 1	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We have successful, commercially sustainable and profitable construction and related businesses which are anchored in Scotland, forming local supply chains.	Support insight into potential pipeline for Modern Methods of Construction.	Q4 2024	TO START
			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

OUTCOME 6	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We have a diverse workforce and pipeline of talent with capacity and competency fit for current and future industry needs.	Drive forward cohesive, innovative and future focussed community benefits in public sector contracts- case studies/ embedding good practice that supports the sector to attract and create opportunities to build a diverse future workforce and support the current workforce develop skills needed for transformation.	Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 7	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
Our sector is attractive to a wide range of new entrants to the workforce.	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.	Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 7	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
Our sector is attractive to a wide range of new entrants to the workforce.	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.	Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 6	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We have a diverse workforce and pipeline of talent with capacity and competency fit for current and future industry needs.	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.	Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 8	INITIATIVE	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.	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.	Q4 2024-26	TO START
			UNDERWAY
			COMPLETED

OUTCOME 7	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
Our sector is attractive to a wide range of new entrants to the workforce.	Establish a <i>skills network</i> by engaging across the public sector skills ecosystem to improve knowledge sharing and expertise on skills issues.	Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 6	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We have a diverse workforce and pipeline of talent with capacity and competency fit for current and future industry needs.	Assess skills implications across the sector with a spotlight across the workstreams e.g. Digital, Net Zero, MMC to feed into the new <i>skills network</i> that will help to drive ambition and change.	Q4 2024	TO START
			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

OUTCOME 5	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We provide high quality and fair work for everybody working in the sector and look after their physical and mental health, safety, and wellbeing	Review the Fair Work Convention Construction Industry Inquiry Report (2022) against the Accord and transformation agendas/ outcomes to gain partner/ stakeholder consensus on priorities.	Q2 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 5	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We provide high quality and fair work for everybody working in the sector and look after their physical and mental health, safety, and wellbeing	Establish an appropriate mechanism that will draw together 'commitment' from across the industry to the 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.	Q4 2025	TO START
			UNDERWAY
			COMPLETED



QUALITY

Vision

'Creating a sustainable quality culture and behaviours.'

Working Group Chairs

Colin Proctor - Scottish Futures Trust

Iain Kent - Morgan Sindall

OUTCOME 9	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We have a sustainable quality driven culture fit for a safety-critical industry.	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.	Q4 2023-26	TO START
			UNDERWAY
			COMPLETED

OUTCOME 9	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We have a sustainable quality driven culture fit for a safety-critical industry.	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.	Q1 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 9	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We have a sustainable quality driven culture fit for a safety-critical industry.	Growing CQIC Charter adoption by using workshops to leverage capacity within representative groups (starting with councils and professional membership bodies), supporting them to embed quality targets within their organisation across programmes and project levels.	Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 9	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We have a sustainable quality driven culture fit for a safety-critical industry.	Evidencing sector moves to embrace quality, using established local/regional networks , website and social media promotion and regional 'roadshows'.	Q4 2024	TO START
			UNDERWAY
			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

OUTCOME 4	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We are digitally enabled industry, confident and skilled in using modern methods of construction.	Review and gain consensus to proceed with delivering the actions set out in the digital strategy for SMEs.	Q1 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 4	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We are digitally enabled industry, confident and skilled in using modern methods of construction.	Establish a one stop shop digital skills hub which brings together content from multiple sources into one easily accessible area.	Q2 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 9	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We have sustainable quality culture fit for a safety critical industry.	Scope the opportunities for digital strategy to enhance and support a culture of health and safety within the built environment.	Q4 2024	TO START
			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

OUTCOME 1	INITIATIVE	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.	Communicating Scotland's current MMC capability and capacity, as well as the working group's focus on optimising offsite manufacturing and onsite assembly.	Q1 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 1	INITIATIVE	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.	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.	Q1 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 4	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We are digitally enabled industry, confident and skilled in using modern methods of construction.	Identify metrics (min. 5no) that enable clients to undertake a value appraisal of MMC on each project.	Q2 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 4	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We are digitally enabled industry, confident and skilled in using modern methods of construction.	Promote delivery model(s) that utilise and support MMC through offsite manufacturing and onsite assembly.	Q3 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 4	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We are digitally enabled industry, confident and skilled in using modern methods of construction.	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.	Q2 2025	TO START
			UNDERWAY
			COMPLETED



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

OUTCOME 10	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We are on 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.	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).	Work Package 1 Q3 2023 (completed)	TO START
		Plan published Q2 2024	UNDERWAY
		Next Phase Q4 2024	COMPLETED

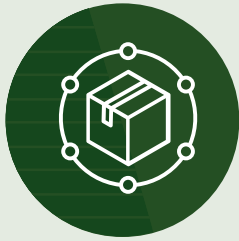
OUTCOME 10	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We are on a just transition pathway to bring net zero in embodied carbon, industry operations and over the life cycles of the assets we create, enhance, repair and manage.	Establish Net Zero Working Group's role as "Strategic Coordination" group for Scotland's BE&C Net Zero activity. Objective is to de-clutter existing landscape by making it more transparent, connected, and navigable.	Initial phase Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 10	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We are on 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.	Map current 'known' Net Zero activity at a strategic, tactical, and operational level.	Initial scoping phase Q2 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 10	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We are on 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.	Scope & develop an enhanced <i>Knowledge Exchange Platform</i> to support better collaboration, sharing, and learning across BE&C Net Zero Ecosystem.	Launch Knowledge Exchange Platform. Q4 2024 Comprehensive & regularly updated programme of content/ initiatives/events 2024-6	TO START
			UNDERWAY
			COMPLETED

OUTCOME 10	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We are on 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.	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.	Launch BE&C delivery Route Map Q4 2024 Establish methodology for deploying the Route Map Guidance, tools & resources Q4 2025	TO START
			UNDERWAY
			COMPLETED

OUTCOME 10	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We are on 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.	Develop a vehicle/campaign that focuses on honest, science based Net Zero messaging that will remove barriers.	Scoping Q2 2024	TO START
			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

OUTCOME 2	INITIATIVE	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.	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 Directories and promote more effectively.	Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 2	INITIATIVE	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.	Establish a Scottish supply chain marketplace and platform(s) to support the sustainable growth of the sector.	Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME12	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We are fully engaged with and contribute value to the communities in which we operate.	Ensure business cases promote local social and environmental benefits that are given appropriate weighting when assessing the Most Economically Advantageous tender.	Q4 2025	TO START
			UNDERWAY
			COMPLETED

OUTCOME 12	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We are fully engaged with and contribute value to the communities in which we operate.	Bring forward improvement (publishing details) to the reporting of social impact metrics and the auditing of these across the whole supply chain.	Q4 2025	TO START
			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

OUTCOME 9	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We have a sustainable quality culture fit for a safety-critical industry.	Develop the <i>Construction Data Dashboard</i> 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 Workforce Development Portal.	Q2 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 11	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We use natural resources sustainably and are a key part of a circular economy.	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.	Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 4	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We are digitally enabled industry, confident and skilled in using modern methods of construction.	Promote data upskilling opportunities and support for construction businesses on an ongoing basis.	Q1 2024-26	TO START
			UNDERWAY
			COMPLETED

OUTCOME All	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
	Provide continuous support across all workstreams in the provision of data, insight, and/or bespoke research requirements.	Q1 2024-26	TO START
			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

OUTCOME ALL	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
	Grow the Accord Network across all communications- amplifying the messaging for the sector about who the change is for to ensure that the transformation is understood- using website/ CLF Minister/ social media/ newsletter- including regional engagement.	Q1 2024-26	TO START
			UNDERWAY
			COMPLETED

OUTCOME ALL	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
	Promote initiatives, connecting policy changes to ensure there is one industry voice and messaging across the Action Plan.	Q1 2024-26	TO START
			UNDERWAY
			COMPLETED

OUTCOME 7	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
Our sector is attractive to a wide range of new entrants to the workforce.	Develop narrative for 'Brand Construction' and the skills and workforce agenda.	Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME 10	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
We are on 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.	Scope and develop a campaign that focusses on transformation ambition for Net Zero to overcome obstacles and establish leadership from/to sector/ CLF.	Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME All	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
	Develop and deliver an awareness campaign for construction transformation (including a glossary of terms).	Q4 2024	TO START
			UNDERWAY
			COMPLETED

OUTCOME All	INITIATIVE	MILESTONE/ KEY DATES	PROGRESS
	Develop the format and presentation for 'measuring success' for Transformation.	Q4 2024	TO START
			UNDERWAY
			COMPLETED