# Annual Programme Impact Progress Report: Business and the Economy

| Outcome Area | Business and the Economy |
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| Last Update: | Mar-25 |

**Business and the Economy Outcomes**

| | 1 | 2 | 3 | 4 |
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| | We have successful, commercially sustainable and profitable construction and related business which are anchored in Scotland, forming local supply chains. | Our construction sector businesses are incentivised to innovate and invest in people to grow local economic benefits and create export opportunities. | We are a productive industry contributing to inclusive economic and green growth. | We are digitally enabled industry, confident and skilled in using modern methods of construction. |

**Initiatives (Active and planned)**

| | Year 1 Progress (What progress has already been made?) | Year 2 Progress (What progress is planned?) | Year 3 Progress (What progress do you expect to see?) | Year 4 Progress (What progress do you expect to see?) |
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### Initiative Title: Sustainable Pricing

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| Description: | Review current tender pricing practices and make recommendations to obtain more sustainable pricing in construction. |
| Lead Contact: | John Docherty |
| Progress RAG: | Underway |

| | Year 1 | Year 2 | Year 3 | Year 4 | Outcome |
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| What milestones of progress do you hope to achieve? (The stages of work) | Subgroup set up with range of industry roles represented. Engaged in discussions Pricing issues identified GPM guidance reviewed | A programme of further comms established. Further research work on activities to promote sustainable pricing compiled and published. | Greater uptake of practices that encourage sustainable pricing. | Greater uptake of practices that encourage sustainable pricing. | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | Common agreement reached. GPM guidance published | Industry and public sector clients gaining confidence in and commitment to practices sustainable pricing. | 1A. Criteria is reformed to reduce lowest cost reliance and drive innovation, skills and workshorce development and quality | 1A. Criteria is reformed to reduce lowest cost reliance and drive innovation, skills and workshorce development and quality | X (Outcome 1) |
| How might you evidence this? (What data do you need?) | Group review of causes and effects compiled and recorded. Agreed support of GPM (and/or other mechanisms). GPM guidance published by SG. Comms article released in support of GPM. | Comms articles released and engagements carried out. GPM uptake data. | Possible industry survey. GPM uptake data. Project outturn ratios. | GPM uptake data. Project outturn ratios. Reduction in post project claims. Increased quality on projects using sustainable pricing mechnisms. | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | SG CPPU | Public bodies to confirm GPM usage. | | | |

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### Initiative Title: Retentions

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| Description: | Appropriate use of retention practices |
| Lead Contact: | Stuart Parker |
| Progress RAG: | Underway |

| | Year 1 | Year 2 | Year 3 | Year 4 | Outcome |
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| What milestones of progress do you hope to achieve? (The stages of work) | Subgroup set up with range of industry roles represented. Engaged in discussions around cashflow and retentions. | New recommendation(s) developed relating to improving retention practices in industry. | New recommendation(s) implemented. | Use of retentions is fair, proportionate, and effective. Clients are informed on appropriate use of retentions and alternative mechanisms to ensure quality and completion. | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | Decision made to focus on the use of retentions. | New recommendation(s) accepted for development or implementation. | Depends on what the recommendation is - potentially a change in behaviours around retentions. | 1A. Criteria is reformed to reduce lowest cost reliance and drive innovation, skills and workforce development and quality. | X (Outcome 1) |
| How might you evidence this? (What data do you need?) | Decision to focus on retentions agreed at working group meeting. | Industry/ public sector feedback | Industry/ public sector feedback | Proportionate use of retentions. Increased quality on projects. Better supplier/client relationships. Improved cashflow on projects | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | N/A | | | | |

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### Initiative Title: Quality in Procurement

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| Description: | Improving the quality aspects of overall assessment criteria for public procured opportunities (SPD and ITT) |
| Lead Contact: | TBC |
| Progress RAG: | Underway |

| | Year 1 | Year 2 | Year 3 | Year 4 | Outcome |
|---|---|---|---|---|---|
| What milestones of progress do you hope to achieve? (The stages of work) | Subgroup was set up to focus on budget setting, timescales and technical considerations. | Collaboration with Sustainable Pricing Group and Quality Working Groups. Ideas of integration between quality considerations and procurement processes. | Proportionate and quality-based collaboration across industry. New guidance on setting scoring criteria/ weighting of procurement activities. Development of new tools, procedures or practices within procurement activities that promote higher quality in construction. | Refinement and/or Introduction of new tools/procedures or practices. Adoption of new tools/procedures or practices. | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | Identification and common understanding reached on key issues related to procurement that that could potentially benefit from improvements. | An understanding of issues discussed within the Quality Working Group. Formation and development of ideas of potential improvements. | New tools, procedures or practices developed and ready to be tested. Update of new guidance/ tools/ procedures or practices. | Effective guidance/ tools/ procedures and practices introduced. Quality is fairly, proportionately, and effectively assessed in procurement exercises. Quality elements of procurement exercise (winning work) are tied to both the client's project objectives and the delivery of the project/service. The balance of Price Quality and 'other' aspects of tenders are considered and proportionate. INDICATOR 1A - Criteria is reformed to reduce lowest cost reliance and drive innovation, skills and workforce development and quality | X (Outcome 1) |
| How might you evidence this? (What data do you need?) | Records of subgroup discussions and possible areas for further consideration. Issues related to quality aspects of procurement identified. | Collaboration between groups. Ideas explored. Work plans and working progress. | Pilot versions of new tools, procedures, or practices. Feedback from industry/clients. | New tools, procedures, or practices. Feedback from industry/clients. Improved levels of service delivery (quality) on projects and services. Realistic prices can be successful within procurements. Evidence of value for money achieved on projects. | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | Clients/Suppliers who are willing to share real examples and ideas. | Accord Quality working group / CQIC SG CPPU | Clients/industry willingness to engage with development and testing of new tools/ processes. | Clients/industry willingness to engage with development and testing of new tools/ processes. | |

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### Initiative Title: Signposting Common Reference Documents

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| Description: | A desktop exercise to establish and promote existing guidance and its applicability. |
| Lead Contact: | Colin Proctor |
| Progress RAG: | Underway |

| | Year 1 | Year 2 | Year 3 | Year 4 | Outcome |
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| What milestones of progress do you hope to achieve? (The stages of work) | Subgroup was set up to focus on procurement routes and tender enquiry documentation. Subgroup engaged in discussions around the 2023 Procurement Workshop recommendations. | Create summary of current guidance relating to construction procurement. | Improved skills and understanding of procurement practices, leading to more effective procurements. | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | This initative was identified as a potential action relating to consolidating procurement tools and processes. | | Better access and appropriate usage of existing guidance. | INDICATOR 1A - Criteria is reformed to reduce lowest cost reliance and drive innovation, skills and workforce development and quality | X (Outcome 1) |
| How might you evidence this? (What data do you need?) | Records of subgroup discussions and proposed action. | Guidance summary published on TAP website. | Guidance usage data. | | |

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| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | Review from others on guidance to include, descripitons and applicability. | Review within Procurement Working Group . Comms TAP working group to support by publishing document on TAP website. | Feedback on guidance usage from clients and industry. | | | | | |

| Initiative Title: | **Improved Tender Feedback** | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Description: | Review of tender feedback practices and guidance and the identification of opportunities to improve | | | | | | | |
| Lead Contact: | Jacqueline Kilcoyne | | | | | | | |
| Progress RAG: | Underway | | | | | | | |
| **What milestones of progress do you hope to achieve?** (The stages of work) | Review guidance available on construction procurement feedback. | Prepare new/additional guidance for adoption. Working Group proposal of new feedback guidance and examples. | Comms to highlight good practice and additional new guidance. | See improvements in tender submissions, and subseqently | x | | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | Identification of opportunities in relation to improved feedback. | New guidance accepted by SG and adopted into Client Guide to Construction Projects. | Gradual changes in the general practices of construction feedback. | Improvements to quality tender submissions and the quality of subsequent projects.  INDICATOR 1A - Criteria is reformed to reduce lowest cost reliance and drive innovation, skills and workforce development and quality | | | | |
| **How might you evidence this?** (What data do you need?) | Development of initative focussing on tender feedback. | Publishing of new guidance | New guidance influencing feedback practises.  Greater detail and availability of feedback for suppliers. | Feedback from industry/clients? | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | Clients/Suppliers who are willing to share real examples | SG CPPU | | | | | | |

| Initiative Title: | **Communicating Scotland's current MMC capability and capacity (Year 2- Raising Awarenes)** | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Description: | Focus on optimising offsite manufacturing and onsite assembly ( Year 2- raising awareness of MMC on public sector projects) | | | | | | | |
| Lead Contact: | Ryan Cossar | | | | | | | |
| Progress RAG: | Underway | | | | | | | |
| **What milestones of progress do you hope to achieve?** (The stages of work) | Survey:Understanding the landscape of MMC in Scotland (complete August 2024) | MMC Comms/ thought leadership piece | Showcase MMC projects and associated delivery models. | Showcase MMC projects and associated delivery models | x | | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | INDICATOR 1C Clients and industry are confident in using MMC and innivative approaches as business as usual. | INDICATOR 4B MMC and digital are being used to increase productivity and wyality to meet national and local outcomes | INDICATOR 4B MMC and digital are being used to increase productivity and quality to meet national and local outcomes | INDICATOR 4B MMC and digital are being used to increase productivity and quality to meet national and local outcomes | | | | |
| **How might you evidence this?** (What data do you need?) | | | Number of Clients (Nr) Number of Projects (Nr) Number of Sectors (Nr)          MMC Categories (Cat)                Domestic Productivity             (Nr units / Day)                        Non Dom Productivity                (m2 / Day) | Improvements in project completion times and cost savings as a result of using MMC and digital technologies.  Number of projects where MMC was a significant contributor to productivity and quality outcomes. | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | N/A | | Supply chain Procurement | Comms | | | | |

| Initiative Title: | **Publish MMC Executive Summary** | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Description: | The common themes, outcomes, and benfits of MMC from review of selected research and expert opinion post Farmer Review (2016>) to guide value | | | | | | | |
| Lead Contact: | Ryan Cossar | | | | | | | |
| Progress RAG: | Underway | | | | | | | |
| **What milestones of progress do you hope to achieve?** (The stages of work) | Survey:Understanding the landscape of MMC in Scotland (complete August 2024) | Will form part of the **Raising Awareness** initiative for 2025 | | | x | | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | | | | | | | | |
| **How might you evidence this?** (What data do you need?) | | | | | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | N/A | | | | | | | |

| Initiative Title: | **Establish and public 6 monthly updates to the Construction Pipeline Forecast Tool** | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Description: | Manage, develop and publish data to the pipeline tool on a 6 monthly basis. | | | | | | | |
| Lead Contact: | Paul Dodd | | | | | | | |
| Progress RAG: | Completed | | | | | | | |
| **What milestones of progress do you hope to achieve?** (The stages of work) | Publicaton every 6 months | Publicaton every 6 months | Publicaton every 6 months | Publicaton every 6 months | | x | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | - Increased transparency - Focussed investment | - Increased transparency - Focussed investment | - Increased transparency - Focussed investment | - Increased transparency - Focussed investment | | | | |
| **How might you evidence this?** (What data do you need?) | - Nr  of submitters of data - Nr of sectors - Value of pipeline - Membership of the tool - Industry endorsement | - Nr of submitters of data - Nr of sectors - Value of pipeline - Membership of the tool - Industry endorsement | - Nr  of submitters of data - Nr of sectors - Value of pipeline - Membership of the tool - Industry endorsement | - Nr  of submitters of data - Nr of sectors - Value of pipeline - Membership of the tool - Industry endorsement | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | - Public Bodies who submit data | - Public Bodies who submit data | - Public Bodies who submit data | - Public Bodies who submit data | | | | |

| Initiative Title: | **Assess the opportunity to develop and publish a procurement policy for Non-Departmenal Public Bodies to adapt and contribute to the tool.** | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Description: | Develop and support SG publish Procurement Policy note | | | | | | | |
| Lead Contact: | Paul Dodd | | | | | | | |
| Progress RAG: | Completed | | | | | | | |
| **What milestones of progress do you hope to achieve?** (The stages of work) | - Target was Q4 2024 however policy note issued June 2024. | No further action required | | | | x | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | - SG endorsement of pipeline | No further action required | | | | | | |
| **How might you evidence this?** (What data do you need?) | - Increased number of public bodies submitting the data. | No further action required | | | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | - Scottish Government - Industry | No further action required | | | | | | |

| Initiative Title: | **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.** | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Description: | Increase adoption and scale of the tool and respond and update for feedback. | | | | | | | |
| Lead Contact: | Paul Dodd | | | | | | | |
| Progress RAG: | Completed | | | | | | | |

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|---|---|---|---|---|---|---|---|---|
| What milestones of progress do you hope to achieve? (The stages of work) | Capture voluntary public bodies | Include all NDPB to submit to pipeline tool. Seek collaboration with utilities sector. | Maintain scale and engagement by public bodies | Maintain scale and engagement by public bodies | | X | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | - Increased transparency - Focussed investment | - Increased transparency - Focussed investment | - Increased transparency - Focussed investment | - Increased transparency - Focussed investment | | | | |
| How might you evidence this? (What data do you need?) | - Nr of submitters of data - Nr of sectors - Value of pipeline - Membership of the tool - Industry endorsement | - Nr of submitters of data - Nr of sectors - Value of pipeline - Membership of the tool - Industry endorsement | - Nr of submitters of data - Nr of sectors - Value of pipeline - Membership of the tool - Industry endorsement | - Nr of submitters of data - Nr of sectors - Value of pipeline - Membership of the tool - Industry endorsement | | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | Supply Chain MMC | Supply Chain MMC | Supply Chain MMC | Supply Chain MMC | | | | |

| **Initiative Title:** | **Support insight in the potential pipeline for Moderns Methods of Construction** | | | | | |
|---|---|---|---|---|---|---|
| **Description:** | | | | | | |
| **Lead Contact:** | TBC | | | | | |
| **Progress RAG:** | To Start | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | - Respond to sectorial use cases including:- - South East Housing Pipeline - HIE housing pipeline. | Not taken forward by group but allow adhoc intiaitives develop sectorial pipeline opportunities. | | | X | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | | Not taken forward by group but allow adhoc intiaitives develop sectorial pipeline opportunities. | | | | |
| How might you evidence this? (What data do you need?) | | Not taken forward by group but allow adhoc intiaitives develop sectorial pipeline opportunities. | | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | | Not taken forward by group but allow adhoc intiaitives develop sectorial pipeline opportunities. | | | | |

| **Initiative Title:** | **Ensure Scottish supply chain opportunities are easily accessible and visible to project designers and specifiers** | | | | | |
|---|---|---|---|---|---|---|
| **Description:** | Opportunity to link to existing databases e.g. Scottish Industry Directories and promote more effectively. | | | | | |
| **Lead Contact:** | John Brown/ David LittleJohn | | | | | |
| **Progress RAG:** | Underway | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | Review of existing industry directories to identify the opportunities | | | | X | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | **INDICATOR 2A** Early engagement supports sustainable and local supply chains, collaborative working, and strategic partnerships. | | | | | |
| How might you evidence this? (What data do you need?) | | | | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | Data workstream | | | | | |

| **Initiative Title:** | **Establish a Scottish supply chain marketplace and platform(s)** | | | | | |
|---|---|---|---|---|---|---|
| **Description:** | to support the sustainable growth of the sector. | | | | | |
| **Lead Contact:** | John Brown/ David LittleJohn | | | | | |
| **Progress RAG:** | To Start | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | This initiative is on hold and may be revisited in due course. | | | | X | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | **INDICATOR 2A** Early engagement supports sustainable and local supply chains, collaborative working, and strategic partnerships. | | | | | |
| How might you evidence this? (What data do you need?) | Number of partnerships formed with a focus on sustainability and local supply chains. Early engagement index, reflecting the stage at which stakeholders become involved in the projects. | | | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | Data & Procurement workstreams | | | | | |

| **Initiative Title:** | **Identify metrics for MMC** | | | | | | |
|---|---|---|---|---|---|---|---|
| **Description:** | (min 5 No) that enable clients to undertake a value appraisal | | | | | | |
| **Lead Contact:** | Ryan Cossar | | | | | | |
| **Progress RAG:** | Underway | | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | Survey:Understanding the landscape of MMC in Scotland (complete August 2024) | This will form part of the **Supporting Delivery** initiative in 2025 | | | | | X |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | | | | | | | |
| How might you evidence this? (What data do you need?) | | | | | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | n/a | | | | | | |

| **Initiative Title:** | **Promote MMC Delivery Models (2025- Supporting MMC Delivery)** | | | | | | |
|---|---|---|---|---|---|---|---|
| **Description:** | These models would utlise MMC through offsite manufacturing and onsite assembly (2025- Supporting delivery of MMC on public sector projects through | | | | | | |
| **Lead Contact:** | Ryan Cossar | | | | | | |
| **Progress RAG:** | To Start | | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | Survey:Understanding the landscape of MMC in Scotland (complete August 2024) | Draft MMC Appraisal Toolkit (Dec 2024) means that this initiative has been combined into a more strategic approach as an appraisal toolkit Test MMC Appraisal Toolkit | | | | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | | **INDICATOR 1C** Clients and industry are confident in using MMC and innovative approaches as business as usual | **INDICATOR 4B** MMC and digital are being used to increase productivity and quality to meet national and local outcomes | **INDICATOR 10C** New technologies and tools are developed and embedded across the sector to support alignment to net zero targets and reporting, e.g. Using DfMA and other MMC are used to provide a robust audit train and certification process, cradle to grave carbon calculators | | | X |

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| **How might you evidence this?** (What data do you need?) | | Percentage of projects utilising MMC and innovative approaches. Client satisfaction scores relating to the use of MMC. Frequency of MMC being cited in industry case studies as a standard practice. | Number of Clients (Nr) Number of Projects (Nr) Number of Sectors (Nr) MMC Categories (Cat) Domestic Productivity (Nr units / Day) Non Dom Productivity (m2 / Day) | Number of new technologies and tools developed for net zero alignment. Frequency of use of DfMA and other MMC in projects, as well as the effectiveness of these methods in net zero auditing and reporting. | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | Pipeline, Procurement, Supply Chain, Quality | Pipeline, Procurement, Supply Chain, Quality | Pipeline, Procurement, Supply Chain, Quality | Pipeline, Procurement, Supply Chain, Quality | | | | |

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| **Initiative Title:** | **Develop MMC Marketplace tools** | | | | | | | |
| **Description:** | This would facilitate decision making on MMC for clients, industry and government alike, as well as inform a future business model for offsite | | | | | | | |
| **Lead Contact:** | Ryan Cossar | | | | | | | |
| **Progress RAG:** | To Start | | | | | | | |
| **What milestones of progress do you hope to achieve?** (The stages of work) | Survey:Understanding the landscape of MMC in Scotland (complete August 2024) | This initiative will form part of the **Supporting Delivery** initiative in 2025. This initiative may be possible following the initial work on MMC capability. | | | | | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | **INDICATOR 4B** MMC and digital are being used to increase productivity and quality to meet national and local outcomes. | | | | | | | x |
| **How might you evidence this?** (What data do you need?) | | | | | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | n/a | | | | | | | |

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| **Initiative Title:** | **Review digital strategy for SMEs to gain industry approval to proceed with delivering the actions it proposes.** | | | | | | | |
| **Description:** | The digital strategy was based upon the outcomes of industry engagement workshops, however industry was not then given the opportunity to say whether they agreed with the proposed actions or not. Action is to consult with digital steering group to see if they agree on strategy's proposals and discuss how they can be implemented. | | | | | | | |
| **Lead Contact:** | Lynsey Brydson | | | | | | | |
| **Progress RAG:** | Completed | | | | | | | |
| **What milestones of progress do you hope to achieve?** (The stages of work) | Gained approval and started undertaking sub actions from within the strategy | Digital best practise case studies published with more in pipeline | | | | | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | Approval from group to adopt work. | | | Digital is being used to increase productivity and quality to meet national and local outcomes. | | | | x |
| **How might you evidence this?** (What data do you need?) | Minutes from meeting | Numbers of hits on website to case studies | | | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | N/A | Comms work stream, organisations who are willing to share examples of digital best practise. | | | | | | |

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| **Initiative Title:** | **One stop digital skills hub (2025 One Stop Shop Funding Tracker)** | | | | | | | |
| **Description:** | Establish a one stop shop digital skills hub which brings together content from multiple sources into one easily accessible area | | | | | | | |
| **Lead Contact:** | Lynsey Brydson | | | | | | | |
| **Progress RAG:** | Completed | | | | | | | |
| **What milestones of progress do you hope to achieve?** (The stages of work) | Examine potential options for integration - due to resource and funding constraints it was found to be unachievable, so work instead focused on enhancing the Data Lab's funding tracker to provide a one stop shop for funding, which has been completed. | The next step is to launch a comms plan for the funding tracker. | | | | | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | Data literacy across the industry is being enhanced through targeted investment. | | | | | | | x |
| **How might you evidence this?** (What data do you need?) | Numbers of users accessing the resources | | | | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | Funding providers | | | | | | | |

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| **Initiative Title:** | **Promote data upskilling opportunities and support for construction businesses on an ongoing basis.** | | | | | | | |
| **Description:** | | | | | | | | |
| **Lead Contact:** | Douglas Morrison/ John McKinney | | | | | | | |
| **Progress RAG:** | Underway | | | | | | | |
| **What milestones of progress do you hope to achieve?** (The stages of work) | Promoting upskilling opportunities relating to data, including programmes run by DataLab and the AI Alliance/ Skills Development Scotland's AI planning programme | | | | | | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | **INDICATOR 4C** Data literacy across the industry is being enhanced through targeted investment. | | | | | | | x |
| **How might you evidence this?** (What data do you need?) | Number of training programs and participants in data literacy initiatives. Improvement in decision-making effectiveness or efficiency through enhanced data literacy. | | | | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | All workstreams | | | | | | | |

# Annual Programme Impact Progress Report: Current and Future Workforce

| Outcome Area | Current and Future Workforce |
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| Last Update: | Mar-25 |

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| Initiatives (Active and planned) | Year 1 Progress (What progress has already been made?) | Year 2 Progress (What progress is planned?) | Year 3 Progress (What progress do you expect to see?) | Year 4 Progress (What progress do you expect to see?) | We provide high quality and fair work for everybody working in the sector and look after their physical and mental health, safety and wellbeing. | We have a diverse workforce and pipeline of talent with capacity and competency fit for current and future industry needs. | Our sector is attractive to a diverse range of new entrants to the workforce. |

| Initiative Title: | Review Fair Work Inqiury Report | | | | | | |
|---|---|---|---|---|---|---|---|
| Description: | Review the Fair Work Convention Construction Industry Inquiry Report (2022) against the Accord and transformation agendas/outcomes to gain partner stakeholder consensus on priorities | | | | | | |
| Lead Contact: | Fiona Harper | | | | | | |
| Progress RAG: | Underway | | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | 5 workstreams have been established and are up and running. They are tackling a number of topics that will be included in a possible Charter. | The Charter will be developed and priortly areas developed | The Charter is being tested in different contexts, for example MMC | Define Fair Work in the Construction Industry context through the themes of: - Adherance to collective bargained rates - Trade Union access to workplaces - Disputes resolution - Bullying and harrassment - Supply chain compliance | | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | Groups are working effectively towards clear aims | An outline of the Charter has been developed and agreed | | 5B. Investment is being made to improve diversity, conditions and pathways in workplaces to uncrease job quality and attractiveness. 5D. Fair work reporting is embedded throughout the sector | x | | |
| How might you evidence this? (What data do you need?) | Check-in with the groups to clarify their understanding of ambitions and aims | A survey to validate consensus on the Charter and its priorty areas | | Sector-wide survey to identify number and quantity of invesments being made to improve Fair Work practices across the sector, and uptake | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | Skills & Workforce, Procurement and Communications workstreams | | | | | | |

| Initiative Title: | Establish industry commitment mechanisms | | | | | | |
|---|---|---|---|---|---|---|---|
| Description: | 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. | | | | | | |
| Lead Contact: | Fiona Harper | | | | | | |
| Progress RAG: | To Start | | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | Making progress across 5 workstreams that tackle a number of topics/ subjects that would be included in a possible charter. The charter remains the priority- through its development we should be in a good place to define Fair Work in the Construction Industry Context. | The Charter will be developed and priortly areas developed | The Charter is being tested in different contexts, for example MMC | Define Fair Work in the Construction Industry context through the themes of: - Adherance to collective bargained rates - Trade Union access to workplaces - Disputes resolution - Bullying and harrassment - Supply chain compliance | | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | N/A | An outline of the Charter has been developed and agreed | | 5B. Investment is being made to improve diversity, conditions and pathways in workplaces to uncrease job quality and attractiveness. 5D. Fair work reporting is embedded throughout the sector | x | | |
| How might you evidence this? (What data do you need?) | The commitments | A survey to validate consensus on the Charter and its priorty areas | | Sector-wide survey to identify number and quantity of invesments being made to improve Fair Work practices across the sector, and uptake | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working | Skills & Workforce, Procurement and Communications workstreams | | | | | | |

| Initiative Title: | Evolving Public Contracts to Priortise Communities and New Entrants | | | | | | |
|---|---|---|---|---|---|---|---|
| Description: | Drive forward cohesive, innovative and future focussed community benefits in public sector contracts- case studies/ embedding good practice that support the sector to attract and create opportunities to build a diverse future workforce and support the current workforce develop skills needed for transformation. | | | | | | |
| Lead Contact: | Scottish Futures Trust | | | | | | |
| Progress RAG: | Underway | | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | Create a revisied Community Benefit Toolkit that is embedded within the Industry. SFT Toolkit review (final draft stage) working with and taking input from key stakeholders. Lyn Brown from Hub North Scotland is the direct link from the Skills & Workforce subgroup to this activity. | Quarterly planning meeting will discuss delivering on a communication plan via key networks and events including CITB Community Benefit Forum. Implement by supporting creation of best practice case-studies. | Identify system wide issues to review with Procurement and explore next steps. | Longterm - a way to measure, ensuring delivery and communication of the benefits etc required. Feedback so far suggests that because of the complexity this may be a longer term fix and will require a fresh approach. | | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | | | | INDICATOR 6C. Investment in innovation and workforce development is aligned to community benefits, net zero and other policy outcomes. | | x | |
| How might you evidence this? (What data do you need?) | | | | | | | |
| Who else do you need to work with to deliver this | Supply Chain Procurment | | | | | | |

| Initiative Title: | Assess skills implications across the sector | | | | | | |
|---|---|---|---|---|---|---|---|

| Description: | 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. | | | | | |
|---|---|---|---|---|---|---|
| **Lead Contact:** | Elaine Ellis | | | | | |
| **Progress RAG:** | To Start | | | | | |
| **What milestones of progress do you hope to achieve?** (The stages of work) | Cross workstream overview required. | The Public Sector Skills Network will consider appropriate milestones. | | | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | **INDICATOR 6C** Investment in innovation and workforce development is aligned to community benefits, net zero and other policy outcomes. | | | | X | |
| **How might you evidence this?** (What data do you need?) | The alignment rate of innovation and workforce development investments with community benefits and net-zero policy outcomes. | | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | other workstreams with skills focus- MMC, Net Zero, Digital etc | | | | | |

| Initiative Title: | **Apprenticeship Frameworks** | | | | | |
|---|---|---|---|---|---|---|
| Description: | Ensure they are designed and updated in partnership with Industry to ensure vital skills needed to support positive transformation and drive to net zero are embedded. | | | | | |
| **Lead Contact:** | Elaine Ellis | | | | | |
| **Progress RAG:** | Underway | | | | | |
| **What milestones of progress do you hope to achieve?** (The stages of work) | Various Frameworks (i.e. Plumbing and Heating via SNIPEF) are in the progress of being updated. There is also a work across to the CITB Competance Frameworks that are likely to be linked. | Further milestones will be set after the quarterly planning meeting. | | | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | **INDICATOR 6C** Investment in innovation and workforce development is aligned to community benefits, net zero and other policy outcomes. | **INDICATOR 8C** High quality industry-led apprenticeships are increased through investment. | | | X | |
| **How might you evidence this?** (What data do you need?) | The alignment rate of innovation and workforce development investments with community benefits and net-zero policy outcomes. | | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | Plumbing, HVAC and Stonemasonry sectors/ CITB | | | | | |

| Initiative Title: | **Optimise engagement with the potential 'talent pool'** | | | | | |
|---|---|---|---|---|---|---|
| Description: | 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. | | | | | |
| **Lead Contact:** | Elaine Ellis | | | | | |
| **Progress RAG:** | Underway | | | | | |
| **What milestones of progress do you hope to achieve?** (The stages of work) | Creating a toolkit that showcases examples of ways companies can engage with the young workforce to highlight and educatate in relation to Construction Career opportunities. Will be hosted on DYW website. | Toolkit will be launched. Further milestones will be set after the launch/ quarterly planning meeting | Further milestones will be set after the launch/ quarterly planning meeting | Further milestones will be set after the launch/ quarterly planning meeting | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | **INDICATOR 7C** The built environment/ construction sector is promoted as a whole, not as individual professions. | | | | | |
| **How might you evidence this?** (What data do you need?) | Engagement metrics from communication campaigns promoting employee benefits and job quality. Quality and effectiveness score of communication strategies, possibly through feedback or surveys. | | | | | X |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | Communications will develop and drive forward a Brand Construction concept and communications plan to support the toolkit. | | | | | |

| Initiative Title: | **Publish an engaging and ambitious thought piece.** | | | | | |
|---|---|---|---|---|---|---|
| Description: | Capture the sector ambition/potential for "Construction 2034" through the lens of skills development and talent attraction, engaging across new sector talent but also established Industry leaders to look at cultural perspectives. | | | | | |
| **Lead Contact:** | Anna Stroll | | | | | |
| **Progress RAG:** | Underway | | | | | |
| **What milestones of progress do you hope to achieve?** (The stages of work) | The Built Environment Changemakers have created a built environment vision/ 10 point manifesto. | Working with the Changemakers vision/ manifesto, the Changemakers and industry leaders will be engaged to create cultural perspectives for construction 2034/5. | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | INDICATOR 7C The built environment/ construction sector is promoted as a whole, not as individual professions. | | | | | |
| **How might you evidence this?** (What data do you need?) | Engagement metrics from communication campaigns promoting employee benefits and job quality. Quality and effectiveness score of communication strategies, possibly through feedback or surveys. | | | | | X |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | Communications and CLF | | | | | |

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|---|---|
| **Initiative Title:** | **Establish a skills network** |
| **Description:** | Engaging across the public sector skills ecosystem to improve knowledge sharing and expertise on skills issues. |
| **Lead Contact:** | Elaine Ellis |
| **Progress RAG:** | Completed |

| | | | | | | |
|---|---|---|---|---|---|---|
| **What milestones of progress do you hope to achieve?** (The stages of work) | A Public Sector Skills Network has been established, TOR agreed and several meetings held that have raised awareness of sector skills landcape. The *Public Sector Skills Network* is an opportunity for public sector partners to link with the sector. | Further milestones will be set after the quarterly planning meeting. | | | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | INDICATOR 7C The built environment/ construction sector is promoted as a whole, not as individual professions. | | | | | X |
| **How might you evidence this?** (What data do you need?) | Organisations participating and co-ordinating skills messaging | | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | Public Sector Partners | | | | | |

| Outcome Area | Customers and Users | | | | | |
|---|---|---|---|---|---|---|
| Last Update: | | | Mar-25 | | | |

| | | | | | Customers and Users Outcomes | |
|---|---|---|---|---|---|---|
| | | | | | 8 | 9 |
| Initiatives (Active and planned) | Year 1 Progress (What progress has already been made?) | Year 2 Progress (What progress is planned?) | Year 3 Progress (What progress do you expect to see?) | Year 4 Progress (What progress do you expect to see?) | 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. | We have a sustainable quality culture fit for a safety-critical industry. |

| Initiative Title: | Gather insights and publish recommendations to frame workforce competence | | | | | |
|---|---|---|---|---|---|---|
| Description: | Linked 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. | | | | | |
| Lead Contact: | Elaine Ellis | | | | | |
| Progress RAG: | To Start | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | CITB are progressing Competance Frameworks across all CITB in-scope occupations. Likely impacts across other sector areas. Scotland to confirm its approach following its response to the Grenfell Inquiry recommendations. . | Further milestones will be set after the quarterly planning meeting. An understanding of the implications for competence requirements are emerging and resource/ oversight requirements will be confirmed in the second half of the year. | | | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | INDICATOR 8C High quality industry-led apprenticeships are increased through investment. | The indicators will be reviewed to reflect quality. | | | x | |
| How might you evidence this? (What data do you need?) | | For example; Quality ratings or success rates of apprenticeships, e.g., through completion rates or post-program employment metrics | | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | all workstreams | | | | | |

| Initiative Title: | Scope & develop a pragmatic Net Zero delivery Route Map for the Built Environment (2025- to be combined with mapping and knowledge sharing) | | | | | |
|---|---|---|---|---|---|---|
| Description: | A focus on Construction including clear links to regulatory and policy standards. | | | | | |
| Lead Contact: | Gordon Nelson/ Stephen Good/ Stephen Boyle ZWS (Catriona Jordan) | | | | | |
| Progress RAG: | Underway | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | | This initiative will be combined with mapping and knowledge sharing for Net Zero Routemap | | | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | INDICATOR 10E Consolidated resources are used across the sector to guide day-to-day net zero journeys. INDICATOR 10J Scotland's built environment & construction ecosystem has easy access to the necessary tools, guidance and supporting infrastructure to deliver net zero outocmes. | | | | x | |
| How might you evidence this? (What data do you need?) | Utilisation rates of consolidated resources for net zero journeys. Number of sector guidelines or best practices developed and adopted for daily net zero operations. Availability metrics for tools, guidance, and infrastructure aiding in net zero outcomes delivery. Usage statistics of these tools and infrastructure by the industry. | | | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | All workstreams | | | | | |

| Initiative Title: | Digital H&S | | | | | |
|---|---|---|---|---|---|---|
| Description: | Investigate the opportunities for digital to enhance and support a culture of health and safety within the built environment | | | | | |
| Lead Contact: | John McKinney | | | | | |
| Progress RAG: | To Start | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | Ideas for how digital can support H&S within the industry | Identification of suitable funding opportunities | | | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | Digital and data driven systems are in place to record and evaluate construction quality, e.g. materials database and supply chain overviews. | | | | | x |
| How might you evidence this? (What data do you need?) | Minutes of meeting | | | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | Quality and Data workstreams | Funding providers/ quality and data | | | | |

| Initiative Title: | Construction Data Dashboard | | | | | |
|---|---|---|---|---|---|---|
| Description: | Develop the 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 Workforce Development Portal. | | | | | |
| Lead Contact: | Douglas Morrison/ John McKinney | | | | | |
| Progress RAG: | Underway | | | | | |

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|---|---|---|---|---|---|
| **What milestones of progress do you hope to achieve?** (The stages of work) | Undertake a review with partnership including BE-ST, Univeristy of Strathclyde and Bellrock Technology | Publish an update for the Dashboard- more accessible and user friendly tools etc | | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | **INDICATOR 9B** Digital and data driven systems are in place to record and evaluate construction quality, e.g. materials database and supply chain overviews. | | | | |
| **How might you evidence this?** (What data do you need?) | The number of digital systems implemented for quality recording and evaluation. Usage statistics of materials databases and supply chain overviews. Improvements in construction quality as evidenced by data from digital systems. | | | | X |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | all workstreams | | | | |

| | |
|---|---|
| **Initiative Title:** | Growing CQIC |
| **Description:** | website potential/ developing action areas: increasing the resources (use of quality experiences, case studies for example) and establishing resource pool to assist with development |
| **Lead Contact:** | Colin Campbell/ Iain Kent |
| **Progress RAG:** | Underway |

| | | | | | |
|---|---|---|---|---|---|
| **What milestones of progress do you hope to achieve?** (The stages of work) | Four CQIC working group meetings Social media- 828 followers on LinkedIn Website and links to *Construction WiKi* page Press articles-SCN/PS News and events- GIRI seminar, quality forums, Webinars- NHS Assure/ GIRI/Chartered Quality Institute/ CIBSE/FES Menti- polls to gather evidence of awareness etc Compliance Plan Process Quality experiences Case Studies Client guide to quality | | | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | **INDICATOR 9D** Compliance with quality requirements across the industry is increased | | | | X |
| **How might you evidence this?** (What data do you need?) | Number of CQIC steering group meetings Commitment to CQIC (quality culture), HSEQ in MMC. | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | All Workstreams support this activity. CLF/ Accord networks | | | | |

| | |
|---|---|
| **Initiative Title:** | Publish CQIC Guidance Material |
| **Description:** | 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 secto wide survey-, Review of the Role of Independent Quality Assurance. |
| **Lead Contact:** | Colin Campbell/ Iain Kent |
| **Progress RAG:** | Underway |

| | | | | | |
|---|---|---|---|---|---|
| **What milestones of progress do you hope to achieve?** (The stages of work) | Guidance for Clients and Contractors published on the CQIC website. CDP Survey received 380 responses. CDP review undertaken and workshop held. Developing practice note on 'Appropriate Use of Contractor Designed Portions' completed review of independent quality assurance for further discussion | Finalise practice note on 'Appropriate Use of Contractor Designed Portions' (CDP). Develop roles and responsibilities for Independent Quality Assurance for further discussion | | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | **INDICATOR 9D** Compliance with quality requirements across the industry is increased | | | | X |
| **How might you evidence this?** (What data do you need?) | Increase in industry-wide compliance with quality requirements. | | | | |
| **Who else do you need to work with to deliver this change?** | Co-ordination with procurement, MMC, Workforce and Skills workstreams. | | | | |

| | |
|---|---|
| **Initiative Title:** | Growing CQIC Charter adoption |
| **Description:** | 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. C31 |
| **Lead Contact:** | Colin Campbell/ Iain Kent |
| **Progress RAG:** | Underway |

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|---|---|---|---|---|---|
| **What milestones of progress do you hope to achieve?** (The stages of work) | Charter adoption- is still growing from 96 to 122 (increase of 26) and equivalent to reach with 45,000 people in construction. Building collaborations with SG Programmes- (Civil Engineering Framework)/ Hub programme (North LEIP Schools Programme) Workshops- held with CIBSE, RIAS and RICS. Conferences- with CQIC and GIRI had 55 attendees. Awareness Sessions- with Scottish Water and their partners/ supply chain. Presentations- to The FIS Scottish members | Continue programme of adoption Building collaboration with SG programmes Workshops Awareness Sessions Conferences Presentations | | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | **INDICATOR 9C** Quality and Net Zero Targets are aligned and embedded across the sector. | | | | X |

| | | | | | | |
|---|---|---|---|---|---|---|
| **How might you evidence this?** (What data do you need?) | Reach of the camapaign/ how much engagement with the sector Number of companies signed up to CQIC or adhering to Health, Safety, Environment, and Quality (HSEQ) standards in MMC | | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | All workstreams support this activity. | | | | | |

| | |
|---|---|
| **Initiative Title:** | **Evidencing sector moves to embrace quality** |
| **Description:** | using established local/regional networks , website and social media promotion and regional 'roadshows'. |
| **Lead Contact:** | Colin Campbell/ Iain Kent |
| **Progress RAG:** | Underway |

| | | | | | | |
|---|---|---|---|---|---|---|
| **What milestones of progress do you hope to achieve?** (The stages of work) | NHS Scotland Assure- Learning Network Event/ The FIS regional members meeting/ GIRI webinar/ Joint webinars with CQI ConSIG and GIRI | | | | | |
| **What indicator of change do you expect to see?** (See suggested indicators for inspiration) | **INDICATOR 9D** Compliance with quality requirements across the industry is increased e.g. commitment to CQIC (quality culture), HSEQ in MMC. | | | | | x |
| **How might you evidence this?** (What data do you need?) | contribution to culture change- increases in industry-wide compliance with quality requirements | | | | | |
| **Who else do you need to work with to deliver this change?** (e.g. other Working Groups) | All workstreams support this activity. | | | | | |

# Annual Programme Impact Progress Report: Environment and Communities

| Outcome Area | Environment and Communities |
|---|---|
| Last Update: | Mar-25 |

| | | | | | Environment and Communities Outcomes | | |
|---|---|---|---|---|---|---|---|
| | | | | | **10** | **11** | **12** |
| **Initiatives**<br>(Active and planned) | **Year 1 Progress**<br>(What progress has already been made?) | **Year 2 Progress**<br>(What progress is planned?) | **Year 3 Progress**<br>(What progress do you expect to see?) | **Year 4 Progress**<br>(What progress do you expect to see?) | 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. | We use natural resources sustainably and are a key part of a circular economy. | We are fully engaged with and contribute value to the communities in which we operate. |

| Initiative Title: | **Support the development & delivery of a Net Zero Just Transition Plan for the Built Environment & Construction** | | | | | | |
|---|---|---|---|---|---|---|---|
| Description: | (Themes: Procuring for Value, Building a Skilled Labour Force, An Innovative, Internationally Competitive Industry, Delivering Consistent, Sustainable Standards, and Maximising the Manufacturing Base). | | | | | | |
| Lead Contact: | Gordon Nelson/ Stephen Good | | | | | | |
| Progress RAG: | Underway | | | | | | |
| **What milestones of progress do you hope to achieve?**<br>(The stages of work) | Metric 1 - Publication of Built Environment & Construction Just Transition Plan (BE&C JTP) Discussion Paper Evaluation Report. BE-ST work packages completed.<br>Metric 2 - Publication of BE&C JTP Discussion Paper Final. ScotGov due to share Oct 2023- still in development.<br>Metric 3 - Publication of BE&C JTP Draft Strategy for consultation. ScotGov due to publish Spring 2024- still in development<br>Metric 4 - Publication of BE&C JTP Strategy Final. ScotGov tbc- still in development<br>Metrix 5 - Embedding delivery Route Map into BaU, with clear timeline, funding & evaluation metrics- to follow<br>Review existing Scottish Government Just Transition discussion papers and previously issued consultation papers e.g Navigating Sustainable Transitions - A Stakeholder Perspective | Continue to support the development and delivery of a Net Zero Just Transition Plan for the BE&C, and engage regularly with Scottish Government's JTP team. | | | | | |
| **What indicator of change do you expect to see?**<br>(See suggested indicators for inspiration) | INDICATOR 10<br>A- Procurement processes are developed to reward investment in net zero outcomes and targets and workforce training.<br>B-Apprenticeships and programme informed skills development are aligned to net zero outcomes.<br>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.<br>D-Communication about purpose driven net zero marketplace helps to promote skilled jobs, a diversifying and retained workforce<br>E-Consolidated resources are used across the sector to guide day-to-day net zero journeys.<br>F- All built environment & construction investment decisions (public and private) are made with weighted consideration to regulated and contractually defined just transition outcomes, and are monitored regularly during and post-project to ensure delivery of the just transition outcomes as defined. | | | | X | | |
| **How might you evidence this?**<br>(What data do you need?) | Number of procurement policies revised to include net zero and workforce training as criteria for project awarding.<br>Total investment in projects awarded specifically for achieving net zero outcomes.<br>Number and percentage of apprenticeships with curricula aligned to net zero outcomes.<br>Utilisation rates of consolidated resources for net zero journeys.<br>Number of sector guidelines or best practices developed and adopted for daily net zero operations.<br>Campaigns or communication initiatives launched to promote net zero roles.<br>Workforce diversity metrics before and after such communication efforts.<br>Retention rates in roles specifically tied to net zero objectives.<br>Number of new technologies and tools developed for net zero alignment.<br>Frequency of use of DfMA and other MMC in projects, as well as the effectiveness of these methods in net zero auditing and reporting.<br>Assessments or evaluations demonstrating apprentice knowledge and skills in net zero practices.<br>Percentage of investments evaluated against just transition outcomes.<br>Success rate of delivering just transition outcomes as per project evaluations. | | | | | | |
| **Who else do you need to work with to deliver this change?**<br>(e.g. other Working Groups) | All work areas will contribute to the delivery of the published plan. | | | | | | |

| Initiative Title: | **Establish Net Zero Working Group's role as "Strategic Coordination" group for Scotland's BE&C Net Zero activity (2025 will be connected with the Net Zero Campaign)** | | | | | | |
|---|---|---|---|---|---|---|---|
| Description: | Objective is to de-clutter existing landscape by making it more transparent, connected, and navigable. | | | | | | |
| Lead Contact: | Gordon Nelson/ Stephen Good | | | | | | |
| Progress RAG: | Underway | | | | | | |
| **What milestones of progress do you hope to achieve?**<br>(The stages of work) | Endorsement and agreement from key stakeholders across Industry, Academia, Government/Public Sector. | Grow the Net Zero a Strategic Coordination Group, and develop a communications campaign, that supports, promotes, and showcases Scotland's Net Zero Built Environment impact. | | | | | |
| **What indicator of change do you expect to see?**<br>(See suggested indicators for inspiration) | INDICATOR 10E<br>Consolidated resources are used across the sector to guide day-to-day net zero journeys.<br>INDICATOR 10G<br>A community of built environment & construction stakeholders supports & endorses the Net Zero Working Group's role as Scotland's strategic coordination group for net zero, | | | | X | | |
| **How might you evidence this?**<br>(What data do you need?) | Utilisation rates of consolidated resources for net zero journeys.<br>Number of sector guidelines or best practices developed and adopted for daily net zero operations.<br>Membership or endorsement counts for the Net Zero Working Group.<br>Active participation levels in Net Zero Working Group initiatives. | | | | | | |
| **Who else do you need to work with to deliver this change?**<br>(e.g. other Working Groups) | All Workstreams will support this activity. Partners across Industry, Academia, Government/Public Sector. | | | | | | |

| Initiative Title: | Map current 'known' Net Zero activity at a strategic, tactical, and operational level.(2025- will address mapping, knowledge sharing and routemap for Net Zero) | | | | | | |
|---|---|---|---|---|---|---|---|
| Description: | | | | | | | |
| Lead Contact: | Gordon Nelson/ Stephen Good/ Nick Ribbons | | | | | | |
| Progress RAG: | Underway | | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | NZWG publishes quarterly 'Map' of current landscape at strategic, tactical and operational level, of Net Zero activity across Scotland. 2. In time, the 'Map' would become a new section within the CLF Data Dashboard. | Develop a pragmatic Net Zero Route Map for the BE&C ecosystem in Scotland. Prioritising previous mapping work, develop a clearer picture of Net Zero activity taking place across Scotland. Develop comms to ensure the mapping activity is available and can be shared by relevant Knowledge Exchange organisations across the Built Environment. Utilising the mapping create a Net Zero Route Map for the BE&C ecosystem in Scotland. | | | | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | INDICATOR 10E Consolidated resources are used across the sector to guide day-to-day net zero journeys. INDICATOR 10H A dynamic map of Scotland's net zero assets, policy, programme, and project activity is openly accessible through the CLF Data Dashboard. | | | | x | | |
| How might you evidence this? (What data do you need?) | Utilisation rates of consolidated resources for net zero journeys. Number of sector guidelines or best practices developed and adopted for daily net zero operations. Accessibility and user engagement metrics with the CLF Data Dashboard. Number of net zero assets, policies, and programs listed and updated on the dashboard. | | | | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | Data Working Group, Scottish Government | | | | | | |

| Initiative Title: | Scope & develop an enhanced Knowledge Exchange Platform .(2025- will be combined with mapping and routemap) | | | | | | |
|---|---|---|---|---|---|---|---|
| Description: | this will support better collaboration, sharing, and learning across BE&C Net Zero Ecosystem | | | | | | |
| Lead Contact: | Gordon Nelson/ Stephen Good/ Linzi Shearer (Catriona Jordan) | | | | | | |
| Progress RAG: | Underway | | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | 1. Launch Knowledge Exchange Platform. 2. Comprehensive & regularly updated programme of content/initiatives/events etc. 3. Enhanced collaboration, connectivity & learning outcomes. | This workstream will be combined with the strategic co-ordination. | | | | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | INDICATOR 10E Consolidated resources are used across the sector to guide day-to-day net zero journeys. INDICATOR 10I Scotland's built environment & construction ecosystem can easily access a relevant knowledge exchange platform that is rich with net zero information, insight, and collaboration, learning and sharing opportunities. | | | | x | | |
| How might you evidence this? (What data do you need?) | Utilisation rates of consolidated resources for net zero journeys. Number of sector guidelines or best practices developed and adopted for daily net zero operations. Number of users or interactions with the knowledge exchange platform. Quantity and quality of net zero related content available on the platform. Considering existing roadmaps to transform the landscape of our sector to net zero because regardless of size we want to help all business navigate their journey. Some examples of existing platforms: BE-ST's Accelerate to Zero; ZWS/SBCC's Climate & Net Zero Hub; UKGB's Net Zero Whole Life Carbon Roadmap for the Built Environment. Following the initial gathering of information the group will consider: o What the industry is doing, why, and what/who is missing? o What do we need to do? o What funding opportunities are available to support this work? | | | | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | All workstreams | | | | | | |

| Initiative Title: | Net Zero Campaign (2025 strategic coordination and campaign) | | | | | | |
|---|---|---|---|---|---|---|---|
| Description: | Develop a vehicle/campaign that focuses on honest, science based Net Zero messaging that will remove barriers. | | | | | | |
| Lead Contact: | Gordon Nelson/ Stephen Good | | | | | | |
| Progress RAG: | To Start | | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | | This workstream will be combined with the strategic co-ordination. | | | | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | INDICATOR 10D Communication about purpose driven net zero marketplace helps to promote skilled jobs, a diversifying and retained workforce INDICATOR 10K Scotland's built environment & construction ecosystem is communicated to clearly, and can communicate clearly, around honest, science based net zero objectives. | | | | x | | |
| How might you evidence this? (What data do you need?) | 1. Launch vehicle/campaign. 2. Track impact. 3. Measure reduction in resistance etc. | | | | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | all workstreams/ communications | | | | | | |

| Initiative Title: | Develop a holistic 'existing buildings' database | | | | | | |
|---|---|---|---|---|---|---|---|
| Description: | Undertake mapping and research- scoping the sources of relevant datasets. Database will be aligned to a common and interoperable data architecture for building information. | | | | | | |
| Lead Contact: | Douglas Morrison/ John McKinney | | | | | | |
| Progress RAG: | Underway | | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | Partnership with Robert Gordon University- mapping existing datasets in partnership with local authorities, and linking in with UK wide groups engaged in similar activity (HSE, National Retrofit Hub and University College London) | | | | | | |

| What indicator of change do you expect to see? (See suggested indicators for inspiration) | INDICATOR 11B Digital and data-driven technologies are used to reduce waste in design and manufacturing. | | | | | x | |
|---|---|---|---|---|---|---|---|
| How might you evidence this? (What data do you need?) | Reduction percentages in design and manufacturing waste due to digital technologies. Number of projects utilising data-driven technologies for waste reduction. | | | | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | Digital | | | | | | |

| Initiative Title: | Promote local social and environmental benefits | | | | | | |
|---|---|---|---|---|---|---|---|
| Description: | Ensure business cases are given appropriate weighting when assessing the Most Economically Advantageous tender. | | | | | | |
| Lead Contact: | John Brown/ David LittleJohn | | | | | | |
| Progress RAG: | Underway | | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | Research and understand the current perception of community benefits across the sector by gaining information from clients, framework users, main contractors and subcontractors, | There is sector reluctance to make these universal and improve the communication, therefore little appetite to publish the results of community benefits. Cross referencing with the community benefits initiative will determine the focus for promotion and further engagement. | | | | x | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | INDICATOR 12A Community benefits are embedded within procurement and supply chain management. Clearer reporting on community benefits, improved review of community benefits achieved, improved adherence to community benefit goals, renewed confidence in the power of community benefits | The changes from Community Benefits to Community Wealth may may assist in regulating the information and achieving measurable impact. | | | | | |
| How might you evidence this? (What data do you need?) | The number of procurement and supply chain strategies that integrate community benefits. Community benefit outcomes reported in project deliverables. | | | | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | Procurement workstream | | | | | | |

| Initiative Title: | Reporting of social impact metrics | | | | | | |
|---|---|---|---|---|---|---|---|
| Description: | Bring forward improvement (publishing details) and the auditing of these across the whole supply chain. | | | | | | |
| Lead Contact: | John Brown/ David LittleJohn | | | | | | |
| Progress RAG: | Underway | | | | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | Connecting to the community benefits review. | Cross referencing with the community benefits initiative will determine the focus for promotion and further engagement. | | | | x | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | INDICATOR 12A Community benefits are embedded within procurement and supply chain management. | | | | | | |
| How might you evidence this? (What data do you need?) | The number of procurement and supply chain strategies that integrate community benefits. Community benefit outcomes reported in project deliverables. | | | | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | Fair work & Skills workstreams | | | | | | |

**Annual Programme Impact Progress Report: Communications**

| Outcome Area | All |
|---|---|
| Last Update: | Mar-25 |

| Initiatives (Active and planned) | Year 1 Progress (What progress has already been made?) | Year 2 Progress (What progress is planned?) | Year 3 Progress (What progress do you expect to see?) | Year 4 Progress (What progress do you expect to see?) |
|---|---|---|---|---|
| **Initiative Title:** | **Grow the Accord Network** | | | |
| Description: | Across all communications- amplify the messaging for the sector about who the change is for to ensure that the transformation is understood- using | | | |
| Lead Contact: | All | | | |
| Progress RAG: | Underway | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | Build the network and enhance the existing and new tools with new templates etc | Establish a collective sector voice. Extend the reach to the SME sector. | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | Increased engagement with/ awareness of transformation programme Culture change | Increased engagement with/ awareness of transformation programme Culture change | | |
| How might you evidence this? (What data do you need?) | Establishing reach through website/ social media/ read stats. increase in engagement with the programme. change in operations and benfits across the sector that reflect the transformation programme. | Evidence of new working practices Evidence of the Accord vision/ goals being implemented Positive perception of CLF | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | SME network (possibly the supply chain group), and sector events. | Collective voices from the sector | | |
| **Initiative Title:** | **Promote Initiatives** | | | |
| Description: | Connecting policy changes to ensure there is one industry voice and messaging across the Action Plan | | | |
| Lead Contact: | All | | | |
| Progress RAG: | Underway | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | The graduated pricing mechanism and pipeline forecast tool CPN's. Surveys and findings CQIC/MMC. Calls for information on the Data dashboard and buildings database. Guidance from CQIC | *Brand Construction* and other initiatives shared and adopted across the sector | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | Transformational changes developed for the sector are recognised | Impacts are being recognised Slow but increasing engagement in the programme | | |
| How might you evidence this? (What data do you need?) | Reach of the messaging | The reach- effective across the sectoral areas | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | Follow up with Pipeline and Procurement on further messaging and information sharing. | All working groups and priority areas. | | |
| **Initiative Title:** | **Brand Construction** | | | |
| Description: | develop narrative for the skills and workforce agenda | | | |
| Lead Contact: | Skills/ Comms | | | |
| Progress RAG: | To Start | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | Review the format of this agenda | Campaign created | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | Appropriate communication is used to promote employee benefits, job quality and purpose led roles across the sector as a whole. | Measure awareness and reach | | |
| How might you evidence this? (What data do you need?) | Collective voice on construction skills | Higher profile sector | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | Skills and workforce | | | |
| **Initiative Title:** | **Net Zero Campaign ( this initiative will be addressed under net zero strategic co-ordination)** | | | |
| Description: | Scope and develop that focusses on transformation ambition for Net Zero to leadership from/to the sector/CLF | | | |
| Lead Contact: | Net Zero/ Comms | | | |
| Progress RAG: | To Start | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | | This initiative will be addressed under net zero strategic co-ordination | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | | | | |
| How might you evidence this? (What data do you need?) | | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | | | | |
| **Initiative Title:** | **Awareness campaign for construction transformation** | | | |
| Description: | Develop and deliver an awareness campaign for construction transformation (including a glossary of terms). | | | |
| Lead Contact: | Comms | | | |
| Progress RAG: | To Start | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | Media and messaging about the transformation programme | Awareness campaign strategy will be confirmed. | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | Building capacity and awareness Increasing reach Increasing influence | | | |
| How might you evidence this? (What data do you need?) | The CLF network increased Messaging shared and amplified Engagement | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | Board | | | |
| **Initiative Title:** | **Measuring success for transformation** | | | |
| Description: | develop the format and presentation for measuring success for transformation | | | |
| Lead Contact: | Karen S | | | |
| Progress RAG: | Underway | | | |
| What milestones of progress do you hope to achieve? (The stages of work) | Evaluation toolkit established and being used to inform annual evaluation and impact summaries. Format of the annual report and messaging plan to be confirmed | An annual evaluation and report will be published. | | |
| What indicator of change do you expect to see? (See suggested indicators for inspiration) | The impact of the transformation programme is mapped for the sector. | | | |
| How might you evidence this? (What data do you need?) | The impact of sector messaging | | | |
| Who else do you need to work with to deliver this change? (e.g. other Working Groups) | Comms and all working groups | | | |